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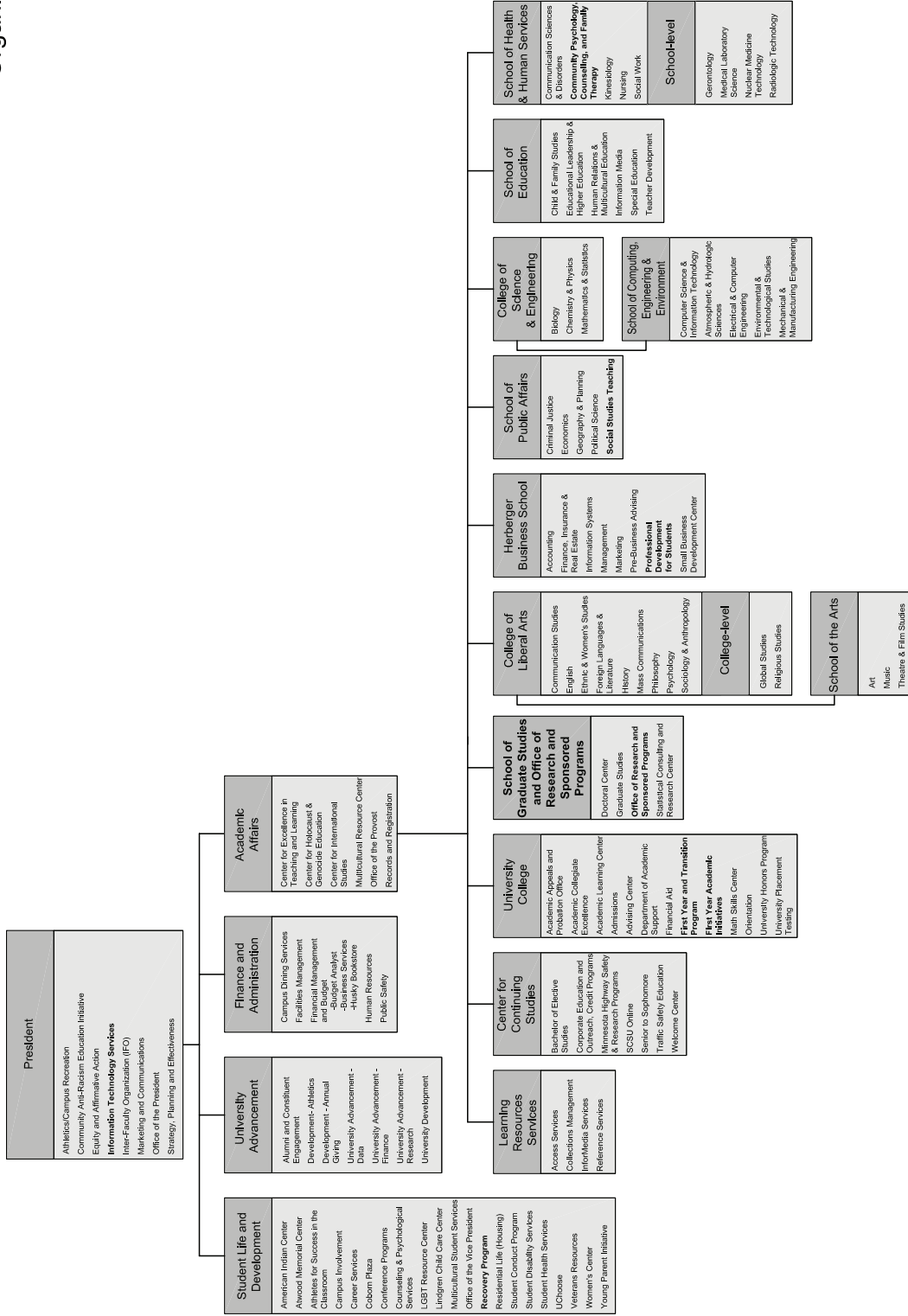
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10.22.13



St. Cloud State University
Space Utilization Study



St. Cloud State University Campus Office Use Analysis - Spring 2015									
Building Name	Number of Offices*			Number of Occupants					
	Occupied	Vacant	Total	Faculty	Adjunct	Staff	Squater	Other	Total
51B	78	6	84	68	0	8	0	25	101
525B	3	4	7	1	0	2	0	0	3
American Indian Center	2	1	3	0	0	2	0	0	2
Administrative Services Building	130	6	136	4	0	125	0	0	129
Atwood Memorial Center	33	0	33	2	0	31	0	0	33
Brown Hall	70	4	74	32	6	30	0	1	69
Centennial Hall	189	14	203	126	3	50	0	26	205
Education Building	142	10	152	80	10	23	0	7	120
Engineering & Computing Center	85	4	89	65	1	12	0	4	82
Ervin House	12	0	12	0	0	10	0	2	12
Facilities Management	16	0	16	0	0	16	0	0	16
Halenbeck Hall	65	0	65	35	15	13	0	2	65
Headley Hall	31	2	33	10	1	5	0	1	17
Herb Brooks National Hockey Center	14	0	14	5	1	8	0	0	14
ISELF	7	3	10	2	0	4	0	0	6
Miller Center	93	0	93	21	0	72	0	0	93
Kiehle Visual Arts Center	33	1	34	15	11	11	0	1	38
Lawrence Hall	24	1	25	10	0	13	0	0	23
Lewis House	19	1	20	0	0	19	0	0	19
MN Highway Safety & Research Center	10	0	10	0	0	10	0	0	10
Performing Arts Center	57	3	60	24	19	8	0	0	51
Public Safety	8	0	8	0	0	8	0	0	8
Richard Green House	1	3	4	0	0	1	0	0	1
Riverview	41	0	41	26	10	1	0	3	40
Robert H. Wick Science Building	92	11	103	61	4	20	0	11	96
South Office Center	5	0	5	3	0	2	0	0	5
Stewart Hall	170	31	201	100	22	17	0	54	193
Student Recreation Center	3	0	3	0	0	3	0	0	3
Whitney House	28	0	28	17	1	4	0	8	30
Women's Center	6	2	8	0	0	3	0	1	4

*Count includes open office environments which may include several occupants

St. Cloud State University

Climate Action Plan

Version 2.0

2014



EDUCATION FOR LIFE.

Report Issue Date: January 15, 2014

*Prepared to meet the requirements of the
American College & University Presidents'
Climate Commitment*



January 16, 2014

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Presidents' Climate Commitment
 c/o Second Nature
 18 Tremont Street, Suite 930
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Dear Leaders of the American College & University Presidents' Climate Commitment:

I am pleased to submit our second Climate Action Plan for St. Cloud State University, in fulfillment of the requirements of the American College and University Presidents' Climate Commitment.

Sustainability is at the core of who we are and what we believe on campus. Obligations as global citizens compel us to take action on this pressing issue; our role as educators requires that we also show our students how we get there, how they can join us and how they can become environmental stewards after they leave St. Cloud State University.

Achieving climate neutrality will not be easy. However, we are optimistic. We have engaged an Energy Savings Company (ESCO), who is finalizing their investment grade audit of our campus to uncover energy savings projects. Once the audit completed, the ESCO guarantees the energy savings and arranges financing. Loan payments are made with the difference between our current energy bills and our new, lower bills. This program has great potential to have a significant potential to dramatically impact our carbon footprint and decrease our greenhouse gas emissions.

A portion of our energy saving projects will involve the use of bio-fueled (waste food) cogeneration micro turbines. In addition to self-producing our own electricity, there will be substantial research opportunities, leveraged by our pursuit of a substantial grant offered by our local electricity provider, which will enable us to provide an un-paralleled educational opportunity to local students of all types.

Our byline is: "Education for Life." We believe this plan dovetails into this message perfectly.

Sincerely,

Earl H. Potter III
 President



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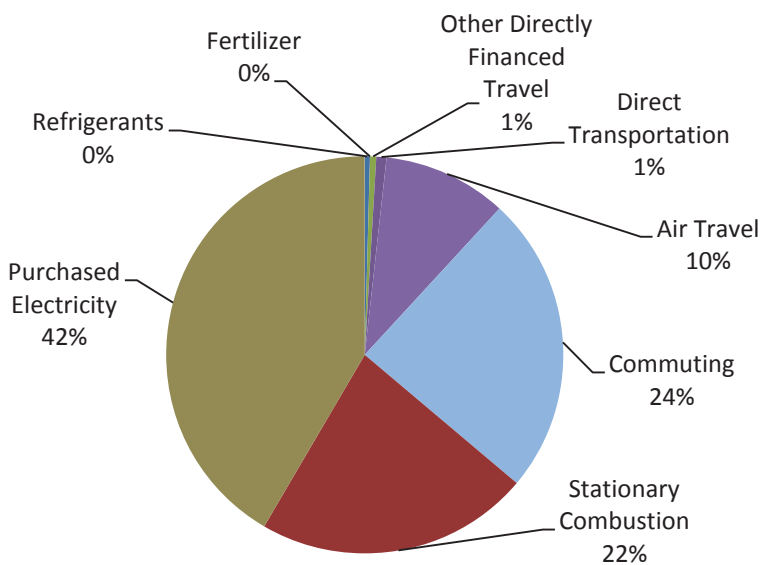
A. Executive Summary

Overview

St. Cloud State University President Earl H. Potter III signed the American College & University Presidents Climate Commitment (ACUPCC) in 2009. Signatories of the ACUPCC have agreed to create Climate Action Plans for accelerating research and educational efforts to equip society to re-stabilize the earth's climate and reducing their campus greenhouse gas (GHG) emissions. They have also agreed to publicly report their plans and subsequent progress reports and adaptations to the plan. This document shall serve as St. Cloud State University's plan to achieve climate neutrality.

In September, 2010, a Greenhouse Gas Emissions Inventory was completed for St. Cloud State University for FY 2004-2009 and was submitted to the ACUPCC website. A second inventory was completed in January, 2013, which documented the emissions for fiscal years 2010, 2011, and 2012. SCSU emitted 44,802 metric tons of eCO₂ in FY 2012. Total emissions have decreased by 5,160 metric tons since FY 2009, a reduction of 10 percent.

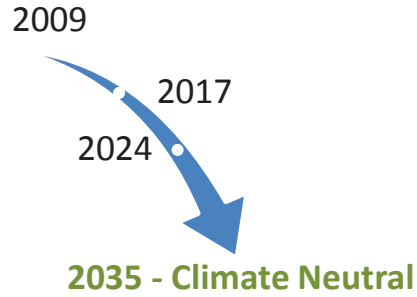
The most significant source of eCO₂ emissions for St. Cloud State University has been electricity purchased from Xcel Energy. This source, coupled with transmission and delivery (T & D) losses, accounted for 42 percent of SCSU's total GHG emissions in FY 2012. On-campus stationary sources, such as heating and cooling, accounted for 22 percent of total eCO₂ emissions. Daily commuting by students, faculty, and staff represented 24 percent of the total eCO₂ emissions. Air travel, including for study broad programs, represented 10 percent of the total eCO₂ emissions. Mobile combustion sources (i.e. vehicles owned or paid for by the University) represented 1% of SCSU's total eCO₂ emissions. In total, transportation accounted for 36 percent of total eCO₂ emissions. Fugitive emissions resulting from the use of refrigerants and fertilizers accounted for only 0.08% of eCO₂ emissions.



2012 Total Emissions by Sector

Greenhouse Gas Emissions Target

St. Cloud State University has established a targeted carbon neutrality date of 2035, with a short-term target of a 15% reduction by 2017 and a mid-term target of a 40% reduction by 2024.



Summary of Recommendations

St. Cloud State University is making strides to reduce its emissions. However, additional energy conservation measures will only have an incremental effect on the overall emissions. In order to achieve the ultimate goal of climate neutrality, dramatic changes will have to be made.

To reach campus emission targets, this Climate Action Plan has outlined and prioritized mitigation strategies by emission source categories. Tracking each mitigation strategy in terms of scopes 1, 2 and 3 will help ensure all forms of emissions are addressed. The first goal will be to reduce usage. An overall reduction in energy used will not only reduce the greenhouse gas emissions, it will reduce operating budgets. As renewable energy sources are integrated into the campus, the energy savings will reduce the size of the energy demand and subsequent size of the renewable energy sources required.

In order to integrate renewable energy sources, the Climate Action Plan starts with smaller systems that will be included with new building and site improvement projects. Longer term strategies call for more ambitious systems that will deliver wind, solar and other renewable energies to the campus on a larger scale. Due to the location of the campus within the City of St. Cloud, these initiatives may be implemented on land located off the main campus, perhaps in partnership with other entities.

St. Cloud State will be the first MnSCU campus to utilize the state’s Guaranteed Energy Savings Program (GESP). The University is partnering with energy services company (ESCO) McKinstry in a comprehensive campus-wide energy efficiency project. The program will be self-funded through energy, utility, and operational savings. The total project cost will be \$12 million to \$15 million and will result in annual energy savings of \$800k to \$1 million.

While every effort will be made to reduce eCO₂ emissions through conservation and by developing University sponsored renewable energy sources, offsets or sequestration may be necessary. Air travel for example, will be particularly difficult to mitigate without offsets unless major technology changes are made in that industry.

Methodology

St. Cloud State University has a wide variety of sustainable and energy efficiency measures already in place. The first task was to research and document these initiatives to provide a baseline in which to begin crafting a plan to achieve climate neutrality.

John Frischmann, Interim Director of Facilities Management, worked with GLTArchitects to interview and collect information from a wide variety of University departments including facilities, academics, research and administration. This ambitious action plan was created by investigating what other institutions have done, evaluating current strategies and brainstorming new ideas.

Implementation

Many of the initiatives outlined in this Climate Action Plan will be implemented by the facilities department at SCSU. With the climate neutrality goal in place, this plan will serve to guide facilities and equipment purchases and repair. A sustainability committee which includes a wide range of university departments is in place at SCSU. This group will continue to meet and provide direction for faculty, students and staff to ensure this plan is implemented, measured and updated.

Due to improvements in technology and unforeseen future challenges, this Climate Action Plan is seen as a living document that will be updated periodically.

B. Acknowledgements

St. Cloud State University

Earl H. Potter III, President

Tammy L.H. McGee, Vice President for Finance and Administration

John Frischmann, Interim Director of Facilities Management

Joe Teff, Safety Administrator

Ron VanHeuveln, Physical Plant Director

Dan Gregory, Interim Dean, College of Science and Engineering

Kurt Helgeson, Professor, College of Science and Engineering

Matt Julius, Professor, Department of Biological Sciences

Jodi Kuznia, Director, Office of Sponsored Programs

GLTArchitects

Evan Larson, Architect, LEED AP

Kelly Bartlow, Architect

McKinstry

Bernie Eikmeier, Senior Project Manager

Xcel Energy

Scott Hinde, Project Manager

C. Introduction

The American College and University Presidents' Climate Commitment (ACUPCC) was formed by a small group of higher education institutions concerned that the earth's climate is rapidly destabilizing. The ACUPCC signatories recognize global climate change as the defining challenge of the 21st century.

The commitment also acknowledges the important role universities play in research, education and modeling solutions relative to this challenge. Since its inception, the ACUPCC has grown from 12 founding members to 679 signatories, including 11 MnSCU institutions.

As a signatory to the American College and University President's Climate Commitment (ACUPCC), St. Cloud State University has committed to eliminating our greenhouse gas (GHG) emissions in a reasonable period of time. An inventory of current and past GHG emissions has been completed and will be updated every other year to measure our progress. Additionally, SCSU has agreed to create and implement a Climate Action Plan with a target date and interim milestones for achieving campus climate neutrality. We have agreed to integrate sustainability into the curriculum and make it part of the educational experience. SCSU has also agreed to make the action plan, inventory, and periodic progress reports publically available.

This document shall serve as the second Climate Action Plan for St. Cloud State University and was prepared in accordance with the guidelines established by the ACUPCC. This plan is not intended to be relied upon by any person, entity, or institution. It is an aspiration, and none of the contents shall be binding on St. Cloud State University, its employees, or assignees.

St. Cloud State University Climate Action Plan 2.0
Last Revision: January 16, 2014

ACUPCC Timeline

As a signatory to the ACUPCC, St. Cloud State University has made a commitment to publicly report on their progress, set a precedent for transparency, be accountable to their peers, stakeholders, and the public, and enable the network to share innovation and best practices.

2009

President Earl H. Potter III signed the American College & University Presidents' Climate Commitment

2010

Greenhouse Gas Inventory completed for FY 2004-2009

2012

Climate Action Plan Completed

2013

Greenhouse Gas Inventory completed for FY 2010-2012

2014

Submit Progress Report on Climate Action Plan

In future years, GHG inventories and Progress Reports are due every other year, ongoing.

D. Overview of Campus Energy Use and Greenhouse Gas Emissions

Greenhouse Gas Emissions Inventory

In September, 2010, a Greenhouse Gas Emissions Inventory was completed for St. Cloud State University and was submitted to the ACUPPC website. This inventory established a baseline to which future inventories and emissions reduction strategies could be compared. In January, 2013, a second Greenhouse Gas Emissions Inventory was completed. The following is a summary of the inventory. The full report can be found on the ACUPCC website.

Methodology

Under the direction of John Frischmann, Interim Director of Facilities Management, GLTArchitects created the inventory, interviewing campus sources and vendors to collect data on six separate categories:

- **Institutional Data**
- **On-Campus Stationary Fuel Use**
- **Purchased Electricity**
- **Agriculture (Fertilizer Use)**
- **Refrigeration**
- **Transportation**

This inventory included data from fiscal years (FY) 2010, 2011, and 2012, covering the period of time from July 1, 2009 to June 30, 2012.

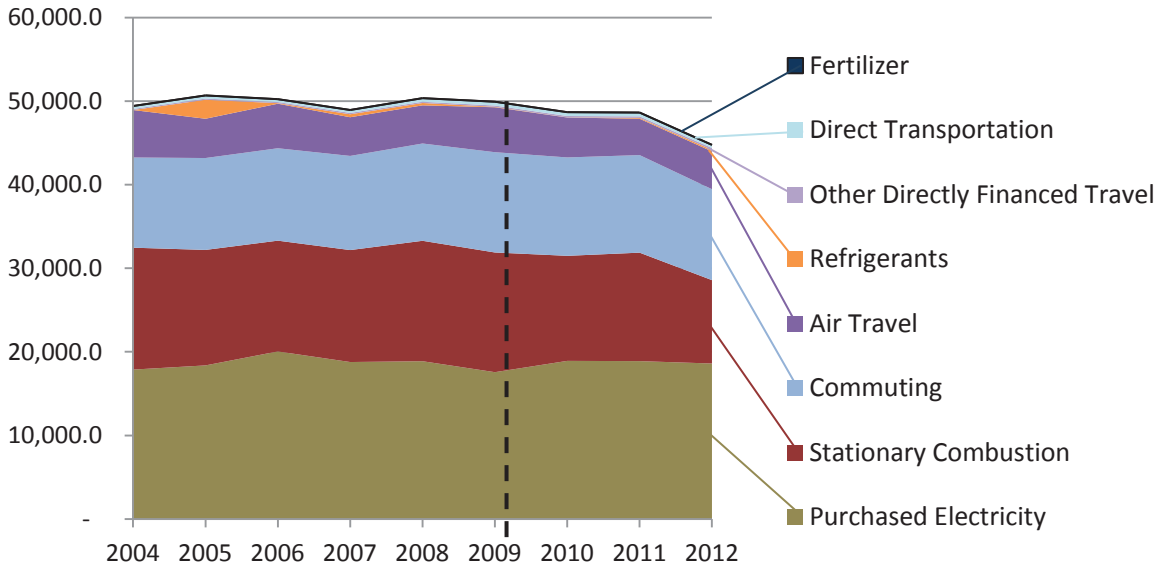
The inventory included data related to all properties owned by the University, including the main campus and the Minnesota Highway Safety Research Center. Leased spaces (University Welcome Center, Coborn Plaza Apartments, and the Twin Cities Graduate Center) were not included in the study. Institutional data was collected, including building square footages; operational budgets; and staff, faculty, and student counts. This allows for limited peer-to-peer comparisons to be made based on per person and per square foot calculations.

The data gathered was entered into the *Campus Calculator* (software developed by Clean Air-Cool Planet and the primary calculator used higher education institutions). The Calculator converted the information into greenhouse gases, and reported it as CO₂ equivalents (eCO₂) to estimate the carbon footprint of the University. The eCO₂ is reported in metric tons.

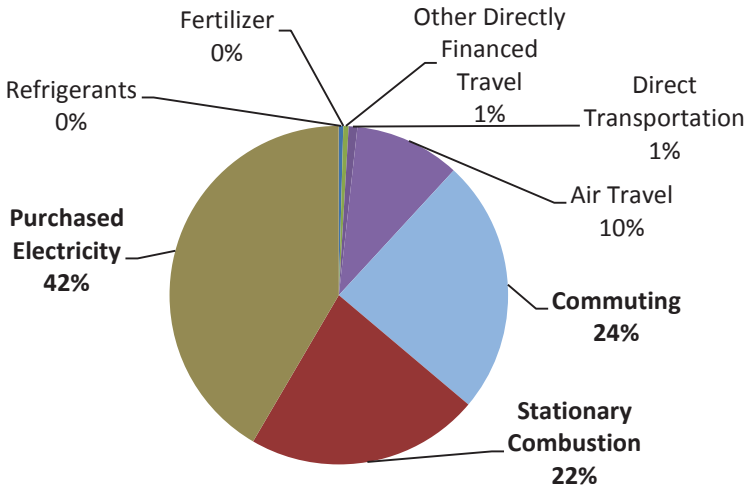
Results

SCSU emitted the equivalent of 44,802 metric tons of eCO2 in FY 2012. In comparison, FY 2009 saw total eCO2 emissions of 49,925 metric tons. Therefore, total annual emissions have decreased by 5,160 metric tons since FY 2009, a reduction of 10 percent. Purchased electricity (including transmission and delivery losses) was responsible for 42 percent of emissions. On-campus stationary sources such as boilers accounted for 22 percent of emissions. Air travel was responsible for 10 percent of emissions, and daily commuting totaled 24 percent of emissions.

Total Emissions by Sector (in Metric Tons of eCO2)



2012 Total Emissions by Sector



Conclusion

St. Cloud State University's best opportunities to improve its carbon footprint will be to reduce its dependence on purchased electricity, continue to reduce the carbon produced by on-campus stationary sources, and reduce the amount of fuel consumed in those sources by providing alternative methods of energy. St. Cloud State University will also need to consider methods to reduce the emissions resulting from daily commuting by students, faculty, and staff, as well as emissions resulting from air travel. Carbon offsets will likely not prove cost effective for SCSU to offset its carbon usage, as carbon offsets are generally expensive relative to the offset created.

SCSU's Greenhouse Gas Equivalencies

St. Cloud State University's 2012 eCO₂ emissions are equal to:

Annual greenhouse gas emissions from 9,334 passenger vehicles

CO₂ emissions from 1 of the following:

- 5,022,646 gallons of gasoline consumed.
- 104,191 barrels of oil consumed.
- 591 tanker trucks of gasoline.
- The annual electricity use of 6,164 homes.
- 1,866,750 propane cylinders used for home barbeques.
- Burning 192 railcars of coal.

Carbon sequestered by 1 of the following:

- 1,148,769 tree seedlings grown for 10 years
- 36,723 acres of U.S. forests in one year
- 346 acres of U.S. forest preserved from conversion to cropland for one year

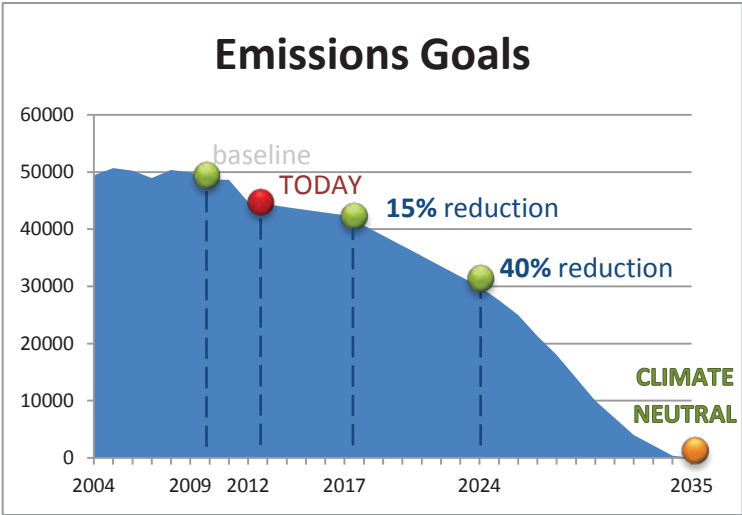
Source:

<http://www.epa.gov/cleanenergy/energy-resources/calculator.html>

E. Emissions Targets

St. Cloud State University has established a target carbon neutrality date of 2035, with a short-term target of a 15% reduction by 2017 and a mid-term target of a 40% reduction by 2024.

St. Cloud State University has a history of pursuing energy-conserving measures and will continue to do so. As St. Cloud State University continues to implement energy efficiency projects, additional energy-reduction strategies will provide incrementally smaller returns. Therefore, to reach the ultimate goal of climate neutrality, dramatic changes will have to be made. The long-term goal of carbon neutrality will require the campus to replace fossil fuel energy sources with cleaner, renewable alternatives.



F. Mitigation Strategies

St. Cloud State University participated in a program called PBEEEP (Public Buildings Enhanced Energy Efficiency Program) with the Minnesota Department of Administration and the Center for Energy and Environment. Through this program, the campus was screened to identify potential energy saving projects with a specified payback period. The evaluation process was completed in 2012. Many of these items have been implemented or are being actively pursued.

St. Cloud State University is a member of the Drive Electric MN initiative, and was the first higher education organization to participate. This organization is a partnership of state and local government, utilities, private business and nonprofit entities working together to bring electric vehicles (EVs) and plug-in charging infrastructure to Minnesota.

Guaranteed Energy Savings Program

St. Cloud State will be the first MnSCU campus to utilize the state's Guaranteed Energy Savings Program (GESp). The University is partnering with energy services company (ESCO) McKinstry in a comprehensive campus-wide energy efficiency project. The program will be self-funded through energy, utility, and operational savings.

- Projected total project cost: \$12 million to \$15 million
- Projected annual savings: \$800k to \$1 million
- Simple payback: 12 to 15 years

Schedule

- Complete Preliminary Assessment September 2013
- Start Investment Grade Audit October 2013
- Complete Investment Grade Audit February 2014
- Presentation to Leadership Council February 2014
- Presentation to MnSCU Board of Trustees March 2014
- Construction Begins Spring 2014

Projected Outcomes

- Reduce by 20% energy costs in academic buildings
- Reduce by 24% CO2 emissions from utility energy
- Improved learning environment comfort for staff and students
- Career relevant experiential learning
- Demonstration of environmental awareness and improvement

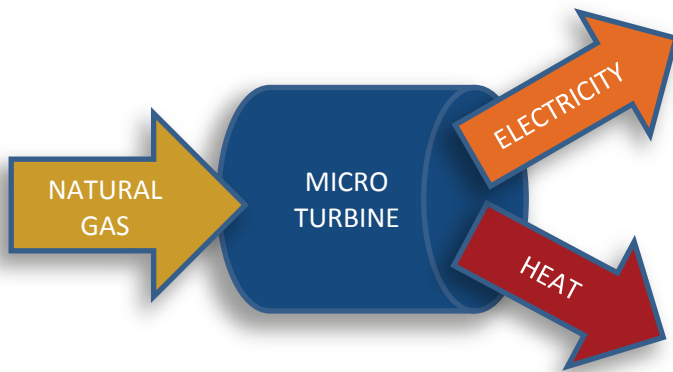
Contributing Energy Conservation Measures (ECMs)

- Cogeneration Microturbine Plants
- High- to Low-Pressure Steam Operations
- Stack Heat Recovery
- Reverse Osmosis Boiler Makeup
- Lighting Upgrades
- Digital Control Upgrades
- Water Conservation Measures
- Domestic Hot Water Improvement
- Building Envelope Improvements
- Solar PV/Solar Air Preheat
- Green IT Measures
- Condenser Coil Coating
- V-Belt Drive Upgrades
- Transformer Upgrades
- Education Bldg. HVAC Upgrade
- Vending Miser

Cogeneration Microturbine

A key energy conservation measure project is the cogeneration microturbines. A total of four are planned and will be located throughout campus near facilities that can best make use of the heat generated. The distributed electrical generation will supply the campus with an efficient electrical power generation while providing a backup source in case of utility interruption. This local source also serves to reduce the line loss found with electrical production at the utility and distributed over miles of power lines.

Three of the four cogeneration microturbines will be traditional units that use natural gas to produce both electricity and heat.



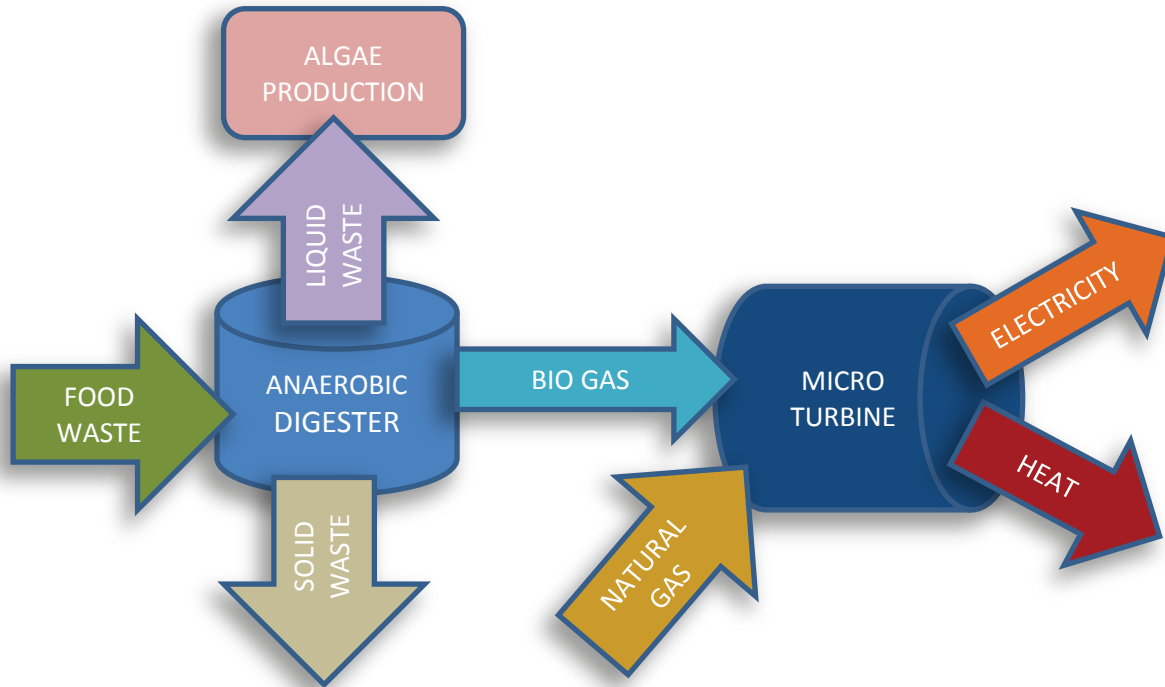
Cogeneration Microturbine / Biofuel

One of the four microturbines will incorporate an anaerobic digester and algae production to further expand the efficiency while providing an education and research

opportunity. While the other three turbines will be largely functional, at this location it will be contained in a larger facility designed for student and faculty access to the anaerobic digester, cogeneration and algae production. A classroom space is included and will also serve as a location for the public to view and learn about the process.

The anaerobic digester will serve several purposes. The source of the digester will be food waste primarily from campus which would otherwise have to be trucked off campus. The digester also provides the opportunity for education and research in an active functional environment. The biofuel produced will be used to supplement the natural gas primary source. This blended fuel source allows the turbine to continue to produce at full capacity as the digester output varies.

St. Cloud State University has a strong science program which includes a unique focus on algae research. The digester waste products provide an opportunity to expand this research. The solid waste will be used as fertilizer, however the liquid waste will go on to be used as a food source in algae production. In addition to the education and research benefit the algae produced is a valuable product that may be sold for several uses.



Mitigation Strategy Tables

To reach campus emission targets, the sustainability committee has outlined mitigation strategies by emission source categories. The mitigation strategies are vast and vary in both impact and cost. Some projects may be implemented in the short-term with few resources; others will take longer due to cost and complexity. The campus will adjust implementation plans over time based on industry breakthroughs and technological improvements and the level of support from the campus community and partners.

Although this plan prioritizes carbon mitigation strategies into short, medium and long-term approaches, future implementation schedules may change as the campus investigates the viability of each strategy. Financial considerations, environmental impacts, technological advances, and campus academic needs may factor into the prioritization.

The following tables identify strategies SCSU is pursuing to reduce their carbon emissions. To remain consistent with the greenhouse gas emissions inventory and aid in tracking the progress, the strategies are broken down as follows.

Main Categories

Scope 1 Emissions – Sources owned and /or controlled by the University

- On-Campus Stationary Sources
- Mobile Combustion

Scope 2 Emissions – Indirect emissions from purchased electricity

Scope 3 Emissions – Other indirect emissions

- Commuting
- Air Travel

Additional Mitigation Strategies

- Sequestration and Carbon Storage
- Carbon Offsets
- Renewable Energy Certificates

Sub-Categories

Short Term – Ongoing strategy, or to be implemented within 5 years

Medium Term – Implementation anticipated between 6 and 12 years

Long Term – Implementation anticipated between 13-23 years

Status Indicator

- 1 Ongoing / Currently Implemented:** The strategy has been enacted in part or in full.
- 2 Actively Pursuing:** Actively working to implement strategy.
- 3 Researching and Evaluating:** Discussing feasibility for future implementation.
- 4 Future:** Identified as a viable strategy, have not currently reviewed or implemented.

Scope 1 Emissions – Sources owned and/or controlled by the University

On-Campus Stationary Combustion

22%

Emissions from all on-campus fuel combustions, excluding vehicle fuels

of 2012 emissions

Short Term	Status	Comments
Explore feasibility of installing microturbine combined cycle plant that can utilize both natural gas and an alternative fuel source, such as algae or food waste (ESCO).	2	
New buildings: <ul style="list-style-type: none"> Construct all new buildings to the Minnesota State B3 guidelines, and meet or exceed requirements that would qualify for LEED Silver or above. Commission all new buildings to ensure that equipment and systems are working and energy performance goals are met. Enhanced commissioning of all new buildings. Incorporate separate meters for electricity, steam, and water use in new buildings. 	1 1 1 1	
Renovation projects/existing buildings: <ul style="list-style-type: none"> Add insulation during roof replacements. Replace remaining single-paned windows with double-paned, thermally efficient glass. Additional metering (electricity, steam, and water) during each building renovation project. Improve the building envelope performance and reduce energy consumption by decreasing exterior air infiltration (ESCO). 	1 1 1 2	Develop list of buildings with single pane glass and payback period.
Energy management: <ul style="list-style-type: none"> Control heating and cooling temperature/set points. Continue and intensify off peak energy conservation measures and reduced heating. (ESCO) Manage building fan scheduling, increasing set-points, and limiting areas of dehumidification to reduce energy use. (ESCO) Delay the start of the summer cooling season until necessary. Base decisions on weather conditions instead of a date on the calendar. 	1 2 1 1	State mandated for all state owned buildings to reduce energy use by 10%.
Cooling: <ul style="list-style-type: none"> ESCO hired to evaluate cooling capacity and to improve efficiency. 	1	2012

<ul style="list-style-type: none"> • Add new high efficiency cooling tower. • Upgrade chiller programming. • Revise chilled water piping to improve efficiency per cooling study. • Clean and treat condenser coils and add HVAC fouling to each refrigeration system to improve thermal performance (ESCO). 	<p>1 1 2 2</p>	<p>Maintain old chiller for backup (2013). 2013</p>
<p>Motors, fans, and pumps:</p> <ul style="list-style-type: none"> • Reduce needless pumping by eliminating unnecessary three-way by-pass valves. • Utilize CO₂ sensors. • Install high-efficiency motors and variable frequency drives. • Replace V-belts on air handling units (AHU) fan motors equipped with VFDs with Gates poly-chain belts (ESCO). • At Centennial Hall, install solar air preheaters with bypasses on outside air intakes on make-up air units, roof top units and selected air handling units (ESCO). • Replace existing make-up air units (MAUs) and select air handling units or roof top units with new, desiccant-equipped roof top units. Add desiccant units to provide outside air to some AHUs. 	<p>1 2 1 2 2 2</p>	
<p>Steam:</p> <ul style="list-style-type: none"> • Replace faulty steam traps. • Repair steam and condensate leaks. • Burn natural gas in the campus steam plant exclusively, and continue to forgo burning of any Number 6 fuel oil. • Switch to natural gas supplier that does not limit availability at peak times. • Conduct steam study to review capacity and usage. • Implement recommendations from steam study. • Convert summer and shoulder season high-pressure steam production to low pressure. Modify boiler #2 to provide low-pressure steam. Modify terminal equipment and distribution subsystems to function as desired in low-pressure environment (ESCO). • In Halenbeck Hall, install equipment to divert flue gas from the chimney to heat recovery coils. Use recovered energy to heat combustion air, preheat make-up water, and provide domestic hot water (ESCO). • Install reverse osmosis water conditioning system to pre-treat boiler water make-up (ESCO). 	<p>1 1 1 1 1 2 2 2 2</p>	<p>2011 Study completed 2012.</p>

Hot water:		
<ul style="list-style-type: none"> Evaluate domestic hot water across campus. Upgrade to more efficient and alternative fueled units. 	2	
<ul style="list-style-type: none"> Evaluate the hydronic hot water boilers across campus in terms of redundancy and efficiency, and look for opportunities to upgrade to more efficient or alternative-fueled boilers. Review steam to hot water exchangers. 	2	
<ul style="list-style-type: none"> Install new low-flow fixtures or upgrade plumbing on existing fixtures to reduce water consumption while maintaining desired performance (ESCO). 	2	
<ul style="list-style-type: none"> Convert domestic hot water production to instantaneous gas heaters in individual buildings. Schedule recirculation pumps in DDC or with stand-alone controls (ESCO). 	2	
Laboratory hoods:		
<ul style="list-style-type: none"> Adjust operation/settings/controls to improve energy efficiency. 	1	Completed in Robert H. Wick Science Building in 2011.
<ul style="list-style-type: none"> Evaluate user operations. 	1	
<ul style="list-style-type: none"> Arrange for removal of unneeded equipment. 	1	
<ul style="list-style-type: none"> Upgrade to variable frequency drives and/or heat recovery technology. 	1	
<ul style="list-style-type: none"> In new labs, utilize ductless hoods. 	1	New ISELF building has ductless hoods (2013).
Space utilization:		
<ul style="list-style-type: none"> Increase online class offerings 	2	Governor's goal: 25% of credits to be earned through online courses by 2015.
<ul style="list-style-type: none"> Improve space utilization 	1	
Energy management systems:		
<ul style="list-style-type: none"> Update building systems software and controls to maximize savings through scheduling. 	1	
<ul style="list-style-type: none"> Switch to direct digital control (DDC) systems 	1	
<ul style="list-style-type: none"> Campus energy control center. 	1	
Building automation:		
<ul style="list-style-type: none"> Increase staff in the Building System Automation Center to create a position that focuses on commissioning and energy-conservation. 	1	SCSU has a central energy control center.
<ul style="list-style-type: none"> Use the campus energy control center to provide both educational opportunities and increased control over building operations. Make results easily accessed by the public. 	2	
<ul style="list-style-type: none"> Re-commission existing direct digital controls (DDC). Convert the existing pneumatic controls to new electronically actuated DDC. Add the stand alone controls to the DDC system. Add programmable thermostats to the control system (ESCO). 	2	

Use of economizer ventilation for Data Center heat removal.	2	
Medium Term	Status	Comments
Operational commissioning: <ul style="list-style-type: none"> • Increase operational commissioning. • Consolidate standards across campus for all building maintenance and cleaning to meet the intent of LEED for Existing Buildings and Operation and Maintenance. 	2 2	National Hockey Center is the 1 st building on campus to conduct operational commissioning.
Invest in renewable fuels to replace the use of natural gas in the campus steam plant.	3	
Inventory curtains/shading for buildings with overheating issues. This includes: <ul style="list-style-type: none"> • Increasing shading on the west sides of buildings, where practical, to reduce cooling costs and electricity use during summers. • Installing thermal shades on the north sides of buildings, where practical, to save on heating costs and steam use. 	3 3	
Space utilization: <ul style="list-style-type: none"> • Improve class scheduling year round, especially during summer term. • Consolidate classes to the most energy-efficient buildings that meet teaching needs. 	3 3	
Long Term	Status	Comments
Evaluate and install solar water heaters.	4	
Choose socially responsible investments that promote sustainable, environmentally friendly techniques.	4	

Mobile Combustion**1%**

Emissions from the burning of fuels by institution-owned transportation devices or directly financed by the institution (excluding air travel)

of 2012 emissions

Short Term	Status	Comments
Reduce size of campus vehicle fleet: <ul style="list-style-type: none"> Rent vehicles in lieu of purchasing. Contract with rental agency to include stipulations on availability of hybrid and high-efficiency vehicles. Eliminate redundant and/or underutilized vehicles. 	1 1 1	All vehicles that were previously leased are now rented on an as-needed basis (2012). Eliminated 15 vehicles from fleet to date (2012).
Switch to hybrid / electric options: <ul style="list-style-type: none"> Switch to hybrid or electric fleet vehicles. Evaluate alternative grounds equipment (mowers, weed trimmers, etc.). 	1 3	Currently have 4 GEM electric cars (2013).
Increase efficiency of existing vehicles: <ul style="list-style-type: none"> Reduce vehicle idling through education and creation and enforcement of an anti-idling policy. Perform scheduled tune-ups. Use most efficient vehicle for the task. 	1 1 1	
Enact efficiency standards for purchasing vehicles across campus (department, fleet, maintenance, etc.)	2	
Medium Term	Status	Comments
Conduct a fleet efficiency assessment: <ul style="list-style-type: none"> Evaluate all vehicle needs and types required. Enact a replacement policy based on efficiency assessment. 	2 2	
Increase efficiency of existing vehicles: <ul style="list-style-type: none"> Purchase tire pressure monitors for campus service vehicles. 	3	
Alternative fuels: <ul style="list-style-type: none"> Evaluate opportunities and implement the use of biofuels in grounds equipment and fleet vehicles. Explore options for natural gas-powered vehicles 	3 3	
Purchase solar-powered trash compacting/recycling receptacles to reduce the number of collections.	3	Units can wirelessly communicate when pickups are needed.

Long Term	Status	Comments
On campus system to eliminate snow hauling to an offsite location (R&D).	4	

Fugitive Emissions **<1%**
Emissions resulting from the use of refrigerants and fertilizers *of 2012 emissions*

Short Term	Status	Comments
Reduce refrigerant use, where possible.	2	

Medium Term	Status	Comments
Utilize xeriscaping landscape techniques, including drought tolerant plants, to reduce dependence on water and fertilizer.	3	
Eliminate use of R22 coolant at National Hockey Center.	2	

Scope 2 Emissions – Indirect emissions from purchased energy

Sources that are neither owned nor operated by the University but whose products are directly linked to on-campus energy consumption.

Purchased Electricity		42%
<i>Emissions from the production of any electricity the University purchases including transmission and delivery losses</i>		<i>of 2012 emissions</i>
Short Term	Status	Comments
New buildings: <ul style="list-style-type: none"> • Construct all new buildings to the Minnesota State B3 guidelines, and meet or exceed requirements that would qualify for LEED Silver certification or above. • Commission all new buildings to ensure that equipment and systems are working and energy performance goals are met. • Incorporate separate meters for electricity, steam, and water use in new buildings. 	1 1 1	
Renovation projects / existing buildings: <ul style="list-style-type: none"> • Install high-efficiency motors and variable frequency drives in all renovation projects. • Add insulation during roof replacements. • Replace remaining single-paned windows with double-paned, thermally efficient glass. • Additional metering (electricity, steam, and water) during each building renovation project. 	1 1 2 1	
Exterior lighting upgrades: <ul style="list-style-type: none"> • Upgrade exterior HID lights with new LED fixtures (ESCO). • Replace all non-LED wallpacks and flag lights with new LED units (ESCO). 	2 2	
Indoor lighting upgrades: <ul style="list-style-type: none"> • Install occupancy sensors for lighting where practical (ESCO). • Replace lighting with more efficient bulbs and fixtures (ESCO). • Evaluate and reduce light levels where appropriate (ESCO). • Ban all incandescent bulbs. • Lighting and control upgrades to National Hockey Center. • Convert all exit lighting to LEDs or photo-luminescent signs that require no electricity. 	1 2 1 1 1 2	Non-Toxic/Radioactive photo-luminescent only.

<p>Create an equipment and appliance policy:</p> <ul style="list-style-type: none"> • Reorganize and reduce the number of printing devices within a purposeful, businesses-needs framework. Move to centrally-located multi-function color printers and eliminate other devices (ESCO). • Establish an Energy Star policy for all applicable new (and replacement) appliances and equipment purchased across campus and in campus housing. • Inventory refrigerators on campus: identify opportunities to consolidate, retire and/or replace older units with more efficient models. 	<p>2</p> <p>1</p> <p>2</p>	
<p>Vending:</p> <ul style="list-style-type: none"> • Evaluate having an exclusive beverage vending contract to reduce redundancy. • Reduce the number of vending machines • Require all vending machines to be Energy Star certified and utilize Vending Miser technology (ESCO). 	<p>1</p> <p>3</p> <p>1</p>	
<p>Computers / technology:</p> <ul style="list-style-type: none"> • Measure the energy waste generated by PCs, assess the feasibility of recovery, and implement software and policies to achieve the maximum recovery without overly impacting user experience (ESCO). • Consolidate servers and encourage use of virtual servers. • Conduct a data center energy audit. • Institute remote power management settings for campus computers using Active Directory or a proprietary software. • Create a green computing page to highlight sustainable choices in equipment purchasing, power management, printing, and more. • Require that all computers on campus have their power management features engaged and be shut off when offices are closed. 	<p>2</p> <p>3</p> <p>3</p> <p>2</p> <p>3</p> <p>2</p>	
<p>Food service:</p> <ul style="list-style-type: none"> • Evaluate kitchens for equipment utilization and efficiency. • Eliminate redundant equipment and replace old inefficient equipment with new high efficiency replacements. 	<p>3</p> <p>3</p>	
<p>Encourage the use of stairwells instead of the elevator for those who are able.</p>	<p>2</p>	<p>“Do” stickers</p>

Increase the partnership with the campus electricity provider, Xcel Energy, for the campus to purchase power from renewable sources.	1	Governor set 25 by 25 goal for renewable energy requirements. This mandates 25% of power from renewable sources by 2025. It further requires Xcel Energy, SCSU's provider, to supply 30% by 2020.
Install solar photovoltaic (PV) panels to supplement current electrical load (ESCO).	2	
Replace old, inefficient transformers throughout campus with new ultra-high-efficient models (ESCO).	3	
Medium Term	Status	Comments
Energy management systems: <ul style="list-style-type: none"> • Use the campus energy control center to provide educational opportunities. • Display results on website. 	3 3	
Increase building metering to monitor energy and water use in residence halls. Provide information through a dashboard to encourage conservation behavior in students living on campus.	2	
Inventory curtains/shading for buildings with overheating issues. This includes: <ul style="list-style-type: none"> • Increasing shading on the west sides of buildings, where practical, to reduce cooling costs and electricity use during summers. • Installing thermal shades on the north sides of buildings, where practical, to save on heating costs and steam use. 	3 3	
Re-commission older buildings to ensure the optimal operations of existing equipment. <ul style="list-style-type: none"> • Priority should be given to buildings with high energy demands, such as research buildings. • Thermal comfort surveys should be used as part of the re-commissioning process to assess occupant comfort and find opportunities to reduce overheating or overcooling. 	3 3	
Outdoor lighting efficiency: <ul style="list-style-type: none"> • Study existing lighting locations and levels. Evaluate if lights can be eliminated or if light levels can be reduced. • Implement results of this study to reduce lights and light levels. 	2 3	

<ul style="list-style-type: none"> Utilize “dark sky” techniques to direct illumination where it is needed. Upgrade outdoor lighting to LED fixtures. Explore the use of solar or wind powered walkway and street light fixtures. 	1 1 3	
Reduce and eliminate individual appliances (space heaters, coffee machines, refrigerators, etc.).	3	
Consider Responsible Centered Management (RCM), in which each department pays for expenses and is rewarded for savings.	4	
Progressively add renewable energy generation, like wind turbines or solar panels, to new and existing facilities.	3	
Consider geothermal systems for future projects.	4	
Use solar water heaters where feasible, or to preheat water.	4	
Require owners of vending machines to assume the direct financial and polluting-associated burdens associated with their machines.	4	
Long Term	Status	Comments
Research and install renewable energy. <ul style="list-style-type: none"> Install a large scale photovoltaic array. Install wind turbines. <ul style="list-style-type: none"> Evaluate and implement other renewable energy sources. 	4 4 4	Explore an off campus partnership or an SCSU owned property off the central campus. Continue to evaluate as technology changes. Make use of the University as a research facility and seek opportunities to partner with renewable energy companies.
Continue to pursue purchasing electricity from hydroelectric.	4	Existing hydroelectric dam located next to SCSU on the Mississippi River.
Work with local utilities and green energy companies to research and test renewable energy storage. Set up on-campus pilot projects.	4	One of the difficulties with renewable energy is peak energy production does not necessarily match peak demand.

Scope 3 Emissions – Other indirect emissions

Other emissions attributed to the University. This includes emissions from sources that are neither owned nor operated by the University but are either directly financed or are otherwise linked to the campus via influence or encouragement.

Commuting		24%
<i>Emissions from regular commuting by faculty, staff, or students (does not include student travel to and from home over breaks)</i>		<i>of 2012 emissions</i>
Short Term	Status	Comments
Utilize technology to reduce travel: <ul style="list-style-type: none"> Increase online class offerings. Increase video-conferencing utilization. Expand telecommuting opportunities. 	1 1 1	
Encourage the use of more efficient vehicles: <ul style="list-style-type: none"> Consider installing electric vehicle charging stations in campus parking lots. 	2	
Promote bike riding as an alternative commuting mode: <ul style="list-style-type: none"> Increase access to bike racks; address additional bike parking needs in overflow areas. 	1	
Promote bus riding as an alternative commuting mode: <ul style="list-style-type: none"> Continue to utilize used cooking oil as an alternative fuel for a bus. Work with MetroBus to use compressed natural gas as the fuel source of buses serving the SCSU community. Continue free bus service for students. Improve bus shelters. 	1 2 1 2	Since 2008, SCSU has collaborated with St. Cloud MetroBus to fuel a bus with recycled deep fryer vegetable oil. MetroBus will be building a CNG refueling station and replacing some of its fleet with CNG buses. (2013).
Provide access to short-term rental vehicles on campus to reduce the need for individual cars.	2	
Promote carpooling: <ul style="list-style-type: none"> Create an online "carpool board" for common destinations. Offer pay-lot parking incentives for carpooling. 	1 3	Rideshare website: http://www.stcloudstate.edu/atwood/rideshare.asp
Medium Term	Status	Comments
Establish an energy dashboard on the web to document bus ridership.	3	

Offer pay-lot parking incentives for hybrid, electric, or alternative fuel vehicles.	3	
Increase motorcycle and scooter parking availability.	3	
Promote bike riding as an alternative commuting mode: <ul style="list-style-type: none"> • Create a master bicycling plan to identify facility, campus, and community needs for providing safe and convenient ways to bike to campus. • Plan for showers in new buildings to promote biking or walking/running. 	2 2	
Long Term	Status	Comments
Support and lobby for the extension of light rail to St. Cloud from Minneapolis. A large number of students commute daily from the Minneapolis / St. Paul I-94 corridor.	4	Northstar Commuter rail currently makes it to Big Lake. St. Cloud Metro Bus offers a Northstar Link bus ride from Big Lake to St. Cloud.

Air Travel

10%

Emissions from air travel that is paid for by the University, as well as study abroad air travel

of 2012 emissions

Short Term	Status	Comments
Increase video-conferencing utilization to reduce travel.	1	
Evaluate and determine the most efficient meeting locations based on participant locations.	2	
Medium Term	Status	Comments
Long Term	Status	Comments
Include corresponding carbon offset with all airline travel.	4	Include cost in departments' budgets to further encourage the reduction of air travel.

Additional Mitigation Strategies

While every effort will be made to reduce eCO₂ emissions through conservation and by developing University sponsored renewable energy sources, offset credits may be necessary. SCSU will also consider developing or purchasing additional carbon sequestration projects.

A carbon offset is a reduction or removal of carbon dioxide equivalent (eCO₂) greenhouse gas (GHG) emissions that is used to counterbalance or compensate for (“offset”) emissions from other activities.

Renewable Energy Certificates (REC) may also be purchased. These certificates represent the non-power attributes of renewable power generation. A certificate is created for every 1000 kilowat-hours of electricity placed on the grid.

Carbon Sequestration projects include reforestation, afforestation (new forest on previously non-forested land), and enhanced forest management.



Sequestration and Carbon Storage

The removal of carbon dioxide from the atmosphere and its storage in plant tissue as a result of photosynthesis.

Short Term	Status	Comments
As buildings are consolidated and removed, continue to convert open land to green space.	1	SCSU master plan also calls for increasing green space on campus.
Medium Term	Status	Comments
Investigate opportunities to increase carbon sequestration through additional University resources and lands, such as reclaiming sites.	3	

Carbon Offsets

Purchased units that fund or otherwise enable projects that reduce, avoid, or sequester emission outside the institution's boundaries.

Short Term	Status	Comments
Look to include carbon offset in parking permit fees.	3	
Medium Term	Status	Comments
Require a corresponding carbon offset when purchasing airline tickets or renting a car if not already zero emission.	3	Cost would be included in department's expenses to further encourage reductions in usage.
Long Term	Status	Comments
Evaluate possibility of purchasing carbon offsets when it is not feasible or technologically possible to eliminate carbon emissions.	4	

Renewable Energy Certificates (RECs)

Purchased product representing the environmental attributes of the power produced from renewable energy projects that are sold separately from the physical electricity.

Short Term	Status	Comments
Increase renewable energy purchases through the Xcel Energy Windsource program.	1	
Medium Term	Status	Comments
Look to partner / purchase renewable energy or renewable energy certificates from the Mississippi River hydroelectric dam adjacent to SCSU.	3	
Purchase all energy used from renewable sources.	3	The combination of energy use reductions, state mandates on energy providers and the current and anticipated future availability of renewable energy make this a feasible goal

G. Education

Current activities:

All St. Cloud State University undergraduate students are required to complete the Liberal Education Curriculum, which is organized into ten goals. Goal 10 is “People and the Environment.”

The stated goal is “to improve students’ understanding of today’s complex environmental challenges. Students will examine the interrelatedness of human society and the natural environment. Knowledge of both bio-physical principles and socio-cultural systems is the foundation for integrative and critical thinking about environmental issues.” The objective is to “examine the interrelationship of humans and the natural worlds from scientific and socio-cultural perspectives and the complex environmental challenges that result. Students can meet this requirement through one approved course or experience.”

In addition, St. Cloud State University students participate in sustainable programs in 4 major ways: as part of class projects, service-learning projects, volunteering, and participating in student organizations.

These programs include the following:

1. SCSU class projects:

- a. In the spring of 2009, St. Cloud State University faculty and instructors were invited to voluntarily participate in a survey developed by the Faculty Task Force on Sustainability. The survey showed that sustainability themes are included in the education curriculum in 23 departments and programs across campus. Respondents listed over 90 courses in which sustainability content is included. These courses included Biology, English, Gerontology, and Business Computer Information Systems courses.
- b. SCSU Environmental students have taken their class project (re-landscaping a portion of the Mississippi River shoreline to prevent erosion, encourage native species and make the shoreline more user friendly) and have been meeting with the city and donors to turn a class project into a real project.
- c. Fall 2010 academic sustainability initiatives:
 - Project 1: Irrigation system for the Community Garden
 - Project 2: Storm water survey and workshop coordination for SCSU's MS4 permit
 - Project 3: Storm water rain garden design for SCSU's MS4 permit

*“A student once told me, if not now
(while at the University) then when?”
Margaret Vos, Director of Atwood Center*

- Project 4: Trick or Trash Cleanup
- Project 5: Mississippi River Cleanup
- Project 6: Develop a Storm Water Education Program for SCSU's MS4 permit
- Project 7: Saving the endangered species ONE MN K-12 student at a time

2. SCSU service-learning projects:

- a. Over two dozen environmental service-learning projects have been enacted with area community partners since 2005. Projects have included organizing neighborhood and river cleanups, storm water educational guides for organizations and the general public, and analyses for lake association groups.

3. SCSU volunteer projects:

- a. Volunteering with the Department of Natural Resources to prevent lake pollution.
- b. Participating in forums that promote sustainable food production.
- c. Working with neighborhood organizations to create sustainable neighborhoods (Climate Protection Agreement Green Party Healthy Neighborhoods).
- d. SCSU Community Garden
- e. St. Cloud Pedestrian and Bicycle Workforce
- f. Tree planting along the Mississippi river
- g. Native Women's Garden Project (Twin Cities)
- h. Sierra Club Mississippi River Connections
- i. Annual park, river, and neighborhood clean-ups tied to academic/environmental courses:
 - Annual "Trick-or-Trash" Clean-up
 - Annual Sauk River Clean-up
 - Adopt-a-Block program
 - Annual Mississippi River Clean-up



4. SCSU Student organizations – focused on sustainability and the environment:

- a. Animent: Action on Campus: Promotion of humane treatment of animals; promotion of environmental stewardship and tree planting.

- b. Biology Graduate Student Association: for biology students at SCSU working towards a master's in Ecology and Natural Resources or Cell and Molecular Biology.
- c. Environmental & Technological Studies Club (ETS): promote technological literacy and environmental awareness in our community and educational institutions through networking with professionals, interacting with youth, and enhancing our professional development.
- d. SCSU Ecology Club/Wildlife Association: a student-led organization in participation with the Minnesota Wildlife Society Chapter. Provides information for students about volunteer work with Minnesota DNR, US Fish and Wildlife Service, The Nature Conservancy and many others.
- e. Wind Energy Association: a collective of student majors in Meteorology, Applied Computer Science, Environmental Science and Mechanical Engineering.

Proposed activities: Short-term

Implement the Husky Paw program:

- Green Husky Paw highlighting sustainable initiatives on campus. The paw campaign serves to educate visitors, faculty and students about sustainability measures on campus.
- Encourage others to participate in energy reduction and sustainability measures.
- The paw logo will include a link to the SCSU sustainability website to provide information on the sustainable initiative highlighted.

Expand and continue student energy conservation programs and support student-led energy-related events:

- Conduct energy conservation educational programs in campus residence halls to encourage computer power management and turning off appliances and lights.
- Post energy and water conservation information on bulletin boards, incorporate it into resident advisor duties, and institute sustainability initiatives and contests by floor and by building.
- Support student-led energy-awareness, such as Earth Hour, Nightwalk for Safety and Sustainability, fairs, movies, and more to encourage dialogue on energy and sustainability issues.
- Administer building-to-building competitions, such as RecycleMania.
- Continue and expand offerings for open seminars with experts clarifying aspects of climate change and fossil fuels resource depletion.

- Present green living and campus sustainability topics during Welcome Week (a required event for incoming freshmen).
- Create and disseminate a Sustainable Living Guide for students living on and off campus.
- Encourage student academic and civic engagement activities related to energy conservation and other sustainability issues.
- Encourage students to write articles, opinion editorials, and letters to the editor to promote sustainability.

Expand and continue staff and faculty programs in energy conservation:

- Develop a faculty/staff curriculum and educational outcomes (i.e., what each faculty/staff should know about energy conservation, sustainability, greenhouse gas emissions and other sustainability elements or actions). This could include listening sessions to create a dialog with various departments to discuss attitudes and hear what barriers there might be to implementation.
- Provide at least one activity per year for staff and faculty to learn about environmental wellness.
- Offer “Green Your Office” trainings.
- Encourage power strips or smart strip use for faculty/staff/departments to control vampire power load.
- Pilot a program with foot warming mats in exchange for space heaters (mats are safer and use much less energy).

Incorporate sustainability into classrooms and labs:

- Develop student educational outcomes (i.e., determine what students should know at each point in their SCSU education career related to energy, sustainability, and greenhouse gas emissions).
- Query course descriptions and review survey data to determine which classes/faculty offer energy and/or sustainability education in classes. Track the number and type of courses taught, and publicize energy and sustainability learning opportunities for students.
- Create coursework or integrate lessons into existing courses that support sustainability and energy education outcomes.
- Establish an interdisciplinary freshman course in sustainability that counts towards degree requirements.
- Incorporate sustainability research results into courses taught throughout campus.
- Incorporate sustainability and energy-saving tips into lab safety training and audits/inspections.

- Develop faculty training for sustainable classroom management (i.e., reducing paper, electronic media, etc.).

Expand regional community education strategies:

- Offer or identify sustainability internship opportunities.

Proposed activities: Medium-term

Expand staff and faculty programs in energy conservation:

- Develop seminars and opportunities for faculty and staff to learn more about how to reduce their impact within their department. Seminars will be delivered within a department and supported by a handbook. Each department will have a liaison to act as the contact for that department.

Incorporate sustainability into classrooms and labs:

- Identify ways to connect campus operational activities to student courses and research opportunities with the outcome of providing real-world application of classroom knowledge to improving the operations of campus systems.
- Create educational exchange programs with other regional colleges and universities so that students can learn from what other campuses are doing.
- Offer competitive financial awards to innovative and interdepartmental classes.

Proposed activities: Long-term

Integrate sustainability into the SCSU experience:

- Establish an “eco-house”: An area/floor/building within campus housing where student residents choose an experience that pushes the boundaries of energy and water conservation, reducing landfilled waste, and other eco-conscious living habits.

Expand regional community education strategies:

- Increase connections to better communicate sustainability-related research activities and results.
- Expand partnerships with regional sustainability leaders.
- Partner with local municipalities, organizations, and agencies to promote further educational outreach endeavors.

H. Research

Current activities:

St. Cloud State University faculty is actively involved in sustainable research. This work encompasses a wide breadth of areas, including researching organic semiconducting materials for use in devices like organic solar cells, determining the effect of land management techniques on the reintroduction of species, studying transit systems within urban community development, modeling environmental and economic systems and investigating renewable energy options.

Current research also includes projects that explore bio-remediation techniques using algae to break down waste. This research is focused on animal waste from small to medium sized farms and lagoons. The resultant by-products may be able to be used as feedstock or for power generation.

Other research projects involve studying water quality throughout the nation and its effects on fish growth and other aquatic life.

In addition, St. Cloud State University researchers are evaluating how damming affects the river environment, aquatic life and the impact on the environment when dams fail.



There is also on-going research regarding chemical-free and contact-free cleaning techniques.

A new \$44.8 million science and engineering building opened for classes and research Fall, 2013. The Integrated Science and Engineering Laboratory Facility, or ISELF, provides state of the art facilities to support sustainable research and partnerships with companies that are global leaders in bio-agriculture, renewable energy, medical devices, pharma/biologics and animal science.

Proposed activities: Short-term

Promote sustainability research:

- Conduct a survey to determine extent of current sustainability research on campus.
- Help coordinate student research projects in the areas of sustainability.
- Work with Sponsored Programs to publish funded research. Review current database, submit projects related to sustainability for uploading on the University website. Facilitate future identification of related projects by adding a "Sustainability Project" check box on the proposal transmittal sheet. Update website with relevant projects on a monthly basis.
- Continue a colloquium/seminar/brown bag series featuring SCSU researchers.
- Celebrate, reward, and publicize research by faculty members on climate change and sustainability.
- Brand existing SCSU signature programs.

Expand capacity for sustainability research:

- Provide administrative support for grant writing for sustainable research (i.e. editing and formatting proposals, filling out forms, compiling resumes, routing for signatures.)
- Develop a proposal alert system to reduce missed research opportunities.
- Establish fellowships, seed grant program, or other financial support mechanisms to develop new research programs related to climate change and sustainability.
- Provide reassign time to faculty to develop sustainability activities related to the needs of the region.
- Provide access to various new energy efficient and renewable energy technologies to faculty and students for research and education purposes.

Facilitate a network of researchers:

- Create a listserv with interested participants.
- Publish a database indicating the sustainability-related research interests of faculty.
- Develop a newsletter to highlight researchers.
- Continue to provide travel funds to researchers to establish new relationships that lead to joint proposals.

"ISELF is about putting people in the same physical space to interact and collaborate around projects that are cross-disciplinary. That's how work gets done in the real world."

*David DeGroot,
Former Dean of College of Science and
Engineering*

I. Outreach

The Faculty Task Force on Sustainability conducted a survey of St. Cloud State University faculty and instructors spring 2009. While the survey primarily focused on assessing sustainability activities of faculty, respondents were able to list current community partnerships, as well as community partnerships they felt would be needed in the future.

The Husky Paw campaign is a new program to highlight and promote sustainability at SCSU. The paw will be displayed to call attention to and provide facts about sustainable features throughout campus.



In addition, many of the sustainability education and research initiatives previously outlined include outreach components.

J. Implementation

The Facilities Management Department will be responsible for implementing many of the strategies found in this climate action plan. It will take the cooperation of the entire University community to achieve the ambitious goal of carbon neutrality. The SCSU sustainability committee will provide direction and leadership to prioritize, implement and ensure the action plan stays on course.

To be successful, SCSU will rely on the expertise, research, and roles of faculty and staff across campus. Establishing partnerships will create buy-in from University stakeholders and will expedite implementation.

K. Administrative Support

Administration and Human Resources Actions:

- Continue membership in the Association for the Advancement of Sustainability in Higher Education (AASHE) program.
- Create a Green Award for campus staff, faculty, and students to reward their contributions and improvements in energy and water conservation, waste and recycling, and other sustainable actions.
- Seek ways to reward faculty who teach and conduct sustainability and energy research in an interdisciplinary environment, focusing on the interrelationships between environmental, economic, and social systems.
- Incorporate energy and water conservation, recycling, and sustainability into job descriptions and job evaluations to ensure successful applicants are aware that they are expected to demonstrate a commitment to sustainable practices.

L. Funding

Funding Actions:

- Continue to apply for Energy Rebates from Xcel Energy for efficiency projects.
- Continue to use Repair and Rehabilitation and HEAPR (Higher Education Asset Preservation Replacement) funds through SCSU Facilities Management to upgrade systems and buildings for energy and water efficiency.
- Utilize the state's Guaranteed Energy Savings Program (GESp) to self-fund energy saving projects.
- Explore the potential of Minnesota's Community Based Energy Development (C-BED) legislation, which would provide the campus with financially attractive options for installing renewable energy technologies.
- Encourage cost-share opportunities between campus departments and facilities management to implement energy and water conservation projects.
- Consider establishing a Green Revolving Fund and involve students, staff, and faculty on decision making to make energy-efficient projects more visible.
- Consider establishing an alumni fund for green campus efforts.
- Explore external grant funding for energy research projects both on and off campus.
- Encourage student-led funding initiatives (e.g. green fees).
- Seek Development Office partnerships to solicit donor funding from foundations for energy projects.

M. Measurement and Assessment

St. Cloud State University will conduct a Greenhouse Gas Emissions Inventory at least every-other year to track progress. These inventories will be made publicly available through the ACUPCC website and will be shared with the campus community.

This Climate Action Plan identifies strategies that St. Cloud State University intends to take in the short, medium, and long term to achieve its goal of becoming carbon neutral. It is a living document that should remain flexible to take advantage of new opportunities and technology. This document shall be periodically updated to reflect actual outcomes and to incorporate strategic initiatives.

Appendix 1. Other University sustainability initiatives that do not directly affect eCO₂ emissions

For the purposes of the ACUPCC, climate neutrality is defined as having no net greenhouse gas emissions.

While the ACUPCC allows for tracking of eCO₂ emissions from solid waste, it is optional for signatories to include it in their inventory. St. Cloud State University has chosen not to include it in their inventory. Therefore, any reduction in solid waste, while worthwhile, does not impact the reported eCO₂ emissions.

St. Cloud State University has undertaken many additional initiatives that may not directly reduce the reported eCO₂ emissions but that contribute to a sustainable campus. The following chart documents these activities.

Current	Comments
<p>Buildings:</p> <ul style="list-style-type: none"> • Continually improve indoor air quality and monitor indoor air quality. • Has an active preventative maintenance plan. • Use green or environmentally preferable materials. • Use LEED silver / B3 building as minimum guidelines. 	
<p>Purchasing:</p> <ul style="list-style-type: none"> • Has a campus-wide stated preference to purchase environmentally preferable products. • Purchases Green Seal green cleaning products. • Purchases recycled content office paper. • Purchase Energy Star equipment. • Purchases office paper, paper towels, and toilet paper with post-consumer recycled content. 	
<p>Landscaping:</p> <ul style="list-style-type: none"> • Prioritizes use of native plant species in landscaping. • Has program in place to protect and/or create wildlife habitat on campus-owned land. • Has implemented technologies or strategies to reduce the environmental impacts of snow and ice removal. • Composts or mulches waste from grounds keeping, including grass trimmings. 	

<ul style="list-style-type: none"> • Uses low impact fertilizers. • Works to improve the sustainability of campus grounds through Integrated Pest management (reduction of chemical use). • Uses a live catch program. 	
<p>Water:</p> <ul style="list-style-type: none"> • Has taken measures to reduce water consumption. • Uses water reducing faucets. • Uses water reducing shower heads. • Uses ultra-low flow toilets. • Has implemented policies and programs to reduce stormwater runoff and resultant water pollution. • Uses rain gardens for stormwater retention and cleaning. • Uses bio-swales for stormwater retention and cleaning. • Has a SWPPP (Stormwater Pollution Prevention Plan). • Has building-level water consumption meters. • Uses native plant material on campus. • Uses weather data or weather sensors to automatically adjust irrigation practices. • Has used underground storm water storage tanks to reduce storm sewer loading. 	
<p>Reduce waste:</p> <ul style="list-style-type: none"> • Has a waste reduction policy. • Has a written policy on hazardous waste material disposal. • Has a reuse policy. • Has a recycling policy. • Knows where waste is disposed. • Diverts construction and demolition wastes. • Has an e-waste recycling and/or reuse program. • Verifies that e-waste is being properly disposed. • Seeks to minimize and safely dispose of all hazardous, universal, and non-regulated chemical waste. • Recycle used oil, paint, Styrofoam, cardboard, fluorescent lamps, car batteries and antifreeze. • Has a surplus department or formal office supplies exchange program that facilitates reuse of materials. • Limits free printing for students in all computer labs and libraries. • Has a policy for students to obtain course catalogues or schedules online before receiving a printed copy. • Has a program to reduce residence hall move-in waste. • Has a program to reduce residence hall move-out waste. • Has a residence hall room furniture exchange or reuse program. • Utilizes inter-office reusable envelopes for campus mail. • Use tri-fold paper towels with jumbo roll units or replace with high-efficiency hand dryers. 	

<p>Food:</p> <ul style="list-style-type: none"> • Has a sustainable food policy. • Purchases local foods. • 10% of foods purchased are locally produced. • 150 miles radius qualifies as local foods for the campus. • Has a food waste reduction program. • Uses non-disposable dishes in dining facilities. • Employs trayless dining. • Offers diverse, complete-protein vegan and vegetarian dining options during every meal. • Uses frying oil that does not include trans-fats. • Seeks to avoid food that includes trans-fats in dining operations. • Donates leftover or surplus food. • Uses recycled content napkins in its dining service operations. • Packaging is recycled. • Cooking oil is used as fuel in transit buses. • Pre & post-consumer food waste is sold to local farmer for swine production. 	
<p>Improve maintenance processes:</p> <ul style="list-style-type: none"> • Utilize a chemical dispensing system to ensure correct dilution ratios. • Use microfiber dusters and mopping units to reduce water use. • Use cleaning products that meet Green Seal certification standards whenever practicable. 	<p>Launched the Hillyard CCAP program in 2010 to reduce cost of cleaning materials and increase use of "green" products.</p>
<p>Increase recycling:</p> <ul style="list-style-type: none"> • Increase recycling in housing by ensuring that every floor has a dedicated recycling area. • Continue to plan for and build recycling areas into new and renovated buildings. 	
<p>Create a move-out donation/swap program to reduce landfilled waste:</p> <ul style="list-style-type: none"> • Provide recycling dumpsters at move-in/move-out times. • Expand the move-out donation/swap program to off-campus students. • Increase coordination between the University and the garbage/recycling vendors, especially around the end of spring semester when off campus waste disposal behaviors can be problematic. 	

Short-term	Comments
<p>Increase recycling:</p> <ul style="list-style-type: none"> • Set a goal for recycling efficiency. • Increase communication so campus members can make appropriate choices on materials. • Eliminate desk-side garbage pick-up, and instead collect recycling, to make staff and faculty more aware of their waste and encourage recycling. • Increase access to recycling bins in crowded common areas. • Implement a program in the residence halls and computer labs to recycle printer cartridges. • Implement a single-sort recycling program. 	
<p>Reduce waste:</p> <ul style="list-style-type: none"> • Encourage the creation of “green events” that do not create unneeded waste. • Continue to make more publications available “on-line” rather than “in-print.” • Consider using trashcan liners that are biodegradable rather than made from petroleum-based resin. • Consider coreless toilet paper. • Use fonts like Century Gothic to reduce toner usage. 	
<p>Improve maintenance processes:</p> <ul style="list-style-type: none"> • Consolidate standards across campus for all building maintenance and cleaning to meet the intent of LEED for Existing Buildings and Operation and Maintenance. • Install polished terrazzo floors where practical so no further floor finish or stripping processes are required. 	
<p>Continue and expand sustainable food service practices:</p> <ul style="list-style-type: none"> • Continue the food waste recycling program and look for ways to expand composting across campus. • Continue trayless dining program. • Provide locally grown foods. 	<p>Leftover food is sold to a local farmer to use as swine feed.</p>
<p>Continue and expand locally grown food options:</p> <ul style="list-style-type: none"> • Continue on-campus farmer’s market to make locally grown foods available for purchase. • Continue on-campus community garden. 	

<p>Improve water quality:</p> <ul style="list-style-type: none"> • Encourage student organization to restore river habitat. • Maintain on-campus rain gardens. • Follow the Stormwater Pollution Prevention Plan (SWPPP). • Continue to implement strategies to reduce the environmental impacts of snow and ice removal (i.e. environmentally preferable salts). 	
<p>Reduce water usage:</p> <ul style="list-style-type: none"> • Install water-saving fixtures on all new projects and repairs for bathroom equipment, sinks, and showers. • Default all clothing washers in housing to use the cold water setting. • Use waterless urinals. 	
<p>Encourage paper reduction through equipment and faculty requirements:</p> <ul style="list-style-type: none"> • Default set at double-sided copies. • Scan and post online rather than print and mail. 	
Medium Term	Comments
<p>Reduce waste:</p> <ul style="list-style-type: none"> • Consolidate waste and recycling standards across campus, meeting the intent of LEED for the Existing Buildings and Operation and Maintenance program. • Establish a campus swap program or "free store," to reduce waste and expenses. • Reduce lab waste through communication about recyclable materials (i.e., pipette tip boxes, pipette tips, centrifuge tubes, and cardboard boxes). 	
<p>Reduce water usage:</p> <ul style="list-style-type: none"> • Install shower timers in a residence hall as a pilot project to evaluate their effectiveness in reducing shower time and water use. • Use grey water for irrigation or flushing toilets. 	

This report uses Century Gothic font to reduce toner usage when printed.
Please consider the environment before printing.

St. Cloud State University Strategic Action Plan

Recommended for adoption by SCSU Strategic Planning Committee: June 28, 2012

Final Approved: September 25, 2012

Mission: We prepare our students for life, work and citizenship in the twenty-first century.

Vision: Through active discovery, applied knowledge and creative interaction, we positively transform our students and the communities where they live and work.

Our vision defined: St. Cloud State University makes a positive, long-term impact on the lives of our students. We provide rigorous and relevant academic experiences with engaged, active learning opportunities in an intellectually vibrant, inclusive and diverse campus community. Our graduates are well-prepared to act as responsible global citizens and professionals who remain actively connected with our university.

Learning Commitments:

- Active and applied learning
- Community engagement
- Sustainability
- Global and cultural understanding

Strategic Theme 1:

Integrated student experience: Create an integrated learning experience that offers our students the opportunity to learn what they will need to know and be able to do to be successful after they graduate.

Strategic Objectives:

- Develop systems and structures to support students as they move through their SCSU education
- Develop institutional outcomes that align with SCSU's learning commitments and create systems and structures to support student learning and success
- Develop meaningful links between student curricular and co-curricular experiences
- Develop institutes and centers to support programmatic innovation, research and outreach that aligns with our strategic priorities and learning commitments
- Design recruitment and support strategies for underrepresented and at-risk students that support their academic and personal success
- Improve transfer processes and transfer student success
- Develop an assessment and evaluation plan to track process in achieving the strategic theme of Integrated Student Experience

Key Performance Measures:

- Graduation Rate (NEF, NET, NEG)
- 1st-year Retention Rate (NEF, NET, NEG)
- Excellent educational experience (seniors)
- Definitely enroll again (seniors)
- Excellent advising quality (seniors)
- Institutional outcomes measures (TBD)

Strategic Theme 2:

Rigorous and relevant programs that include applied learning opportunities: Develop and support high quality academic programs that enhance the competitiveness of our region and prepare our students to apply their knowledge in any environment.

Strategic Objectives:

- Build interdisciplinary undergraduate and graduate programs that are responsive to changing student, state and workforce needs
- Develop on-line programs and courses and innovate delivery strategies that serve the needs of our students and the market
- Develop strategic programmatic identity for our reorganized colleges and schools
- Develop systems and structures to support basic and applied research, scholarship and creative expression for faculty and students
- Create systems and structures to support faculty in interdisciplinary program development, teaching and research
- Expand applied learning opportunities for our students
- Expand Science, Technology, Engineering & Mathematics (STEM) initiatives that strengthen basic and applied science programs and science education
- Develop an assessment and evaluation plan to track process in achieving the strategic theme of Rigorous and Relevant Programs that include Applied Learning Opportunities

Key Performance Measures:

- Collegiate Learning Assessment (seniors)
- Institutional outcomes performance (TBD)
- Licensure exam pass rates*
- % STEM degrees
- Related employment of graduates*
- Online credit generation*
- Undergraduate to graduate degree ratio
- Completed practicum, internship, field experience (seniors)
- Total grants and contracts received
- % primary investigators (TBD)
- Completed research w/faculty (seniors)

Strategic Theme 3:

Community Engagement: Preserve and build upon the strong bonds with our surrounding community to support the needs of our region and provide opportunities for students to put learning into practice.

Strategic Objectives:

- Expand and develop community partnerships to identify and address community priorities that align with SCSU's strengths and capacity
- Expand and strengthen pre-K-16 partnerships to improve student preparedness and teacher education
- Create infrastructure to track and enhance community engagement
- Develop an assessment and evaluation plan to track process in achieving the strategic theme of Community Engagement.

Key Performance Measures:

- Completed community service or volunteer (seniors)
- Community impact (TBD)
- External engagement by organizational type and depth of involvement (TBD)

Strategic Theme 4:

Vibrant, involved and diverse campus: Cultivate a growing multicultural and engaged campus that prepares our students and employees to face the challenges of living and working in a larger global community.

Strategic Objectives:

- Recruit, develop and retain a high-quality, diverse work force
- Expand and institutionalize our international activities and partnerships to provide global learning opportunities for students, faculty and staff
- Embed internationalization across the curriculum and in every discipline
- Develop and promote opportunities to enhance student and employee involvement within the campus community
- Enhance our campus and community climate through anti-racism educational programming and pedagogy across the curriculum
- Create and enhance opportunities for students and employees to competently engage with diverse communities and points of view
- Develop an assessment and evaluation plan to track process in achieving the strategic theme of Vibrant, Involved and Diverse Campus Community

Key Performance Measures:

- % minority students
- Minority student graduation rate
- Minority student graduation gap
- % international students
- % minority instructional faculty
- Institution very much encourages contact w/students from diverse backgrounds (seniors)
- Very often have serious conversations with students from diverse backgrounds (seniors)
- Completed study abroad (seniors)
- Student clubs, events and other campus activities participation rate (TBD)
- Student employment on campus (TBD)
- Employee diversity (TBD)

Strategic Theme 5:

Environmental, organizational and social sustainability: Develop programs and services that reduce SCSU's impact on the environment, are sustainable in their operations and educate our students to become responsible stewards of our resources, communities and world.

Strategic Objectives:

- Continue University-wide work groups on sustainability (academic and operational) to complete a university-wide definition of sustainability and guide strategic efforts
- Develop and expand programs to engage employees and students as active, involved citizens in our campus and communities

- Develop student programs, both academic and co-curricular, and services with a focus on environmental and social sustainability
- Operate campus with a focus on sustainability
- Develop an assessment and evaluation plan to track process in achieving the strategic theme of Sustainable Programs & Operations

Key Performance Measures:

- TBD based on planning outcomes

Strategic Theme 6:

Institutional capacity for excellence and innovation: Create organizational systems and structures to improve SCSU’s capacity to deliver on its mission, vision and strategic priorities

Strategic Objectives:

- Develop a long-term plan for financial sustainability
- Design mechanisms for tracking implementation of SCSU’s Strategic Action Plan and link to resource allocation and accountability
- Leverage technology to enhance student access, learning and service and organizational efficiency and effectiveness
- Create facilities and spaces designed to house current and future programs
- Diversify resource base and expand private giving to support student achievement and success and university priorities
- Boost internal and external support for the university through strategic communications efforts
- Improve operating efficiencies through resource management, process improvement and system collaboration
- Increase collaboration with MnSCU institutions and system office to improve service, efficiency and effectiveness

Key Performance Measures:

- Faculty members are available, helpful, sympathetic (seniors)
- Administrative personnel and offices are available, helpful sympathetic (seniors)
- NEF admission yield rate*
- Reserve as % of General Operating Revenue
- Alumni giving rate
- Private fundraising
- FYE enrollment actual vs. projections
- Composite Financial Index*
- Facilities Condition Index*
- Technology transfer results (e.g., revenue from intellectual property) (TBD)
- Employee satisfaction (TBD)
- Resource distribution by IPEDS category (TBD)

* Note: Performance measures with an asterisk (*) are measures tracked and reported by external agencies, including MnSCU, VSA, Open Doors and IPEDS.

MARKETING ASSESSMENT

CONDUCTED ON BEHALF OF
St. Cloud State University
Coborn Plaza Apartments

FALL 2015



PRESENTED BY

Dawn Zimmerman | Chief Communications Officer

P: 320.493.0041 | dawn@writeadv.com

COBORN PLAZA MARKETING ASSESSMENT - 2015

COBORN PLAZA MARKETING ASSESSMENT - 2015

Overview ♦ The Plan

St. Cloud State University retained The Write Advantage Inc. to conduct an assessment of its marketing and communications efforts for Coborn Plaza Apartments and develop strategic recommendations to help the university achieve its goals for the facility.

- ♦ Assess Coborn Plaza Apartments' brand presence and effectiveness of its marketing efforts.
- ♦ Establish communication goals that are aligned with the university's goals for the residential facility.
- ♦ Identify communication tools and tactics likely to deliver results in the future.

This analysis is intended to help University staff evaluate its marketing and communication efforts for Coborn Plaza Apartments, with the assistance of industry benchmarks and best practices.

To complement this assessment, St. Cloud State University also retained The Write Advantage Inc. to complete a rental analysis of Coborn Plaza Apartments to determine how it is priced compared to common off-campus apartment options for students and comparable complexes in terms of age and amenities in the St. Cloud Area.

Background ♦ The Reason

Coborn Plaza Apartments at St. Cloud State University are designed for students who are interested in a different type of campus living. Students appreciate the additional amenities of indoor parking, their own bedroom and bathroom and the close proximity to campus.

The University first opened the complex on Fifth Avenue in 2010. It is located at the edge of campus, adjacent to Downtown St. Cloud and a part of the growing Fifth Avenue Live! Project. The Coborn Plaza project seeks to foster community relationship, serve as a gateway to campus from downtown, increase campus housing capacity.

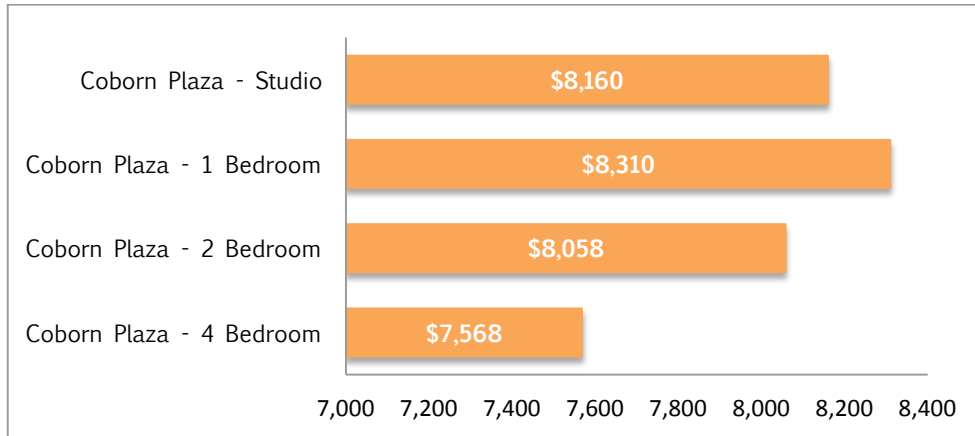
This living experience is made possible through a partnership between the J.A. Wedum Foundation and the University. The J.A. Wedum Foundation owns the building and has a lease agreement with the University to operate it.

The University has experienced lower than expected occupancy rates at Coborn Plaza Apartments, partly due to the impacts of the recession and students choosing to live at home or in lower cost housing options.

Background ♦ About Coborn Plaza

St. Cloud State University provides a variety of housing options for students on and near campus through its Residential Life Department. Coborn Plaza, built in 2010, is the newest option. Single rooms in Benton Hall, Case Hall and Shoemaker Hall have been renovated since 2011.

Coborn Plaza offers four housing options, including four-bedroom, two-bedroom, one-bedroom and studio units. The four-bedroom apartment at Coborn Plaza is the least expensive of the housing options in the complex. It costs \$7,568 annually per student, 10 percent (or \$742) less annually per student.

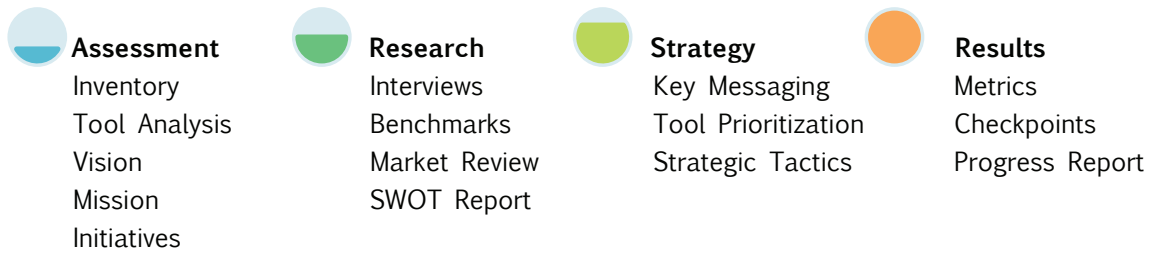


COBORN PLAZA MARKETING ASSESSMENT - 2015

Methodology ♦ Assessment

Improving your communication requires careful thought, creativity and planning. It includes both analytical and reflective processes that evaluate the past and consider new possibilities for the future.

The Write Advantage Inc. completed market research, a communication audit and an organization assessment of Coborn Plaza Apartments at St. Cloud State University to gain the information and insight needed to conduct an assessment of the apartment’s efforts and strategic recommendation focused on achieving goals outlined by the university. Here’s an overview of the key steps taken to formulate the strategy and action plan:



Key aspects that build the foundation for tools and practices outlined in this strategy are:

- ♦ Communication Audit
- ♦ 4 Staff Interviews
- ♦ Analytic Reports for Website, Twitter and Facebook
- ♦ SWOT Analysis

A SWOT analysis is a structure planning method used to evaluate the strengths, weaknesses, opportunities and threats.

The SWOT Analysis reflects the market research, interviews with 4 staff members and analytics reports of tools available. A report of the key results can be found on the following pages.



Assessment ♦ SWOT Overview

Strengths

Internal ♦ Helpful

Strengths are found within the organization and helpful in achieving the University's objective for Coborn Plaza.

- ♦ **Themed Content:** Residential Life developed messaging in the previous year focused on what had been determined as key differentiator of Coborn Plaza, such as privacy and quiet, to focus attention on value of the living option rather than cost.
- ♦ **Diversified Print Campaign:** Residential Life has employed a comprehensive print campaign to raise awareness about Coborn Plaza on campus. This includes Metro Bus advertisements, door hangers, posters, postcards, table tents and visibility in core collateral, including the Welcome Guide.
- ♦ **Videos:** Coborn Plaza developed a series of eight videos capturing student testimonials and providing a behind the scenes look of Coborn Plaza. They are concise in length and provide clear messaging focused on the value of Coborn Plaza.
- ♦ **Graphic Designer:** Coborn Plaza Apartments has access to a student designer, who has been a dedicated part of its marketing budget for each of the past three years, spending \$2,565 annually. With creative direction, this graphic designer could apply a campaign graphic across a variety of platforms, from a print postcard and banner to a Twitter image and Facebook ad.
- ♦ **Social Media Presence:** The Residential Life Department at St Cloud State University has established a Twitter handle and a Facebook page that can be built upon to achieve the goals of Coborn Plaza Apartments. The Facebook has a following of 959 people, as of September 2015. Residential Life has 217 followers on Twitter.
- ♦ **Student Referrals:** Word-of-mouth and student referrals have played a key role in attracting new students to Coborn Plaza.



COBORN PLAZA MARKETING ASSESSMENT - 2015

Assessment ♦ SWOT Overview

Weaknesses

Internal ♦ Harmful

Weaknesses exist within the organization and can prevent the University from achieving its objective for Coborn Plaza.



- ♦ **Brand Inconsistency:** Branding has been inconsistent on Coborn Plaza since 2010. A clear brand look has not been developed for Coborn Plaza. A clean, modern edge look could more effectively capture attention and attract college-aged students.
- ♦ **Heavily Print Focused:** The marketing and communication efforts of Coborn Plaza have relied almost exclusively on print components and they often are not standing out on campus.
- ♦ **Videos:** The videos created to share student testimonials and promote Coborn Plaza Apartment have been under utilized. They did not appear to be effectively shared via social media to expand their reach and leverage the networks of the students who participated. Efforts also have not been made to keep them fresh and add new videos.
- ♦ **Staffing Resources:** Residential Life lacks staffing resources and expertise to effectively execute a comprehensive marketing strategy aligned with the aggressive business goals for Coborn Plaza.
- ♦ **Social Media Unfriendly Content:** The content of the posts on Twitter and Facebook also do not follow best practices for engagement, namely concise text (135 characters) accompanied by a clean visual (with little to no text) and direct call to action. In many cases, the posts did not include any text. The same postcard image and print flyer image used in the print campaign were posted on Facebook and Twitter, rather than adapting them to the media.
- ♦ **Social Media Advertising:** Coborn Plaza only executed one small Facebook advertising campaign since opening in 2010.

COBORN PLAZA MARKETING ASSESSMENT - 2015

Assessment ♦ Weaknesses (continued)

- ♦ **Low Social Media Engagement:** While Residential Life has a presence on Facebook and Twitter, its followership, reach and engagement on each platform is far below industry benchmarks. There is a lack of connection to the larger SCSU student body through the use of hashtags and tagging of related pages.



<< TWITTER >>

- **Followership:** The Residential Life Twitter account only has 217 followers, representing a low share of the market potential. Effective twitter brand pages, similar in nature, typically have a minimum of 500 followers and work towards 1,000 in the short-term. Followership of the Res Life account has been stagnant.
- **Reach:** The Residential Life Twitter account had a total of 2,900 impressions from January 1, 2015 to April 1, 2015 with a daily average of 32 impressions. The peak tweet had 422 impressions (on Jan. 14).
- **Engagement:** There is little engagement in the tweets published on the Residential Life Twitter account. There were only 14 retweets of all tweets published by Res Life during the first three months of 2015.

<< FACEBOOK >>

- **Reach:** While the overall reach of the Residential Life has potential with 959 followers, it has remained low due to a lack of engagement on posts by page followers.
- **Engagement:** While the Residential Life Facebook page has 959 followers, it has failed to engage followers and leverage their respective networks as Facebook is designed. The few posts published related to Coborn Plaza did not have any comments and shares. The SCSU Financial Aid Office was the only one to like the post announcing scholarships for Coborn Plaza.
- ♦ **Minimal Social Content:** There were very few posts on Facebook and on Twitter mentioning Coborn Plaza during peak sign up periods from January to March 2015. Twitter included 19 total tweets in the first three months of 2015 with only two related to Coborn Plaza Apartments. In the same period in the previous year, there was only one tweet on Coborn Plaza that reached 1 person and had no engagement. On Facebook, the posts related to Residential Life were much more consistent, sometimes daily, but the posts on Coborn Plaza were minimal with only three posts found between January and March 2015.

Assessment ♦ SWOT Overview

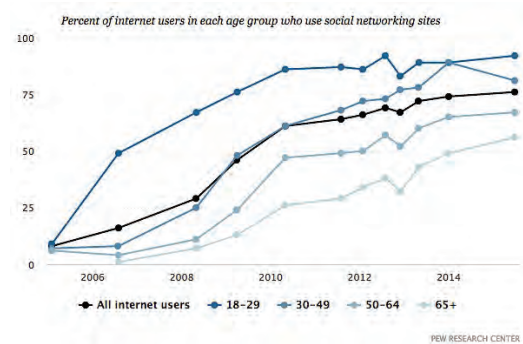
COBORN PLAZA MARKETING ASSESSMENT - 2015

Opportunities

External ♦ Helpful

Opportunities are found outside of the organization and can be seized to help achieve the University's objective for Coborn Plaza.

- ♦ **Advent of New Technology:** New technology is available to the university to help better connect with students and their parents. An example is e-marketing platforms that provide the ability to track opens and clicks, and develop targeted email campaigns.
- ♦ **Big Data Growth:** Universities have increasing access to a variety of data to better understand and communicate with students. Every digital process and social media exchange produces data that can be analyzed for more informed decision-making. It serves as a resource to gain competitive advantage.
- ♦ **Growing Social Media Usage:** Social media usage has increased nationally by almost 1,000 percent in eight years for 18-29 year olds, according a July 2015 report from Pew Research Center. About 76 percent of online adults use social networking. Experian Simmons reports more than 98 percent of college-aged students use social media.
- ♦ **Increasing Social Media Platforms:** Social media continues to evolve to provide universities with a direct route to communicate with students and parents. The most effective tools to employ vary by demographic. Facebook is the most dominant social media platform and is seen as a mass medium. About 76 percent of online adults use Facebook according to the July 2015 Pew Research report. That's followed by Pinterest (31 percent), Instagram (28 percent), LinkedIn (25 percent), and Twitter (23 percent).
- ♦ **Digitally Wired World:** Today's students and their parents are digitally-minded and digitally-wired. They want information accessible in a variety of electronic environments and are interested in real-time, authentic communication. About 90 percent of Americans currently own a cell phone and 64 percent own a smartphone, according to Pew Research 2014 report. About 45 percent of students do not go more than 10 minutes without using some form of technology during an average school day, according to a 2014 report by Wakefield Research.



Assessment ♦ Opportunities (continued)

- ◆ **Desire for Community:** While in the past students preferred privacy in student housing in the past, they now are increasingly focused on feeling a sense of community. Nationally, universities are shrinking bedroom sizes in their housing to provide more social benefits.
- ◆ **Desire for Luxury Apartments:** Living desires of millennials has led to growing trend of luxury apartments in college towns across the United States. The amenities in apartment buildings, both on and off campus, are increasingly exceeding the minimalistic dorm rooms universities were known for in the past. These building feature swimming pools, Jacuzzis, games rooms, fireplaces and entertainment areas. View what's available in these higher end complex in this list of the 30 Most Luxurious Student Housing Buildings: <http://www.bestcollegevalues.org/best-college-dorms/>
- ◆ **Lack of Local New, High Amenity Apartments:** There is a lack of newer apartments with amenities near St. Cloud State University. Students need to drive or ride the bus for upwards of 7-10 minutes to find the nearest option and the overall volume of options is minimal.
- ◆ **International Students:** St. Cloud State University has welcomed a rising number of international students that Coborn Plaza Apartments could cater to. In the fall of 2014, 1,117 students from 91 nations attended St. Cloud State. This marked a 9 percent increase from 2013 and 2012 and a 3 percent increase from 2011. The majority of the international students (59 percent) are undergraduates. Graduate students represent 26 percent of the international students. St. Cloud State's international student enrollment is ranked nationally among master's granting institutions, according to the Institute of International Education (IIE) in New York City.
- ◆ **Scholarships:** St. Cloud State University has access to scholarship funds from the Wedum Foundation to help make Coborn Plaza accessible and affordable to more students. Wedum has provided St. Cloud State University flexibility on these scholarships and freedom to set criteria. St. Cloud State University has not awarded all the scholarship dollars available each of the past three years.

COBORN PLAZA MARKETING ASSESSMENT - 2015

Assessment ♦ SWOT Overview

Threats

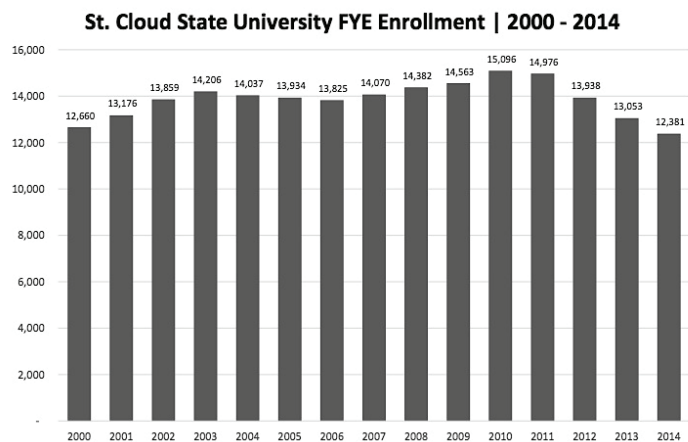
External ♦ Harmful

Threats are found outside of the organization and can prevent the University from achieving its objective for Coborn Plaza.



- Housing Options:** Students who attend St. Cloud State University have access to a large volume of apartment options in the Greater St. Cloud area. St. Cloud State University reports more than 10,000 apartments within a 10-mile radius of campus, including 50 apartment complexes on bus lines.
- Rental Rates:** Students share price as a factor that’s preventing them from choosing Coborn Plaza. The median rental rate of a sample of 17 apartments marketed to students in a close proximity to campus is \$2,900 per bedroom over the course of 10 months. That’s significantly lower than even the least expensive apartment option at Coborn Plaza, a four bedroom costing \$7,568 per bedroom for the same period. New, higher amenity options tend to also be priced lower than Coborn Plaza Apartments. The median rate of a sample of 6 apartments near campus is \$5,896 per bedroom for a 10-month period. Only one-bedroom units in this sample were comparable in pricing or priced higher than a one-bedroom apartment at Coborn’s Plaza.

- Decreasing Enrollment:** St. Cloud State University has experienced decreasing enrollment each year since 2010. In 2014, St. Cloud State reported a FYE enrollment of 12,381 students. The greatest year-over-year drop of nearly 7 percent came in 2012. Since Coborn Plaza was built in 2010, student enrollment has fallen 18 percent.



- Boomerang Effect:** More young adults are returning home to live. The share of Americans living in multi-generational family households recently reached its highest level since the 1950s, according to Pew Research. The percentage increased significantly over five years to 2012 with adults ages 25 to 34 most likely to be living in multi-generational households. The share, now 18 percent, has doubled since 1980, with the greatest spike following the recession of 2007.

Strategic Direction ♦ Overview

An assessment of the marketing and communication efforts for Coborn Plaza Apartments reveals that the activity has been heavily focused on print media and not targeted to key audiences or segments. Considering those making the buying-decision for Coborn Plaza, it appears as though the focus has not been on the right type of marketing and communication activity to drive results.

Goals

The University has established the following goals for Coborn Plaza Apartments:

- ♦ Increase to occupancy of 450 by 2015-16.
- ♦ Reach 90 percent occupancy by 2016-17
- ♦ Shift perceptions from cost to value of Coborn Plaza Apartments
- ♦ Award full scholarship funding available through the Wedum Foundation annually

Key Messaging

Develop key value statements that focus on communicating WHY students choose Coborn Plaza:

- ♦ High Amenity
- ♦ Close to Campus
- ♦ Sense of Community

Tool Prioritization

Print Media

- ♦ Targeted Postcards
- ♦ Banners
- ♦ Targeted Flyers

Digital Media

- ♦ Website
- ♦ Targeted Email Campaigns
- ♦ Videos

Social Media

- ♦ Twitter
- ♦ Facebook
- ♦ Instagram

Timing

The timing of each of these should be driven by student and parent behaviors and key periods when buying decisions are made by each audience. For an example, a targeted email campaign should proceed the summer to align with a peak in on-site inquiries regarding Coborn Plaza and be followed by complementary print campaign to increase on-site activity. Call and on-site distribution reports show an average of 20 quarterly contacts. The period from July-September has among the highest contacts with a significant peak of on-site contacts. During this period in 2015, there were 29 contacts with 19 of them being on-site, more than double the amount recorded in other quarters.

COBORN PLAZA MARKETING ASSESSMENT - 2015

Strategic Direction ♦ Key Recommendations

- ♦ **Student Incentives:** Develop an appealing incentive for students who refer others to Coborn Plaza and execute an annual scholarship campaign that leads to all available dollars awarded annually. These two could be integrated.
- ♦ **Targeted Email Campaigns:** Develop and execute a content plan for email campaigns based on targeted student segments, such as international students, students from higher income household and students groups who shared Coborn Plaza values such as CRU.
- ♦ **Social Media Presence:** Develop and execute highly focused content campaigns with a series of posts raising awareness about Coborn Plaza and its value during key periods of the year. Pay to boost key posts designed to drive action. Fresh photography may be needed.
- ♦ **Facebook Ad Campaigns:** Develop and execute Facebook ad campaigns that focus on the value of Coborn Plaza, targeted at parents of targeted student segments.
- ♦ **Micro-Video Campaign:** Micro videos, typically less than a minutes in length and commonly under 30 seconds, are a growing marketing trend to communicate key messages and drive key actions. Use micro-videos to capture and share stories of students living at Coborn Plaza and leverage their social media networks to drive visibility and exposure.
- ♦ **Website Enhancements:** Enhance the Coborn Plaza landing page on the SCSU website to include additional storytelling on why choose Coborn Plaza, including testimonial videos, as well as highly visible teasers and call to action buttons to showcase scholarships, generate leads and drive sign ups. Add multiple landing pages for targeted email and social campaigns.
- ♦ **Campus Prompts:** Evaluate opportunities to leverage the variety of communication methods available on campus that receive significant attention by students, such as prompts when logging into a computer. During a targeted period of time, a short teaser on why students choose Coborn Plaza with a call to action when signing on to a computer could be displayed.
- ♦ **Creative Giveaways:** Develop a creative marketing partnership with the community to elevate the value of Coborn Plaza and drive occupancy. Partner with local retailers to fully furnish a certain number of apartments at Coborn Plaza for free as a part of a joint marketing opportunity. These fully furnished spaces would be designed to showcase the high amenity and further create a high-end feel of the apartments. Students who sign up for Coborn Plaza would be entered in to win the fully furnished spaces. All students who enter would receive a gift card. Consider offering twice a year. Once for incoming freshman, targeted at parents, and once for other students.

COBORN PLAZA MARKETING ASSESSMENT - 2015



Rent Analysis Report

CONDUCTED ON BEHALF OF
St. Cloud State University
Coborn Plaza Apartments

FALL 2015



PRESENTED BY

Dawn Zimmerman | Chief Communications Officer
2507 Meadowrose Blvd. | St. Cloud, Minnesota 56301
P: 320.493.0041 | dawn@writeadv.com

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Overview ♦ The Plan

St. Cloud State University retained The Write Advantage Inc. to conduct an assessment of its marketing and communications efforts for Coborn Plaza Apartments. To complement that assessment and better understand the apartment market, St. Cloud State University also requested a rental analysis that would include at least 20 apartment complexes focused on identifying:

- **Category 1:** Rates of apartments around campus that students tend to gravitate toward.
- **Category 2:** Rates of apartments in S. Cloud with comparable amenities as Coborn Plaza Apartments.

Most of the apartment sample is concentrated in Category 1 to better understand the fair market rent for apartment complexes surrounding St. Cloud State University. A small portion includes apartments that have similar amenities as Coborn Plaza Apartments.

Background ♦ The Reason

Coborn Plaza Apartments at St. Cloud State University are designed for students who are interested in a different type of campus living. Students appreciate the additional amenities of indoor parking, their own bedroom and bathroom and the close proximity to campus.

The University first opened the complex on Fifth Avenue in 2010. It is located at the edge of campus, adjacent to Downtown St. Cloud and a part of the growing Fifth Avenue Live! Project. This living experience is made possible through a partnership between the J.A. Wedum Foundation and the University. The J.A. Wedum Foundation owns the building and has a lease agreement with the University to operate it.

While amenities are important, price also comes into play. Setting an appropriate price affects the marketability of an apartment and the resulting occupancy rate. Key drivers of this analysis include:

- **Feedback on rates:** Student surveys conducted by the University identified pricing as one of the factors that inhibit students from choosing to live at Coborn Plaza Apartments.
- **Occupancy:** The University has experienced lower than expected occupancy rates at Coborn Plaza Apartments, partly due to the impacts of the recession and students choosing to live at home or in lower cost housing options.

This analysis is intended to help University staff evaluate the rate of Coborn Plaza Apartments in comparison to other apartments available to students and determine if any rate changes are needed.

Overview ♦ Executive Summary

The cost of any apartment unit is dictated by a variety of factors, namely location, amenities and targeted tenants. The number of bedrooms in a given unit also typically lowers the cost. However, that is less likely for the apartment complexes close to the University that are designed from college students than in apartments as a whole.

Both the median rates of apartments in Category 1 (those close to Campus) and Category 2 (those similar in age and amenities to Coborn Plaza) far exceeded the media rental rate for Coborn Plaza.

- The median rental rate of Category 1 apartments is about \$2,900 per bedroom for an annual rate consisting of 10 months.
- The median rental rate of Category 2 apartments is \$5,896 per bedroom for an annual rate consisting of 10 months. That is nearly double, or \$3,000 more than, the median rate of Category 1. However it is much more in line with the gross median rental rate reported for the Greater St. Cloud Area.
- The median rate for Category 2 is \$2,213 lower than the median rate for Coborn Plaza, or a difference of 38 percent.

The number of bedrooms in each unit played a key role in dictating the cost of an apartment unit. Those with fewer bedrooms cost more per bedroom.

- There was a wider range between the highest rental rate and lowest rental rate for apartments in Category 2 compared to Category 1.
- There were more one-bedroom options in Category 1 than Category 2.
- Four bedroom options are uncommon among apartments that meet criteria for Category 2.
- Two apartment complexes had rental rates that exceeded the rates of Coborn Plaza. The rental rates for the apartment options in Category 2 peaked at \$8,350 to \$12,150 for a one-bedroom unit at Heritage Park Estates.

When considering age and amenities, Coborn Plaza was closest in cost for one-bedroom apartments, as shown in Category 2. The gap widened as the bedrooms grew.

SCSU RENTAL ANALYSIS - 2015

Industry Snapshot ♦ St. Cloud Gross Rent

The median monthly gross residential rent in Greater St. Cloud Area was \$700 in 2013, according to the latest data available by the U.S. Census American Community Survey (ACS) survey at the time of this analysis. That represents a \$13 increase (1.89 percent) from a recent low of \$687 in 2012.

Census data show that St. Cloud’s median gross rent peaked in 2011 at \$768 and then fell \$68 (8.85%) by 2013. The most recent increase is higher than the rate of change seen in Minnesota as a whole or the United States, as illustrated in Figure 1 below.

Figure 1. Median Gross Rent Today

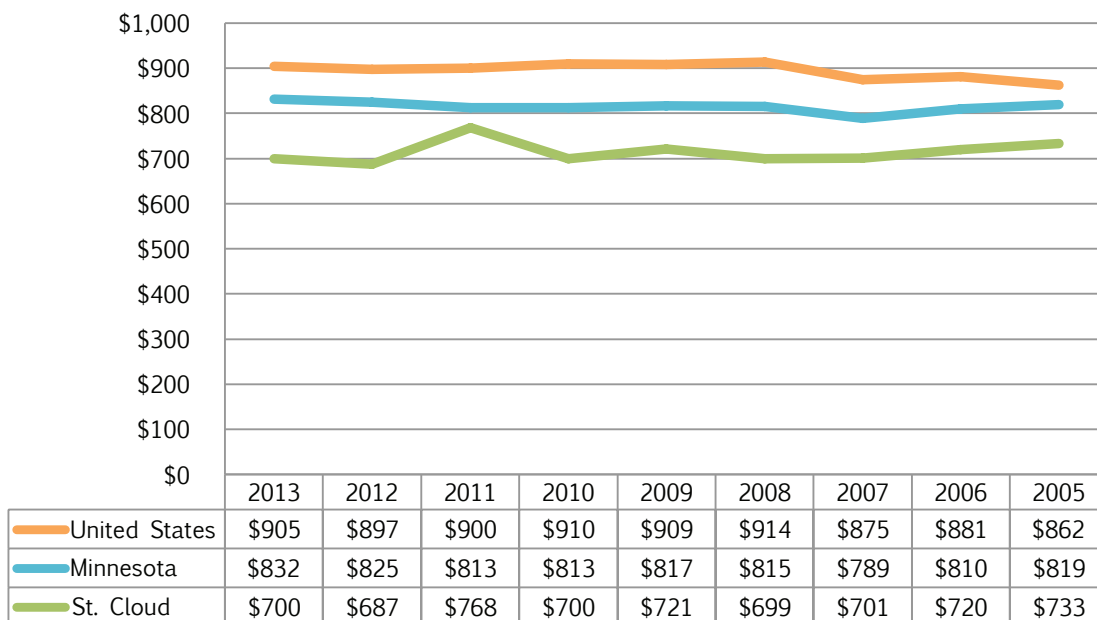
	2013	1 Year Change	3 Year Change
United States	\$905	+0.89%	-0.55%
Minnesota	\$832	+0.85%	+2.34%
St Cloud	\$700	+1.89%	0.00%

Source: U.S. Census ACS

Historical Review

In the past decade, St. Cloud’s gross rent has varied from a peak of \$768 in 2012 to its low of \$699 in 2008. That rate of change is slightly more significant in St. Cloud than in the state and nation, as shown in the Figure 2 below.

Figure 2. Historical Gross Rent



Source: U.S. Census ACS

Methodology ♦ Shaping the Sample

St. Cloud State University requested a sample size of 20 apartments with the majority of the sample focusing on Category 1 apartments. Category 1 is comprised of a sample size of 16 apartments. Category 2 is comprised of a sample size of 6. Apartments were chosen based on their accessibility and marketability to students at St. Cloud State University. The Categories are defined as follows:

- **Category 1:** Apartments around campus that students tend to gravitate toward
- **Category 2:** Apartments in St. Cloud with comparable amenities as Coborn Plaza Apartments

All rates are calculated per bedroom on an annual basis, comprised of 10 months for the typical academic year and to remain consistent in the format marketed for Coborn Plaza.

Access vs. Amenities

Category 1 focuses on access while Category 2 focuses on amenities. Access relates to the proximity and visibility to campus of St. Cloud State University. Amenities factor in the age of the apartment complex and additional accommodations provided.

Reasonable measures were taken to ensure each of these samplings is representative of what is available to students. Each sample size includes the majority of the apartment complexes available based on the criteria.

Median Rate

When analyzing and comparing the pricing of various apartments, this study uses the measure of median, over the measure of average. The median serves as a measure of central tendency, representing the value for which 50 percent of the rental rates are lower and 50 percent are higher.

Median better communicates the “middle” range expected. The median is calculated differently depending if the quantity of numbers in the set is odd or even.

Both median and average for each apartment is calculated based on lowest cost option available for the respective apartment type, such as one-bedroom units.

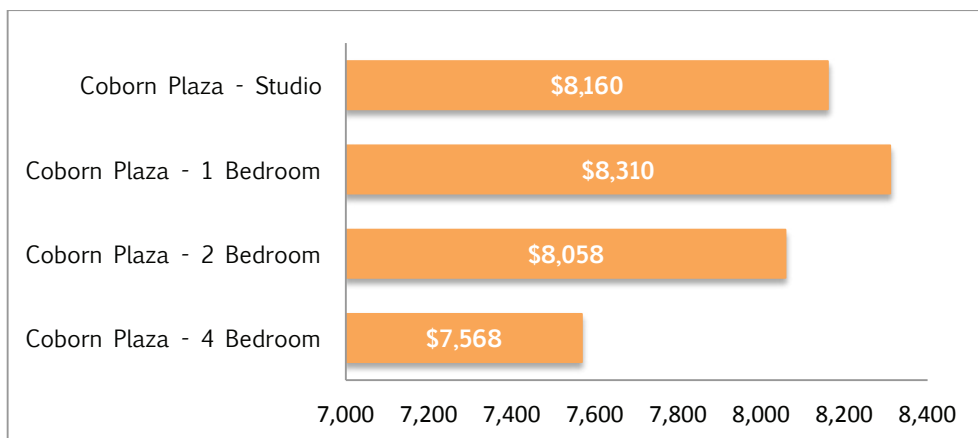
** Pricing data was collected during a period from August 2015-September 2015 and is subject to change.*

University Housing ♦ Coborn Plaza Costs

St. Cloud State University provides a variety of housing options for students on and near campus through its Residential Life Department. Coborn Plaza, built in 2010, is the newest option. However, single rooms in Benton Hall, Case Hall and Shoemaker Hall have been renovated since 2011.

Coborn Plaza offers four housing options, including four-bedroom, two-bedroom, one-bedroom and studio units. The four-bedroom apartment at Coborn Plaza is the least expensive of the housing options in the complex. It costs \$7,568 annually per student, 10 percent (or \$742) less annually per student.

Figure 4. Coborn Plaza Housing Costs



Median Rate

The median cost to live in Coborn Plaza for a 10-month school year is \$8,109. This median rate serves as a baseline for comparing other apartment options for students off campus.

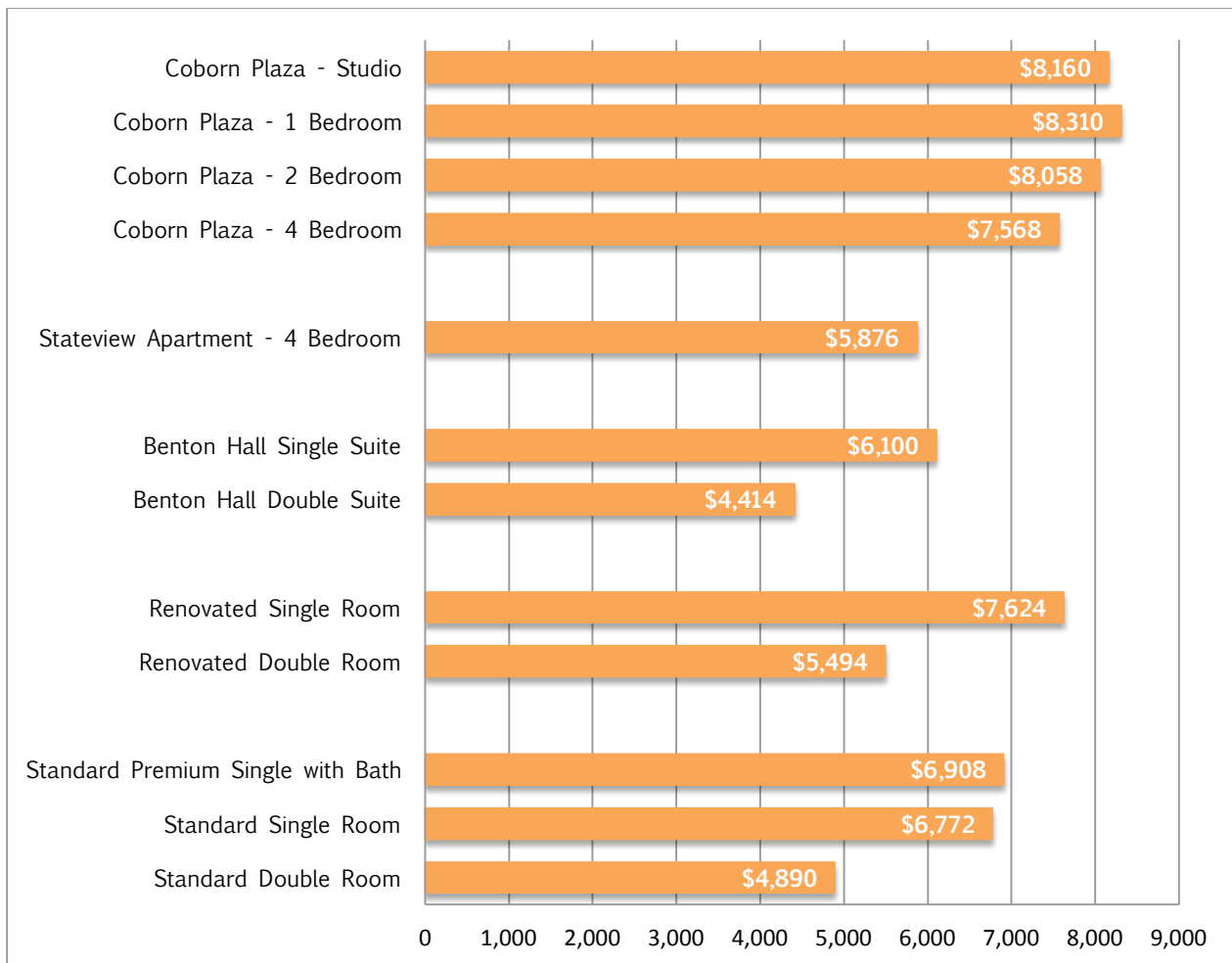
University Housing ♦ All Options

St. Cloud State University provides 12 residential living options as outlined in the chart below. Coborn Plaza is the most expensive residential housing option provided through St. Cloud State University by \$434 annually, or a difference of 6 percent, when considering the least expensive option at Coborn Plaza (a four bedroom unit) and next most expensive option on campus. The next most expensive option is the Renovated Single Room at Case, Hill, Lawrence or Shoemaker Halls, totaling \$7,624 annually.

A renovated single unit in Case, Hill, Lawrence or Shoemaker costs \$686 a year, or 9 percent less than a one-bedroom unit in Coborn Plaza. When compared to the studio at Coborn Plaza, the renovated single room costs \$536 a year less, or 7 percent.

Figure 5. Housing Options On Campus

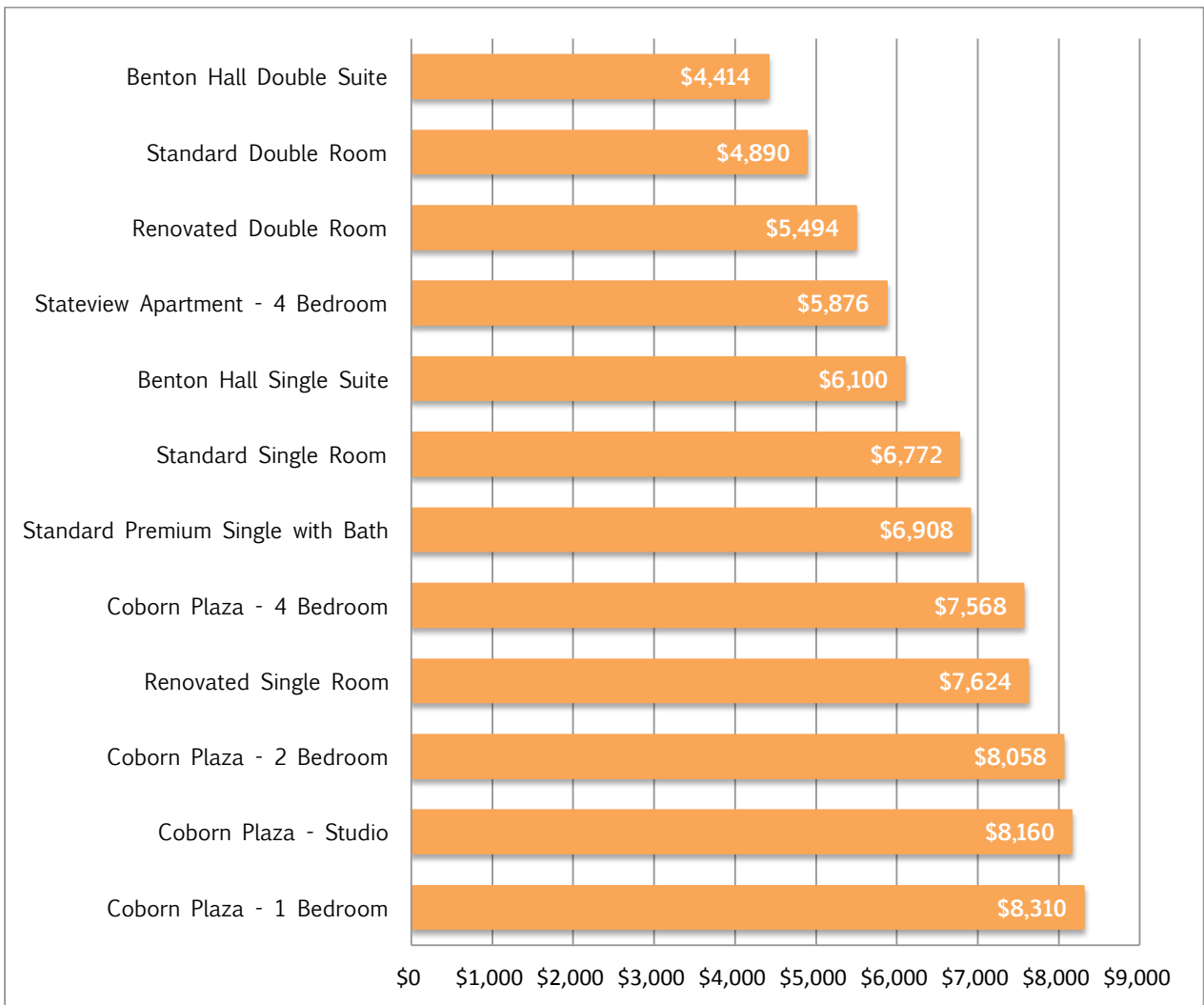
The following student living options are organized by the location and type. A stacked ranking in order of cost can be found in Figure 6.



SCSU RENTAL ANALYSIS - 2015

Figure 6. University Housing Ranked by Cost

The following chart shows the university housing options provided for students by cost. A double suite at Benton Hall for \$4,414 and a standard double room for \$4,890 cost the least. A one bedroom at Coborn Plaza costs the most at \$8,310. The cost difference between the most expensive and least expensive option amounts to \$3,896 per student each academic year.



Assessment ♦ Category 1 Overview

Students who attend St. Cloud State University have access to a large volume of apartment options in the Greater St. Cloud area. St. Cloud State University reports more than 10,000 apartments within a 10-mile radius of campus, including 50 apartment complexes on bus lines. St. Cloud State students ride free on Metro Bus buses.

The apartments assessed in Category 1 include those in close proximity to campus that students tend to gravitate toward. Students can walk to campus from these apartments, similar to the Coborn Plaza. Also like Coborn Plaza, these apartments cater to and market to university students.

The majority of their occupancy, and in some cases all of their occupancy, includes students enrolled at St. Cloud State University. The apartment complexes used for this part of the assessment are outlined in the following pages.

Median Rent

The median rental rate of Category 1 apartments is \$2,900 per bedroom for an annual rate consisting of 10 months. The cost per bedroom is typically lower based on the number of bedrooms in the apartment unit. The median serves as a measure of central tendency, representing the value for which 50 percent of the rental rates are lower and 50 percent are higher.

- **Peak:** The rental rates for the apartment options reviewed in Category 1 peaked at \$5,100 per bedroom for a one-bedroom unit at Campus Knoll, as shown in Figure 8. That's followed by \$3,450 per bedroom for two-bedroom unit at Premier Real Estate Student House Apartments. The highest rent reported at each apartment complex is shown on the next page.
- **Low:** Rent was available for as low as \$2,250 per bedroom annually at Campus Ridge. The next lowest was \$2,650 per bedroom annually at Stateside Apartments, as shown in Figure 9.

Average Rent

The average cost of rent per bedroom for the sampling of apartments in close proximity to the campus of St. Cloud State University (known as Category 1) was \$2,809 for the 10-month academic year.

SCSU RENTAL ANALYSIS - 2015

Assessment ♦ Category 1 Rental Rates

Figure 7. Category 1 Rates

The chart below shows the bedroom types available in the respective apartment complexes reviewed in Category 1 as well as each of the apartment's highest and lowest rental rate per bedroom over a 10-month period, based on those unit options.

The types of units available (one bedroom to four bedrooms) have been shown to consistently impact the cost per bedroom. Therefore, types also are included to help highlight the potential impact on the highest and lowest rents reported.

Apartment Option	Types	Highest	Lowest
Bridgeport	3, 4	\$3,100	\$2,750
Campus Apartments	2	\$3,200	\$2,990
Campus Vista	2, 3, 4	\$2,990	\$2,990
Campus Park	2, 3, 4	\$2,990	\$2,990
Campus Corner	2, 3, 4	\$3,060	\$2,800
Campus Ridge	2, 3, 4	\$2,250	\$2,250
Campus Square	2, 3, 4	\$3,260	\$2,990
Campus Edge	2, 3, 4	\$3,260	\$2,990
Campus Knoll	1, 3	\$5,100	\$2,800
Charlamain	2, 3, 4	\$2,950	\$2,950
North Campus	3, 4	\$2,900	\$2,700
Premier Real Estate Student Housing Apartments	2, 3, 4	\$3,450	\$2,800
Stateside Apartment	4	\$2,950	\$2,650
Thirteenth Street Apartments	3, 4	\$2,900	\$2,700
University Square Apartments	4	\$3,100	\$3,000
Westview Apartments	4	\$2,950	\$2,750
	AVERAGE	\$2,965	\$2,653
	MEDIAN	\$2,990	\$2,800

The following two figures (Figures 8-9) visually show the stacked ranking of these apartment options by their respective lowest and highest rental rates.

Figure 8. Category 1 Stacked By Lowest Rent

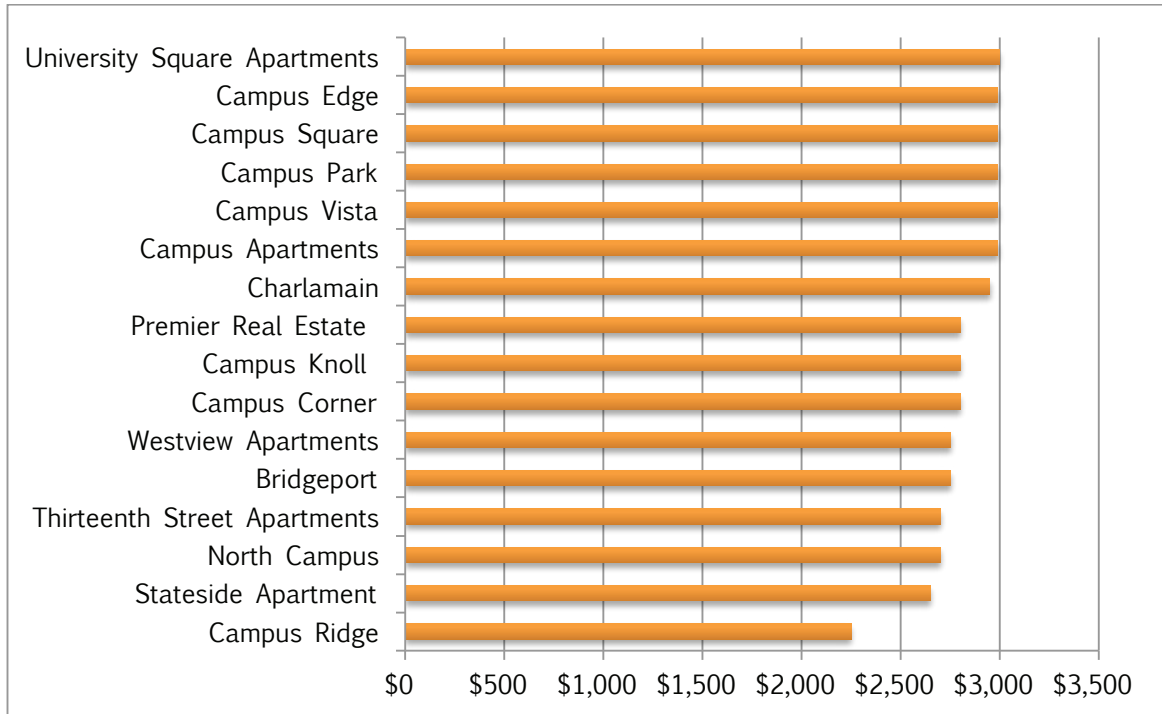
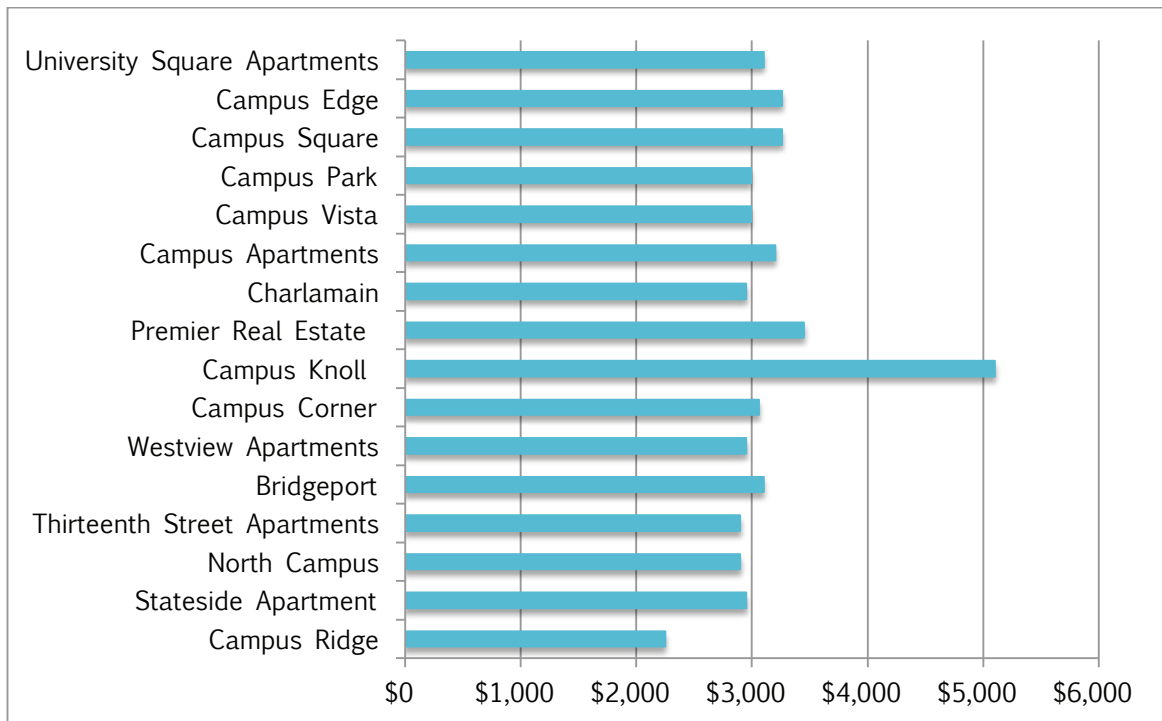









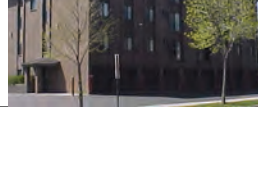
Figure 9. Category 1 Stacked By Highest Rent










SCSU RENTAL ANALYSIS - 2015

Category 1 ♦ Details & Types

Figure 10. Category 1 Apartment Listing

		1 BR	2 BR	3 BR	4 BR
	Bridgeport 1011 5th Avenue S. St. Cloud, MN 56301			♦	♦
	Campus Apartments 411 5th Ave S St. Cloud, MN 56301	♦			♦
	Campus Corner 900 7th Avenue South St. Cloud, MN 56301		♦	♦	♦
	Campus Edge 817 6th Avenue South St. Cloud, MN 56301		♦	♦	♦
	Campus Knoll 1111 7th Avenue South St. Cloud, MN 56301	♦		♦	
	Campus Park 575 7th Street South St. Cloud, MN 56301		♦	♦	♦
	Campus Ridge 1120 9th Avenue South St. Cloud, MN 56301		♦	♦	♦
	Campus Square 819 5th Avenue South St. Cloud, MN 56301		♦	♦	♦

Category 1 ♦ Details & Types (continued)

		1	2	3	4
	Campus Vista 627 5th Avenue South St. Cloud, MN 56301		♦	♦	♦
	Charlamain 505 12th Street South St. Cloud, MN 56301		♦	♦	♦
	North Campus 1315 4th Avenue SE St. Cloud, MN 56301			♦	♦
	Premier Real Estate Student Housing Apartments 327 7th Avenue South St. Cloud, MN 56301		♦	♦	♦
	Stateside Apartment 718 8th Avenue South St. Cloud, MN 56301				♦
	Thirteenth Street Apartments 525 13th Street South St. Cloud, MN 56301			♦	♦
	University Square Apartments 624 13th Street South St. Cloud, MN 56301	♦			♦
	Westview Apartments 720 7th Avenue South St. Cloud, MN 56301	♦			♦

Assessment ♦ Category 2 Rental Rates

While students at St. Cloud State University have a vast amount of off-campus apartment options, the majority of these housing options most easily accessible are far older than Coborn Plaza Apartments, which was built in 2010.

Students do access newer apartments that also have additional amenities, as partly demonstrated by ridership data provided to St. Cloud State University by Metro Bus. St. Cloud State students ride free on Metro Bus buses.

The apartments assessed in Category 2 include with comparable in amenities and age as Coborn Plaza Apartments. The apartment complexes used for this part of the assessment are outlined in the following pages.

Median Rent

The median rental rate of Category 2 apartments is \$5,896 per bedroom for an annual rate consisting of 10 months. That is nearly double, or \$3,000 more than, the median rate of Category 1.

The lack of four-bedroom options available for apartments in Category 2 does play a role in inflating the overall median. The cost per bedroom is typically lower when there are more bedrooms per apartment unit.

There was a wider range between the highest rental rate and lowest rental rate for apartments in Category 2 compared to Category 1.

- **Peak:** The rental rates for the apartment options reviewed in Category 2 peaked at \$8,350 to \$12,150 for a one-bedroom unit at Heritage Park Estates. That's followed by \$7,750 for a one-bedroom unit at Grand Royale Plaza. The highest rent reported at each apartment complex is shown in Figure 12.
- **Low:** Rent for these newer, higher amenities apartments was available for as low as \$3,420 per bedroom annually for a three-bedroom unit at Grand Gateway, as shown in Figure 13. The next lowest was \$3,750 per bedroom annually for three-bedroom units at both Grant Royale Plaza and Grand River Estates.

The median rate for Category 2 is \$2,213 lower than the median rate for Coborn Plaza, or a difference of 38 percent. To better understand the differences, the following pages provide the median rate by rental type – one-bedroom, two-bedroom and three-bedroom units.

Assessment ♦ Category 1 Rental Rates

Figure 12. Category 2 Rates

The chart below shows the bedroom types available in the respective apartment complexes reviewed in Category 2 as well as each of the apartment's highest and lowest rental rate per bedroom over a 10-month period, based on those unit options.

The types of units available (one bedroom to four bedrooms) have been shown to consistently impact the cost per bedroom. Therefore, types also are included to help highlight the potential impact on the highest and lowest rents reported.

Apartment Option		Highest	Lowest
Cobblestone Square	1, 2	\$7,150	\$4,125
Grand Gateway	1, 2, 3	\$8,000	\$3,420
Grand Royale Plaza	1, 2, 3	\$7,750	\$3,750
Grand River Estates	1, 2, 3	\$7,250	\$3,750
Heritage Park Estates	1, 2	\$12,150	\$5,075
Cypress Court	1, 2, 3	\$8,250	\$4,083
	MEDIAN	\$7,875	\$3,916
	AVERAGE	\$8,425	\$4,034

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Figure 12. Category 2 Stacked By Lowest Rent

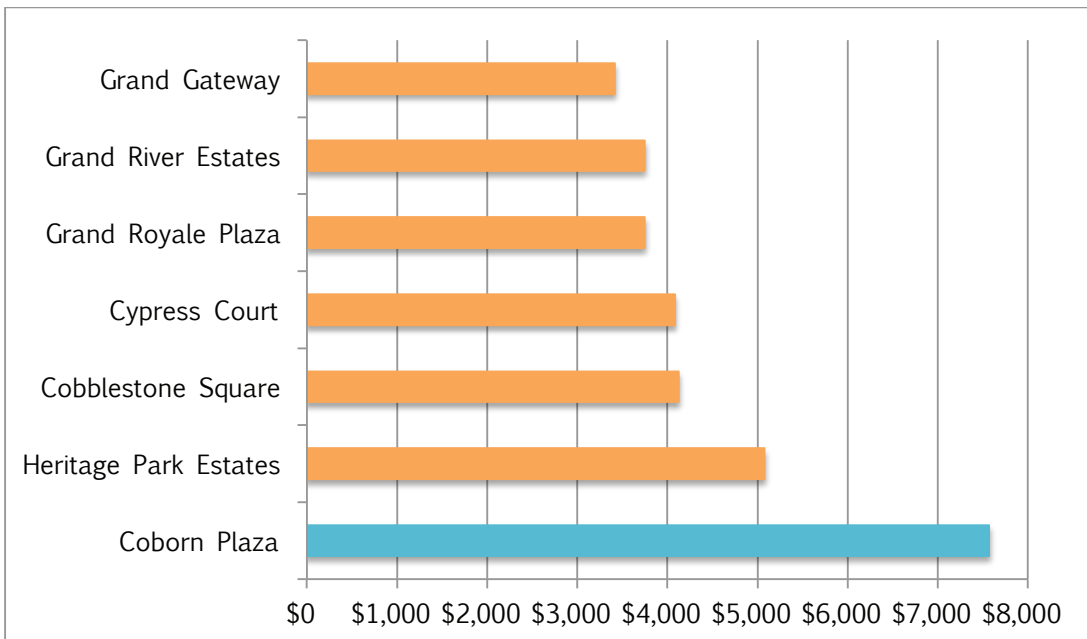
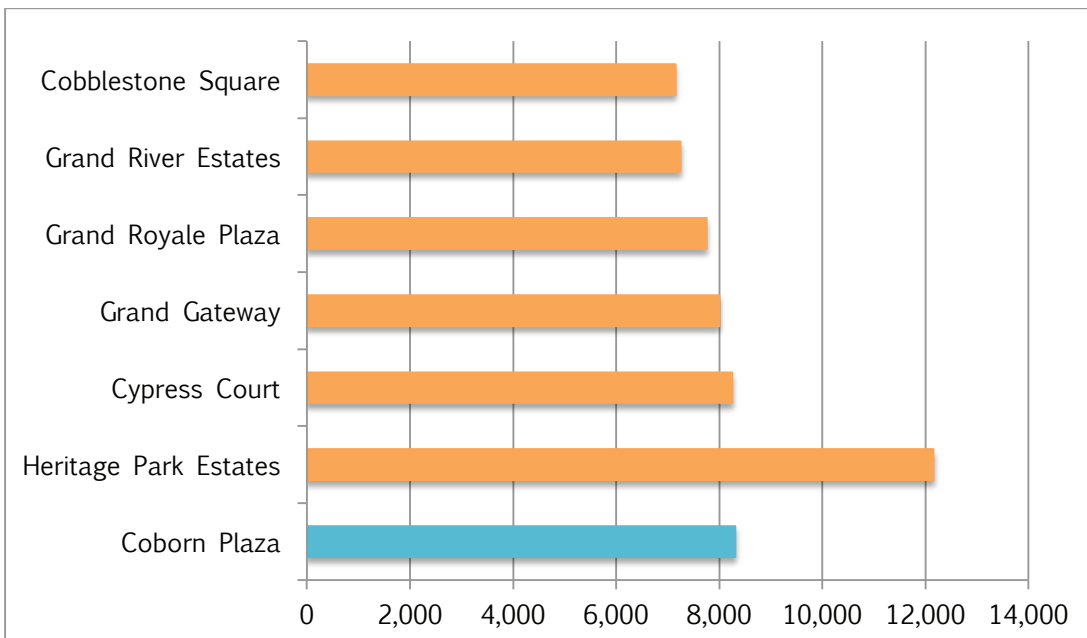


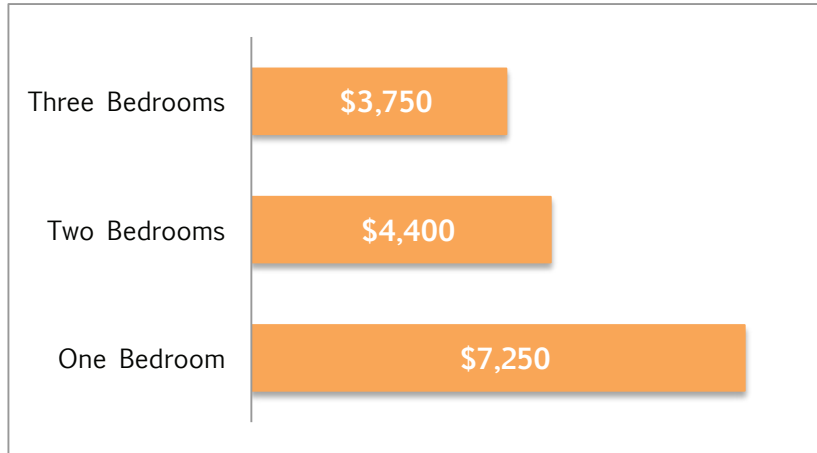
Figure 13. Category 2 Stacked By Highest Rent



Category 2 ♦ Rent By Type

The number of bedrooms in an apartment unit affects the cost of the respective given. The cost per bedroom is typically lower when there are more bedrooms per apartment unit. Tenants pay a premium to have one bedroom or studio apartment. The figure below shows the median rate per bedroom for 10 months by the number of bedrooms in the unit.

Figure 14. Median Rent Per Bedroom By Bedrooms



**Median for each apartment type displayed and calculated based on lowest cost option available for that respective apartment.*

One Bedroom

The median rate for a one bedroom is \$7,250 for apartments with that option in Category 2. That is priced 15 percent lower than the rate for a one bedroom at Coborn Plaza. The peak rental rate for a one bedroom of \$8,350 exceeded the rate of Coborn Plaza. Two of the six apartments in Category 2 had higher rates for one-bedroom units than Coborn Plaza. Those include Heritage Park Estates and Grand Royale Plaza. Heritage Park Estates also reported a premium one-bedroom available for \$12,150 over a 10-month period.

Two Bedrooms

The median rate for a two-bedroom unit in Category 2 is \$4,400 per bedroom. That is priced 83 percent lower than the rate for a two-bedroom apartment at Coborn Plaza. The peak rental rate for a two bedroom in Category 2 was \$5,075, found at Heritage Park Estates. All of the six apartments in Category 2 had lower rental rates for two-bedroom unit than Coborn Plaza. The lowest rate for a two-bedroom unit in Category 2 was \$4,000, located at Grand Gateway.

Category 2 ♦ Rent By Type

Three and Four Bedrooms

The median rate for a three-bedroom unit is \$3,750 per bedroom for 10 months in Category 2. A three-bedroom unit is not currently offered at Coborn Plaza. This per bedroom cost is more than double the cost of a four-bedroom unit at Coborn Plaza.

It is uncommon for an apartment that meets the criteria for Category 2 to have four bedroom units. Those units seem to be designed especially with college students in mind and located in closer proximity to campus. None of the six apartment complexes in Category 2 provided four-bedroom units.

In the cases where students wish to have four bedrooms, it's presumed that Coborn Plaza competes with apartments closer to campus as identified in Category 1 or another form of residential living such as a rental house.

Category 2 ♦ Details & Types

Figure 15. Category 2 Apartment Listing

		1 BR	2 BR	3 BR	4 BR
	Cobblestone Square 2505 Clearwater Road St. Cloud, MN 56301	♦	♦		
	Cypress Court 906 Cypress Road St. Cloud, MN 56303	♦	♦	♦	
	Grand Gateway 4005 24 th Street S St. Cloud, MN 56301	♦	♦	♦	
	Grand River Estates 4010 Clearwater Road St. Cloud, MN 56301	♦	♦	♦	
	Grand Royale Plaza 3735 8 th Avenue South St. Cloud, MN 56301	♦	♦	♦	
	Heritage Park Estates 3600 West St. Germain Street St. Cloud, MN 56301	♦	♦		

SCSU RENTAL ANALYSIS - 2015

Ahead of the Curve
in creative parking solutions

PARKING & TRANSPORTATION STUDY



ST. CLOUD STATE UNIVERSITY
ST. CLOUD, MINNESOTA

Prepared for:
PUBLIC SAFETY DEPARTMENT
PARKING AND TRANSPORTATION

APRIL 3, 2014; REVISED MAY 13, 2014



WALKER
PARKING CONSULTANTS

WALKER PROJECT 21-3952.00
SCSU P.O. #141889

PARKING & TRANSPORTATION STUDY

ST. CLOUD STATE
UNIVERSITY
ST. CLOUD, MINNESOTA

Prepared for:
PUBLIC SAFETY DEPARTMENT -
PARKING AND TRANSPORTATION

APRIL 3, 2014
REVISED MAY 13, 2014





1660 South Highway 100, Suite 424
Minneapolis, MN 55416

952.595.9116
www.walkerparking.com

April 3, 2014
Revised: May 12, 2014

Jennifer Furan Super
Associate Director
Public Safety Department
St. Cloud State University
720 Fourth Avenue South
St. Cloud, Minnesota 56301-4498

Re: Parking and Transportation Study, St. Cloud State University, St. Cloud, Minnesota
Walker Project #21-3952.00
SCSU Project #13-018, PO #141889

Dear Jennifer:

Walker Parking Consultants is pleased to submit this report regarding the St. Cloud State University parking and transportation system. This report presents certain facts and analyses that are intended to assist you and the University in various planning decisions related to parking supply/demand, current and future parking adequacy, and parking administration. The provided information includes our findings, opinions, and recommendations.

We appreciate the opportunity to be of service to you and the University in this project. If you have any questions or comments, please do not hesitate to call.

Sincerely,

WALKER PARKING CONSULTANTS

A handwritten signature in black ink, appearing to read "Jon Efroymsen", written in a cursive style.

Jon Efroymsen
Senior Parking Consultant

Enclosure

cc: Tammy McGee, Vice President, Finance and Administration
Terrence A. Hakkola, P.E., Vice President, Walker Parking Consultants, Minneapolis, MN
Scott Froemming, P.E., Walker Parking Consultants, Minneapolis, MN
John W. Dorsett, AICP, CPP, Senior Vice President, Walker Parking Consultants



APRIL 3, 2014; Revised MAY 12, 2014

WALKER PROJECT #21-3952.00

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ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



APRIL 3, 2014; Revised MAY 12, 2014

WALKER PROJECT #21-3952.00

EXECUTIVE SUMMARY

Walker Parking Consultants has completed the following parking study of the St. Cloud State University main campus. The current parking system includes one 504-space parking structure and 52± surface parking areas. The system provides a total of 4,770± parking spaces.

As of fall 2013 (FY2014), SCSU attained enrollment of approximately 16,245± students. Parking is relatively abundant as enrollment has declined since fall 2010, and is not expected to resume growing until about 2018.

Walker's parking supply/demand analysis reviewed background demographics and other information including, user group statistics, prospective project plans, the parking inventory, and parking occupancy counts. The conclusion of the fall 2013 supply/demand analysis is that some tight parking conditions impact resident parking, parking is marginally adequate for employees and service parking, and abundant parking is available for commuters and pay/visitors.

The overall current design day parking adequacy, including a design event, is estimated at 1,238 spaces. The effective supply cushion (the difference between the space inventory and the effective supply) is 261 spaces. This parking cushion is available on most days.

The conclusion of the fall 2018 supply/demand projection is that when the campus is considered as a whole, including a design event, a parking surplus of 1,225 spaces is projected.

By fall 2023, even when a larger design event is considered, this analysis indicates that when a design event is included, adequacy is projected at 1,015 spaces.

As a result of the projected surpluses through fall 2023, the construction of a major new parking facility or structure does not appear to be justified as more than adequate capacity exists to accommodate increased resident and employee demand through reassignments to a combination of the 4th Street Garage and remote shuttle parking.

Lot E and V gravel lots are judged to be in poor to unacceptable condition, but remain very desirable parking destinations. Grading, paving, lighting, security phones and other improvements are recommended if these sites are to be retained as parking lots.

The supply of parking to the south of University Drive serves the athletic facilities and the maintenance and utilities facilities, and provides a reservoir of remote parking. An oversupply of remote parking of about 1,380 spaces is noted at Lots K and Q, which have a combined capacity of 2,105 spaces. Weekday parking demand at these lots is projected at about 725 spaces per day by fall 2023. The capacity of Lot Q is about 1,000 spaces and the capacity of Lot K Gravel is 292 spaces. Lot K Gravel has a prominent location and provides some additional cushion to the system, and should continue to be operated. However, the same cannot be said for Lot Q. This lot is only minimally occupied, and is in poor to unacceptable condition. Except for overflow parking for athletic events, Lot Q's highest and best daily use is

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for construction laydown. In comparison to any parking revenue generated by Lot Q, the cost of improvements is judged to be unreasonable. Therefore, we recommend that this facility be removed from the Parking and Transportation inventory and normal weekday parking on this lot should be prohibited. If another department wishes to reserve the use of this lot, the cost of improvements and operation of Lot Q should be borne by that department.

Parking and Transportation is organized as a function of the Public Safety Department, which in turn is part of Finance and Administration. Walker typically recommends that parking should be managed independently or partially independently from police functions, as the goals and procedures of police and security disciplines are significantly different from parking.

Short of establishing a separate Parking and Transportation Division, Walker Parking Consultants recommends that a position of Parking Coordinator be better defined and tasked appropriately. Due to the wide responsibilities of this position, Walker recommends that two support positions be upgraded to report directly to the Parking Coordinator – one tasked with office management tasks, and the second tasked with field responsibilities.

With this in mind, job descriptions, task assignments and an evaluation matrix were developed jointly with the Public Safety Department, and are presented in the report.

The following additional programs are recommended.

- Enterprise Fund
- Employee Retention Benefits - Pre-Tax Payroll Deduction Spending Account, Emergency Ride Home program, Preferred Parking for Ridesharing, and Flexible Parking Passes
- Bike Share
- Online "Parking And Transportation Dashboard"
- Parking Identity Program - Mission Statement, Branding
- "Ambassador" Approach to Customer Contact and Parking Enforcement
- Parking Space Replacement Policy
- Sinking Fund
- Class Leveling

Walker Parking Consultants was asked to review and consolidate the current Parking & Traffic Rules and Regulations and changes currently published on the Parking & Transportation website. A few changes, rearrangement, and formatting are proposed in this report section.

The campus is well served by the existing shuttle bus system and Free Ride program contracted with Metro Bus. Walker completed an analysis of the Metro Bus campus transportation system and contract.

The Metro Bus service fee for the current FY 2013/2014 contract year is \$507,752. Based on an analysis of comparables, the \$38.21 average hourly cost contracted with Metro Bus is found to be approximately \$30 less than the market cost. As campus routes are not exclusively used by SCSU affiliated riders, additional fares and fees paid by non-university riders are assumed to be sufficient to provide the additional revenue needed to fund the service at market rate.

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The current contract fee appears to be a very reasonable rate to SCSU. Operating a private transit system is expensive in terms of equipment, facilities, payroll, and oversight. Additionally, SCSU is relieved of the self-operating complications of legal liability, EPA fuel storage considerations, maintenance facilities, spare parts inventory, insurance requirements, mechanics and driver training costs, and ADA requirements. It is Walker’s opinion that the overall cost of private ownership would be significantly more expensive than the current contract cost to provide equivalent service.

The contract cost per enrolled student is \$31.26 per year (\$15.63 per semester). The intent of most university transit fees is to break-even on contract cost. Most of these schools are charging far more than the contract cost per enrolled student at SCSU. The median transportation fee of the comparables is \$109.50 per year per student.

If the entire contract fee of \$507,752 is divided by only the 279,970 Husky and Sundowner rides reported for FY2013, the equivalent average fare is about \$1.81. This is more than the fixed route cash fare of \$1.10; but is still very reasonable considering the level of service and the hours of low volume provided between 8:00 p.m. and 2:00 a.m. The costs at other schools in our databank exceed \$3.00 per ride.

Based on Husky Shuttle ridership by hour for the fall semester of 2013, it appears that buses may be over-loaded at 7:00 a.m. due to early arrivals. The volume of rides per hour argues for an earlier start time – 6:00 a.m., and light volume argues for an earlier termination at 1:00 a.m. There should be no marginal cost for this exchange.

Based on the data provided and our analysis, the current cost of the transit contract is judged to be reasonable.

INTEGRATED PHASING PLAN

The following implementation plan for recommended parking recommendations is proposed. The phasing of components in the following table corresponds to categories of improvements with indications of relative timing of parking system priorities that may be implemented in the next 1 -3 years.

Time	Category/Component	Description
Parking Department Functionality and Visibility		
Fall 2014	Establish Parking Services Dept.	Increase the visibility of parking as a department of equal stature and visibility to Public Safety.
Fall 2014	Establish the Parking Coordinator Position	Establish the position of Parking Coordinator as the primary manager of Parking Department operations, reporting to the Director of Public Safety.
Fall 2014	Establish the Parking Administrative Specialist Position	Establish the position of Parking Administrative Specialist as the primary manager of office operations, reporting to and assisting the Parking Coordinator with permit records, sales and office management.

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Time	Category/Component	Description
Fall 2014	Establish the Parking Field Specialist Position	Establish the position of Parking Field Specialist as the primary manager of field operations, reporting to and assisting the Parking Coordinator with meter and equipment issues, enforcement, lot maintenance, and events.
Fall 2014	Rules & Regulations	Publish the revised and consolidated Parking Rules and Regulations.
Fall 2015	Identity Program	Establish Mission Statement, and improve communications through the Parking Department web site, and improve online maps.
Fall 2015	Ambassador Program	Train parking enforcement officers to conduct their duties and perform additional duties in the "Parking Ambassador" program to offer a greater contribution to the image of the department.
FY 2016	Parking Dashboard	Establish an online "Parking And Transportation Dashboard" to improve the visibility of the Parking Department and parking issues.
FY 2017+	Promote Class Leveling	Promote the concept of leveling the class schedule more equally across the time spectrum to reduce peak parking demand, parking conflicts, and promote a more efficient use of all campus infrastructure, not just parking.
Business Restructuring and Finance		
Fall 2014	Remove Lot Q from daily parking inventory	Lot Q does not meet the improvement standards of Parking Services and does not demonstrate sufficient demand to justify its operating expenses. Athletics should operate and maintain this facility for use only as needed.
Fall 2014	Enterprise Fund	To be a self-sustaining operation, Parking Services must continue to use the department Enterprise Fund to receive all parking revenue, pay expenses, and retain any surplus funds for future capital improvements.
Fall 2015	Transportation Fee	Establish a mandatory student transportation fee. Parking fees should be paid only by parkers. Transit is a universal service available to all, and should be supported by a mandatory student fee.
FY 2016	Employee Retention Benefits	Work with Human Resources to promote Transportation Payroll Deduction Accounts to provide pre-tax support for employee costs and fares for parking, transit, carpools and vanpooling.
FY 2016	Sinking Fund	Parking revenues begins to fund a reserve account for Parking Maintenance at \$50 per structured space and \$10 per surface space to provide a cushion toward future structural repairs.
FY 2017	Replacement Policy	Consistent with sustainable self-financing, the cost of constructing replacement parking is to be included in and charged at replacement cost to all new SCSU development projects.
Review and Accountability		
Fall 2014	Review Transit Ridership	Review Husky Shuttle ridership with Metro Bus to determine if better service might be offered by an earlier start time – 6:00 a.m., and an earlier termination at 1:00 a.m.
FY 2015	Parking Audit	To confirm revenue security and operations integrity, an audit should be performed at least every 3 years.
FY 2016	Update Parking Database	To re-evaluate parking rates utilization and general information, and prepare for the period from FY 2016 through FY 2019.
FY 2019	Update Parking Study	To professionally re-evaluate parking needs assessment and operations on a 5-yr. schedule to prepare for the period beyond FY 2019.

Source: Walker Parking Consultants

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INTRODUCTION

St. Cloud State University (SCSU) engaged Walker Parking Consultants to conduct a parking study of the SCSU main campus. The University is located in St. Cloud, Minnesota, along the Mississippi River, and about an hour northwest of Minneapolis. The current parking system includes one 504-space parking structure and 52± surface parking areas. The system provides a total of 4,770± parking spaces.

As of fall 2013 (FY2014), SCSU attained enrollment of approximately 16,245± students. Enrollment has declined since fall 2010, and is not expected to resume growing until about 2018 due to high school graduation demographics. As a result, parking is relatively abundant due to the supply of parking to the south of University Drive that serves the athletic facilities and the maintenance and utilities facilities, and provides a reservoir of remote parking. The campus is well served by a shuttle bus system and Free Ride program contracted with Metro Bus.

Utilization of the campus parking system is impacted by the availability of on-street parking for several blocks to the north and west of campus. All campus streets are under the jurisdiction of the city of St. Cloud. Some on-street parking surrounding the campus requires a city "E" or "G" permits, but a significant amount of on-street parking is free with four-hour time restrictions or longer, or only night restriction (no parking from 1:00 am to 7:00 am). This situation provides an alternative for those who chose not to purchase campus parking permits and creates significant competition for on-street parking. As longer-term growth is still envisioned for the campus, parking adequacy remains vitally important; but in the near term the University desires to achieve the most efficient use of its parking resources.

In pursuit of greater convenience and fiscal responsibility, this study is intended to provide an independent and objective review of the current and projected parking demand and adequacy of the parking system, a review of the organizational structure of parking, a review and update of current Parking and Traffic Rules and Regulations, and a review of departmental organization, job descriptions, and staffing requirements.

Another goal of this study is to review the service goals and appropriateness of the level of service and cost of transit services and Free Ride program as currently contracted.

PROJECT UNDERSTANDING

Parking is reportedly abundant in capacity, but convenience can be an issue. As longer-term growth is envisioned for the campus, parking adequacy remains vitally important; but in the near term, the University desires to achieve the most efficient use of its financial and physical parking resources.

In pursuit of greater convenience and fiscal responsibility, the SCSU Public Safety Department requested that St. Cloud State University engage an independent and objective consultant to review the current and projected parking demand and adequacy of the parking system;

review of the organizational structure of parking and the assistance in establishing an administrative parking position; review and update of current Parking and Traffic Rules and Regulations; benchmark parking fees and make recommendations for changes; and review parking departmental organization, job descriptions, and staffing requirements.

Another goal of the study includes a review of the service goals and appropriateness of the level of service and cost of transit services and the Universal Ride program as currently contracted through Metro Bus.

Through a bid process, Walker Parking Consultants was selected to conduct this study. As part of that process, various additional services, such as examining the parking needs by various specific constituent groups, such as Admissions, business parking, vendor parking, Alumni Relations, special event parking, and Athletic event parking while classes are in session were considered, but were not included due to price considerations. To achieve the agreed goals of the study, the following scope of services was approved.

SCOPE OF SERVICES

TASK 1 – PARKING SUPPLY/DEMAND ANALYSIS

1. Meet with the appropriate SCSU representatives to discuss the study's goals and objectives and to confirm boundaries, procedures and project schedule.
2. Obtain and review any existing reports or studies pertinent to the university's parking and transit conditions and transportation, including the campus master plan, plans for future improvements and capital construction, and the contract with Metro Bus.
3. Verify the inventory of existing parking spaces, denoting capacity, user designations, and restrictions on use.
4. Conduct parking occupancy surveys on one day to determine typical occupancy of parking spaces within the study area. Occupancy surveys will be conducted during peak hours as agreed to by SCSU representatives. Any additional counts that can be provided by the University will be considered.
5. Based on data collected, Walker will develop a parking demand model that will be used to determine present and future parking adequacy on the campus. Parking adequacy will be stated in terms of parking space surpluses or deficits by user groups and parking areas. The supply/demand study will provide future estimates of adequacy at the 5-year and a 10-year planning horizons.

TASK 2 – PARKING ALTERNATIVES ANALYSIS

1. Review existing parking use and circulation patterns for their relationship to existing and proposed parking facilities.

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2. Determine whether any existing facilities can be expanded or reduced to meet current and future parking needs, or to improve the overall efficiency of the parking system.
3. Provide conceptual costs and/or savings for any alternatives including estimated operational expenses for comparison and evaluation purposes only.
4. Evaluate the various alternatives on the basis of qualitative criteria to be mutually agreed upon with university representatives. The criteria may include such elements of comparison as capital cost, life cycle cost, ability to generate revenue, campus planning issues, pedestrian access, traffic access, aesthetics, parking efficiency, implementation time, security, and future versatility.

TASK 3 – PARKING SYSTEM ADMINISTRATION

1. Meet with the representatives of SCSU to discuss parking policies, rules and regulations; parking revenue policies; and parking challenges, goals, issues, and problems.
2. Review of the organizational structure of parking and assistance in establishing an administrative parking position. Provide recommendations regarding organizational changes, job descriptions and staffing requirements.
3. Review SCSU's printed and published materials and website for content relating specifically to parking and transit.
4. Review and comment on existing Parking and Traffic Rules and Regulations and provide recommendations for changes. Provide a parking permit fee benchmarking survey of up to six peer institutions as mutually agreed by SCSU and Walker.
5. Receive ridership data and information from Metro Bus and/or the University regarding the current transit service, and review and comment upon the data received and the transit services agreement with Metro Bus. This review will focus on the appropriateness and level of service of the annual cost to the University in comparison to other universal ride programs at similar institutions.
6. Assist SCSU in developing a list of parking system priorities for the next 1-3 years and a schedule for implementation.

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BACKGROUND

St. Cloud State University, founded in 1869, is now a four-year public university. The University is the largest school in the Minnesota State Colleges and Universities (MnSCU) system. St. Cloud State offers more than 200 undergraduate and more than 60 graduate programs of study through two colleges and six schools. Nearly 20 percent of St. Cloud State students live in one of the eight residence halls or in University-managed apartments, Stateview and Coborn Plaza Apartments. In 2010, the university teamed with the private sector to build a Welcome Center and student housing complex at Coborn Plaza, adjacent to campus. The university leases the Welcome Center and Coborn Plaza Apartments.

St. Cloud State has a long-term plan to revitalize its student housing. A wing of Shoemaker Hall was renovated in 2011. A \$12 million renovation of Case and Hill halls was completed in 2012. Each student attending St. Cloud State University pays a \$0.43 cent per credit fee to fund the Minnesota State University Student Association, a student-led non-profit that advocates on behalf of all Minnesota state university students.

The flagship intercollegiate sport is hockey. Men's Husky Hockey has made nine NCAA Men's Ice Hockey Championship appearances, notably advancing to the 2013 Frozen Four in Pittsburgh, Penn. In 1987, men's hockey became an NCAA Division I program. Two years later the team moved into the two-rink arena now called the Herb Brooks National Hockey Center. A \$14.7 million expansion and renovation of the building began in 2013. The building is recorded as having a 5,763-seat capacity. It is also a graduation and concert venue, with a capacity of up to 7,763 with floor seating. After renovation, seating for hockey games will near the 7,500 mark.

Other athletic facilities and buildings located south of University Drive include Husky Stadium, Student Recreation Center, Halenbeck Hall (gym, pool and fieldhouse), Facilities Management, heating plant, chiller plant, and transportation facilities.

There are approximately 2,500 campus parking spaces located south of University Drive. Lots K and Q comprise about 2,100 of these spaces, which function as the remote shuttle parking reservoir. The paved portions of Lot K are well utilized, but the unpaved portion of Lot K and all of Lot Q was lightly occupied during Walker's weekday observations.

A copy of the campus map is reproduced on the following page.

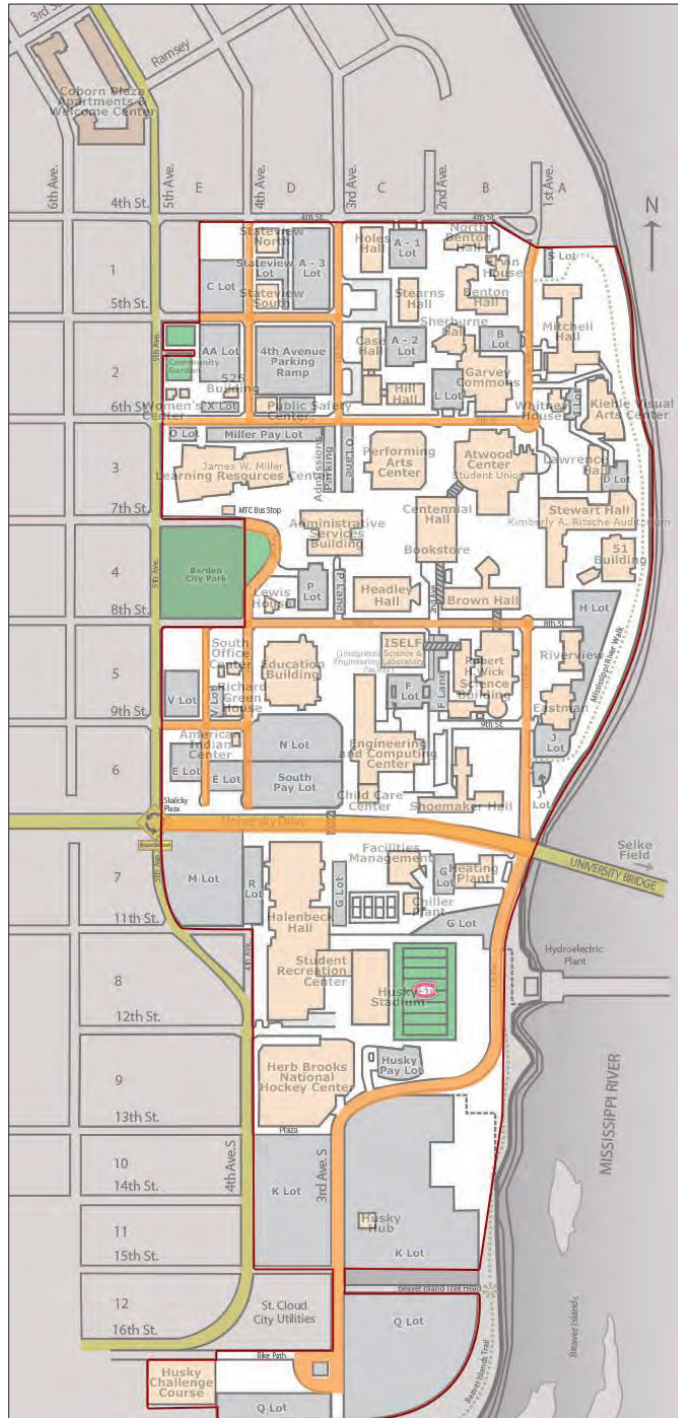
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Figure 1: Main Campus Map



Source: St. Cloud State University

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USER GROUP PROJECTIONS**ENROLLMENT**

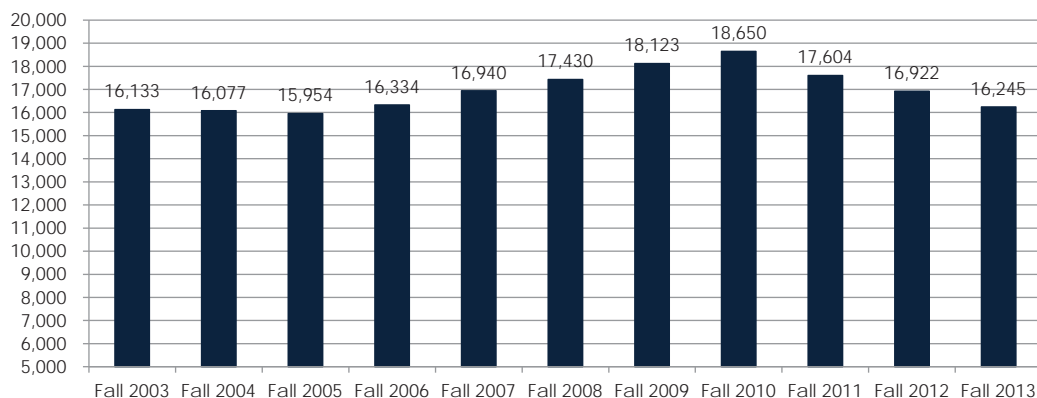
This study examines parking supply and demand over the 5-year and 10-year planning horizons. A history of enrollment headcounts from fall 2003 to the present is shown in the following table. Enrollment has increased and declined over the period since 2003. Total fall 2013 enrollment is reported at 16,245 students, which is little changed from the fall 2003 enrollment of 16,133 students, however, over the 10-year period a low of 15,954 occurred in fall 2005 and a peak of 18,650 students occurred in fall 2010. The compounded average growth rate (CAGR) for Total Enrollment since fall 2003 is about 0.07% per year.

Table 1: Enrollment History - Fall Headcount Enrollment 2003 – 2013

Semester	Enrollment Headcount	% change from prior year
Fall 2003	16,133	
Fall 2004	16,077	-0.35%
Fall 2005	15,954	-0.77%
Fall 2006	16,334	2.38%
Fall 2007	16,940	3.71%
Fall 2008	17,430	2.89%
Fall 2009	18,123	3.98%
Fall 2010	18,650	2.91%
Fall 2011	17,604	-5.61%
Fall 2012	16,922	-3.87%
Fall 2013	16,245	-4.00%

10-Yr. CAGR (2003 - 2013) 0.07%

Since Recession
5-Yr. CAGR (2009 - 2013) -2.70%



Source: Office of Strategy, Planning & Effectiveness

Note: Includes undergraduate and graduate students enrolled for 1 or more credits.
Fall 2003 to fall 2012 enrollment is based on final record.
Fall 2013 data is based on the 30th day of classes.

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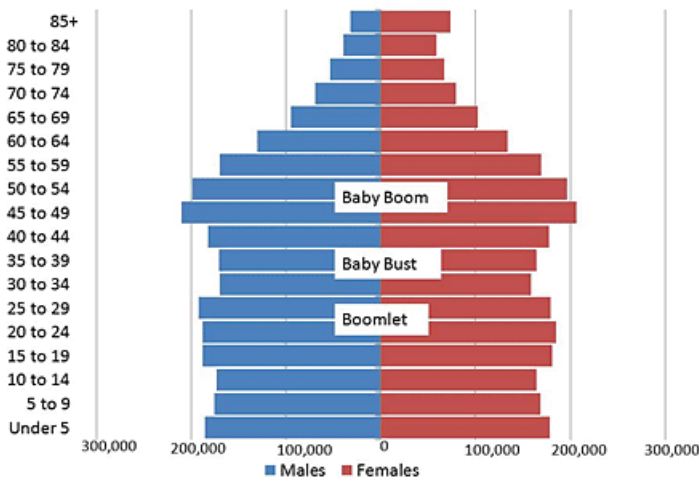
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Straight-line projections can be somewhat problematic, as rates of growth change dynamically at times, but given the history of almost no growth and economic uncertainties, overly aggressive projections of growth are not prudent. However, projecting no growth does not seem reasonable given the planning horizon and the longer historical record.

Therefore, we examined the relative size of upcoming age groups. Today's high school graduate numbers are in the midrange of recent historic levels. Since 1992, the number of graduates statewide grew as children of the baby boom generation reached graduation age. Current Minnesota high school graduates are at the tail end of the age group known as the "boomlet," the children of baby boomers. The immediate generation following the boomlet is slightly smaller and similar in size to the "baby bust" generation.

Figure 2: Population Comparisons



Source: US Census Bureau, 2010

Most new freshman undergraduates enrolled in Minnesota's postsecondary institutions are recent Minnesota high school graduates. Institutions such as community colleges and four-year institutions that draw the bulk of their students from high schools were most directly affected by declining numbers of high school graduates since 2010.

The only study we could uncover that examined this impact is the Insight Newsletter published by the Minnesota Office of Higher Education (2009). This issue of *Insight* released high school graduation projections for Minnesota's public and private high schools. High school graduate projections were developed by the Minnesota State Demographic Center for the Office of Higher Education. The number of high school graduates in Minnesota is projected to decline over the next seven years from 65,073 in 2010 to 59,727 by 2017, a drop of 5,346 students. From 2017 to 2023 the number of graduates is expected to increase slightly, but will remain below

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the 2010 number of graduates for the state. This data is used to project numbers of High School graduates, as seen in the following table.

Table 2: Projected Minnesota High School Graduation from 2010 to 2023

School Year Ending	Total of All Graduates (Head Count)	Change		
2010	65,073			
2011	64,407	-1.0%	Declining >	
2012	63,604	-1.2%		
2013	61,691	-3.0%		
2014	60,896	-1.3%		
2015	59,754	-1.9%	Flat >	-1.6% CAGR (2010 - 2014)
2016	60,047	0.5%		
2017	59,727	-0.5%		
2018	60,229	0.8%		
2019	60,722	0.8%	Increasing >	-0.1% CAGR (2014 - 2019)
2020	61,477	1.2%		
2021	60,601	-1.4%		
2022	62,028	2.4%		
2023	63,274	2.0%		1.0% CAGR (2019 - 2023)

Source: Minnesota State Demographics Center

As graduating Minnesota high school students represent about 70% of Minnesota college enrollment, these figures significantly inform future enrollment. The compound average growth rates seen above tend to inform the recent decline in SCSU enrollment, and suggests that the near-term years should remain relatively flat through fall 2018 (FY2019), and enrollment will tend to increase at a compounded rate of about 1% per year from fall 2018 through fall 2023 (FY2024) following future high school graduations. Thus, the following figures are used to project student parking demand (rounded).

Fall 2013	16,245 Students
Fall 2018	16,300 Students
Fall 2023	17,100 Students

Many postsecondary education institutions are changing their program offerings and services to accommodate older working adults by offering more flexible course scheduling and online course-taking opportunities.

RESIDENTIAL STUDENTS

The residential experience is central to the University. The current residence life design capacity is 3,112 beds, as shown in the following table.

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Table 3: Residence Hall Design Capacity

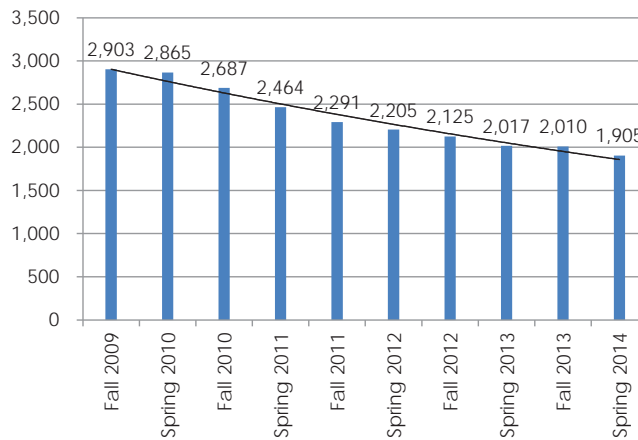
Residence Hall	Bed Capacity
Lawrence	100
Mitchell	460
Sherburne	550
Shoemaker	500
Benton	280
Stateview	96
Case-Hill	326
Stearns	400
W.W. Holes	400
Total	3,112

Source: SCSU

However, as demonstrated in the following chart, residence hall occupancy has declined since 2009 from 2,903 (93% of available capacity) to 1,905 (64% of available capacity).

Table 4: Residence Hall Occupancy

	Fall 2009	Spring 2010	Fall 2010	Spring 2011	Fall 2011	Spring 2012	Fall 2012	Spring 2013	Fall 2013	Spring 2014
Residence Hall Capacity Available	3,017	3,017	3,061	3,061	3,025	3,025	2,689	2,986	2,586	2,586
Residence Hall Occupancy	2,903	2,865	2,687	2,464	2,291	2,205	2,125	2,017	2,010	1,905
Residence Hall Occupancy Rate	96%	95%	88%	80%	76%	73%	79%	68%	78%	74%



Note: These figures do not include Coborn Plaza Apartments because the property is leased by SCSU, are located away from campus, and parking is providing on site.

Source: Daniel Pedersen, Director of Residential Life, SCSU

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St. Cloud State University is in the middle of a long-term plan to renovate and revitalize its student residence halls. The North wing of Shoemaker Hall was renovated in 2011. A \$12 million renovation of Case and Hill Halls was completed in 2012. The East and West wings of Shoemaker Hall are scheduled to reopen the fall of 2014 again after undergoing an \$18 million renovation during the past academic year. The returning capacity of the East and West wings of Shoemaker Hall would bring on campus housing capacity to 2,900 beds; however, Residential Life is strategically positioned not to operate WW Holes Hall next fall, which then will drop the 2,900 bed capacity to 2,516 beds in fiscal year 2015.

Bed availability only moderately drives residence demand. Other significant drivers include condition, amenities, and overall desirability. The recent renovations are expected to enhance the marketability of the residence halls.

However, according to Dan I Pedersen, Director of Residential Life, "the safest strategy for SCSU is to assume a flat residence hall growth period for five years because no one has any confident data to suggest otherwise. So, to that end, I cannot offer you any confident information regarding housing occupancy beyond fall 2014. And, I am anticipating a 2.7% drop in [residence hall] occupancy for next fall."

When residential statistics are expanded to include those who live in college-owned, operated, or affiliated housing, the 10-year mean is approximately 19% of enrollment. However, over the last two years occupancy has also declined to about 15%.

Table 5: Percent who live in University-Owned, -Operated, or -Affiliated Housing

Residents	%
Fall 2004	19%
Fall 2005	18%
Fall 2006	22%
Fall 2007	20%
Fall 2008	20%
Fall 2009	18%
Fall 2010	20%
Fall 2011	19%
Fall 2012	15%
Fall 2013	15%
Mean	19%

Source: Office of Strategy, Planning & Effectiveness, Common Data Sets

Therefore, total residential demand (University-owned, -operated, or -affiliated housing) is projected to increase gradually from the current 15% to 19% by fall 2023. Also, as presented earlier, a gradual increase in enrollment is also assumed to follow the projected increase in Minnesota high school graduates by 2023 according to data published by the Minnesota State Demographics Center.

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Thus, the following figures (rounded) are used to project future residential population.

Table 6: Projected Resident Population

	Enrollment	Percent	Residents
Fall 2013	16,245	15%	2,440
Fall 2018	16,300	17%	2,770
Fall 2023	17,100	19%	3,250

Source: Walker Parking Consultants

This includes an estimate of fall 2013 residence halls (2,010 hall residents) plus other University-owned, -operated, or -affiliated housing, based on percentages as published in the required federal Common Data Sets by the Office of Strategy, Planning & Effectiveness.

Walker acknowledges that this is not a precise methodology for projecting future residential student user group occupancy. But, this method does present a reasonable estimate of residential parking demand for the purpose of a conservative analysis. If current residence hall renovations prove unsuccessful in increasing hall occupancy, and enrollment projections do not occur, parking demand projections may be overly optimistic, however, underestimating the potential parking demand by the residential student user group could result in inadequate planning for future parking demand.

COMMUTER STUDENTS

Total enrollment less resident occupancy is used to estimate the commuter student population. Commuter students are projected as shown in the following table.

Table 7: Commuter Projection

	Enrollment	Residents	Commuters
Fall 2013	16,245	2,440	13,805
Fall 2018	16,300	2,770	13,530
Fall 2023	17,100	3,250	13,850

Source: Walker Parking Consultants

The fall 2013 commuter user group is calculated at 13,805 students. With the projected increase in residential occupancy, commuters are projected to decrease by fall 2018 to 13,530 students, and recover by fall 2023 to 13,850 students.

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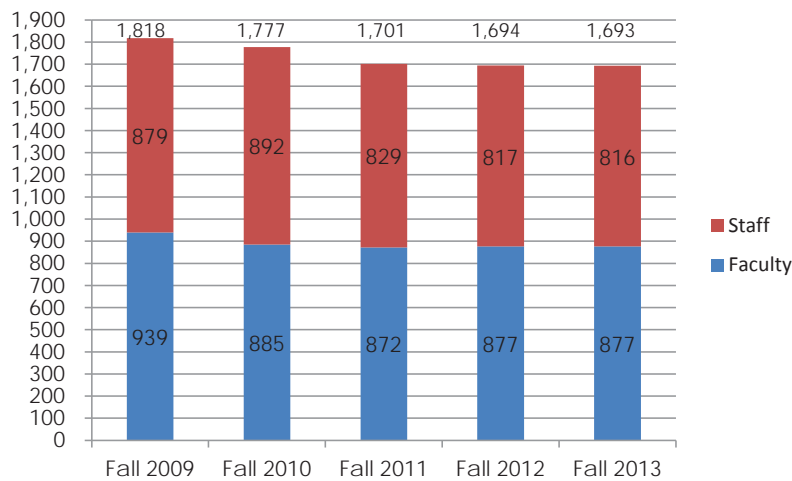
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EMPLOYEES

Employee headcounts include faculty, staff and employees. The fall 2013 employee headcount totals 1,693 employees. The historical data for fall 2009 through fall 2013 are shown in the following figure.

Figure 3: Fall Faculty and Staff Headcounts – 2009 to 2013



Source: Office of Strategy, Planning & Effectiveness

Table 8: Employee Projection

Headcounts	Enrollment	Employees	Ratio
Fall 2009	18,123	1,818	10.0
Fall 2010	18,650	1,777	10.5
Fall 2011	17,604	1,701	10.3
Fall 2012	16,922	1,694	10.0
Fall 2013	16,245	1,693	9.6
Average # of Students to Employees			10.1

	Enrollment	Ratio	Employees
Fall 2013	16,245	9.6	1,693
Fall 2018	16,300	10.1	1,614
Fall 2023	17,100	10.1	1,693

Source: Office of Strategy, Planning & Effectiveness and Walker Parking Consultants

Declines in employment have not kept up with declines in enrollment. The mean enrollment-to-total faculty/staff ratio of 10.1 is used to project the future number of employees.

SUPPLY/DEMAND ANALYSIS

The methodology of a parking supply/demand analysis consists of reviewing background information, user group statistics, prospective project plans, the parking inventory, and parking occupancy counts. This data is used to develop parking demand ratios for various user groups, which are considered to be representative of overall parking demand. These ratios are used to estimate current parking adequacy, and are also applied to future statistics for the same user groups in conjunction with anticipated changes in the parking space supply to project future parking adequacy. Parking adequacy is expressed in terms of parking space surpluses and deficits.

It is important to define the conditions upon which a parking system should be designed. Some organizations intend to provide adequate parking for every potential parking facility user, every day of the year. Consequently, a substantial number of parking spaces are vacant throughout most of the year. The benefit of such a parking system is that parkers, whether it is employees, visitors, or students, always have adequate parking. As is commonly the case, most organizations would rather have fewer of their assets utilized as parking; therefore, these organizations plan for a parking system that meets the needs of its parking patrons most days of the year, but less than every day of the year. The disadvantage of this type of parking system is that from time to time, parking demand may exceed the parking supply. This could become critical when a large event is scheduled at times when parking demand is expected, under normal conditions, to be at its highest.

The level at which parking demand should be accommodated is a policy decision that must be made by the client. For the purposes of this analysis, adequate parking conditions are defined as those that satisfy the design statistics recommended in this study.

PARKING SPACE INVENTORY

A summary of the allocation of Main Campus parking spaces by facility and type is shown in the table on the following page.

The campus parking map follows, which highlights the major parking lots.

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Table 9: Parking Space Inventory (January 2012) - Condensed, with HC Distributed

	Facility	Total	Student	Employee	Pay/Visitor	Service
1	Lot A-1	41	40	0	0	1
2	Lot A-2	68	63	0	0	5
3	Lot A-3	122	122	0	0	0
4	Lot AA	96	0	96	0	0
5	Lot B	34	0	34	0	0
6	Lot C	98	0	98	0	0
7	Lot D	14	0	9	0	5
8	Lot E Gravel	75	75	0	0	0
9	F Lane	25	0	13	0	12
10	9th St. North Shoe	11	0	11	0	0
11	Lot G	46	0	0	0	46
12	Lot H	96	0	95	0	1
13	Lot H Entrance	2	0	2	0	0
14	Lot I	18	0	17	0	1
15	Lot J Upper	34	0	34	0	0
16	Lot J Lower	12	0	10	0	2
17	Lot K West Paved	375	375	0	0	0
18	Lot K East Paved	268	268	0	0	0
19	Lot K Gravel	292	292	0	0	0
20	Lot L	64	0	58	0	6
21	Lot M	232	232	0	0	0
22	Lot N	211	0	208	1	2
23	South Pay Lot	206	0	0	202	4
24	Lot O	16	0	16	0	0
25	MLC Pay Lot	88	0	0	83	5
26	O Lane	39	0	21	15	3
27	Lot P - Gated	57	0	56	0	1
28	P Lane	13	0	7	0	6
29	Lot Q	1,000	1,000	0	0	0
30	Lot Q West	170	170	0	0	0
31	Lot R	55	0	54	0	1
32	Lot S	5	0	5	0	0
33	Husky Pay Lot	54	0	3	51	0
34	Lot U	13	0	13	0	0
35	Lot V Gravel	105	105	0	0	0
36	Lot X UPS	23	0	16	0	7
37	Lot XX NOC	8	0	6	2	0
38	Lot W AIC	8	0	8	0	0
39	4th Ave. Parking Ramp	504	210	0	290	4
40	Public Safety	11	0	1	0	10
41	Horseshoe	27	0	5	0	22
42	Hill/Case West	8	0	2	0	6
43	North Carol	6	0	2	0	4
44	Mitchell	9	0	2	0	7
45	South Mitchell	5	0	2	0	3
46	South Centennial	1	0	0	0	1
47	Shoe Lot	19	0	13	0	6
48	N. Ed. Bldg.	2	0	0	0	2
49	North AMC	3	0	2	0	1
50	East AMC	3	0	2	0	1
51	North Stewart	3	0	3	0	0
52	Stateview Apts.	69	65	2	0	2
53	South Brown Hall	6	0	2	0	4
53	Total Inventory	4,770	3,017	928	644	181

Source: Public Safety Department and Walker Parking Consultants

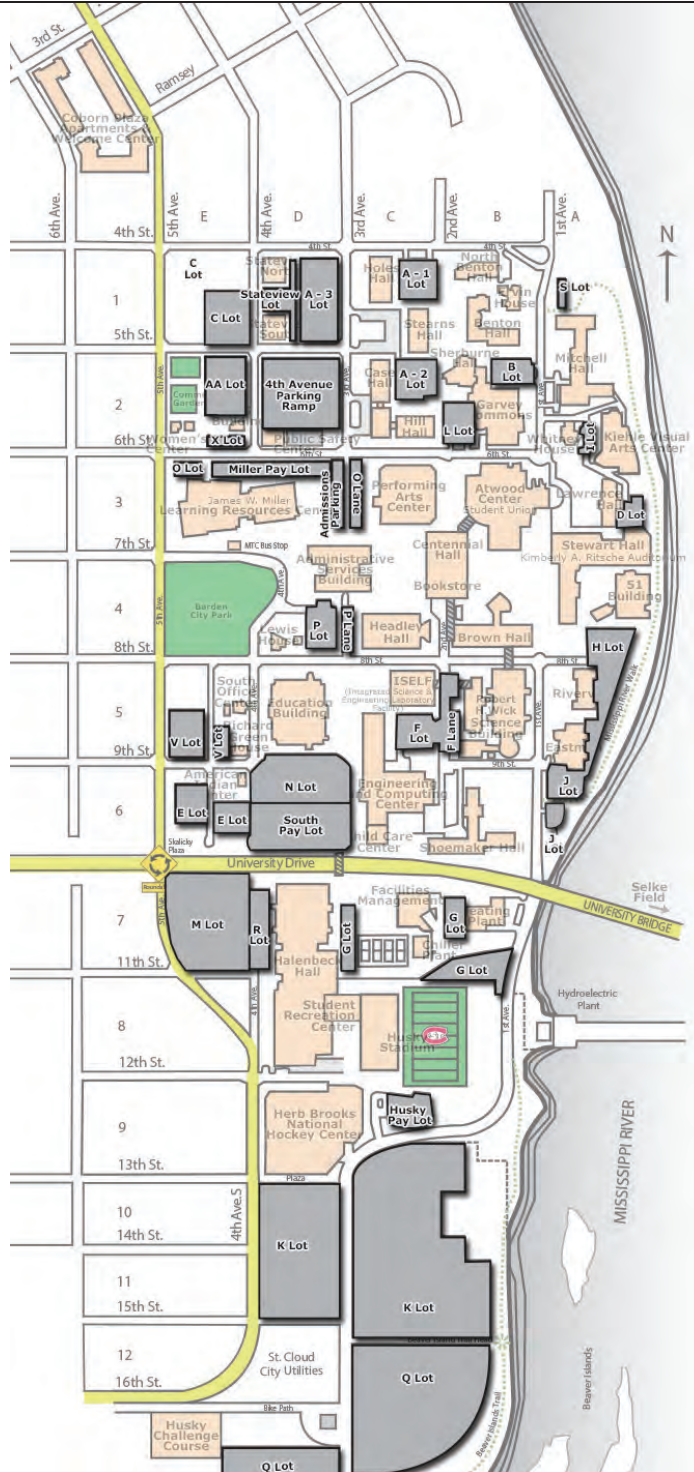
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Figure 4: Main Campus Parking Map



Source: Public Safety Department

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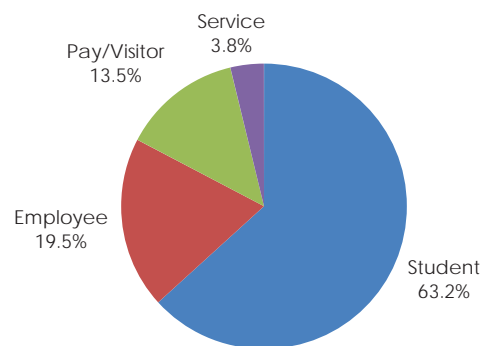
The previous parking space inventory is summarized for the purposes of this analysis as shown in the following table and figure.

Table 10: Parking Inventory Summary

Student	3,017	63.2%
Employee	928	19.5%
Pay/Visitor	644	13.5%
Service	181	3.8%
Total	4,770	100.0%

Source: Walker Parking Consultants

Figure 5: Parking Inventory Summary



Source: Walker Parking Consultants

EFFECTIVE PARKING SUPPLY

Walker estimates the effective parking supply by applying an effective supply factor to the physical parking supply within each parking area in the parking system inventory. It is a generally accepted principle in parking supply/demand analyses that a supply of parking operates at optimum efficiency when occupancy is no more than 85% to 95% of the total supply. The unused stalls provide a "cushion" to allow for the dynamics of vehicles moving in and out of parking stalls and to reduce the time required to search for the last few available spaces. This cushion also allows for daily, weekly and seasonal variations as well as vacancies created by restricting facilities to certain users, miss-parked vehicles and minor construction.

When occupancy exceeds the optimum level, there may be delays and frustration in finding a space or the patron may be forced to use an undesirable space, such as one at a greater or uncomfortable walking distance. The parking supply may be perceived as inadequate even though vacant spaces are still available in the system. As a result, the effective parking supply is used for analysis of the adequacy of the parking system rather than the total supply. This cushion typically varies between 5% and 10% of the total parking capacity depending on the

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type of parking supply and type of user. In this analysis, reserved parking is not adjusted (100%), faculty/staff and student parking is adjusted to 95% of capacity and visitor and timed parking is adjusted to 95% of capacity. The employee and student effective supply factors reflect regular users who typically park in the same area, and in some cases, the same space, on a daily basis.

The effective supply is calculated on a lot by lot basis and is rounded to the nearest whole space. This results in some minor differences when the effective supply factor is recalculated over smaller consolidated types or user groups. The effective supply is summarized in the following tables by type, user group and zone.

Table 11: Effective Parking Supply by Type

Student	2,860
Employee	861
Pay/Visitor	607
Service	181
<u>Total</u>	<u>4,509</u>

Source: Walker Parking Consultants

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PARKING OCCUPANCY

Surface parking lots located north of University Drive within the main campus are well utilized. The some of the more peripheral facilities exhibit lower occupancies. Hourly counts were performed between 8:00 am and 4:00 pm on November 20 to 21, 2013. SCSU Public Safety provided supplemental occupancy data for Lots M and V collected in March.

The counts demonstrate that the residential and academic campus surface lots are parked near or at capacity. However, during peak times between 9:30 am and noon during some observations, the 504-space 4th Avenue Parking Ramp was only 56% occupied as 223 vacant spaces were recorded. Fleet vehicles are parked in appropriately designated spaces (official use, loading, and facilities or service vehicle spaces) and associated occupancies are included in the occupancy counts.

Parking utilization is impacted by the availability of free on-street parking for several blocks to the north and west of campus. Some on-street parking requires purchase of municipal "E" or "G" permits, but most area on-street parking is free. This encourages many to not purchase campus parking permits.

There are approximately 2,500 campus parking spaces located south of University Drive. K and Q Lots comprise about 2,100 of these spaces, which are used as the remote shuttle parking reservoir. Of these, the paved portions of K Lots and Q lot are well utilized, but the unpaved portions of these lots were only lightly occupied during Walker's weekday observations.

Table 12: Occupancy by User Group

User Group	Inventory	Occupancy	% Occupied
Students & Remote	3,017	1,451	48%
Employees	928	770	83%
Pay/Visitor	644	230	36%
Service	181	187	103%
Overall	4,770	2,638	55%

Source: Walker Parking Consultants

Note: Lots M & V peak occupancy was adjusted to consider the data collected in March by SCSU Public Safety. This information is provided in the Appendix.

USER GROUP DEMAND RATIOS

To model the number of parking spaces required to meet the parking needs of all parking patrons, parking occupancy is compared to various College user-group population statistics.

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User group parking demand ratios are the product of the peak parking occupancy data and various user group statistics provided by the College. The breakdown of occupancy by user group is structured to be representative of the College. From this comparison, a demand ratio is determined for each group. Where specific data regarding a particular user group could not be determined, comparable data from the Walker data bank of studies is used. The parking demand ratio developed for each user group is used to estimate the number of parking spaces needed for each type of patron.

As the survey period was judged to represent average busy daily activity, the occupancy data is compared to the user group statistics reported for the fall 2012 (the latest data available) provided in response to Walker’s requests. The resulting survey day parking demand ratios are summarized in the following table:

Table 13: Survey Day Demand Ratios

User Group	Unit Statistic	Occupancy	Ratio
Enrollment	16,245 Students		
Residential	2,440 Residents	474	0.19
Commuter	13,805 Commuters	977	0.07
F/S & Employees	1,693 Employees	770	0.45
Pay/Visitor	13,805 Commuters	230	0.02
Service	1,693 Employees	187	0.11
Total		2,638	

Source: Walker Parking Consultants

To reflect the higher peak design day demand anticipated in the fall semester, the parking ratios are rounded and/or adjusted as seen in the following Design Day Adequacy table.

FALL 2013 DESIGN DAY ADEQUACY

Parking adequacy is expressed in terms of parking space surpluses and deficits in comparison to the effective parking supply. The "Design Day" represents the peak level of parking demand the parking system is designed to reasonably accommodate. To estimate current design day parking demand, the parking demand ratios for each user group are multiplied by the design day user-group population statistics. From this comparison, a portion of the total design day parking demand is projected by each calculation, which is then added to approximate the number of parking spaces required to meet total parking demand on the design day.

Design Event

As the occupancy counts did not include a design event, demand is expanded to include a design event. A design event is defined as a recurring event of reasonable frequency to justify including in normal daytime parking demand. Parking adequacy tends to decline during such an event as visitors may tend to crowd out regular permitted parkers. For this analysis, an

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event of 250 persons is assumed. At a typical ratio of 1.8 attendees per vehicle, such an event will generate additional parking demand for approximately 139 vehicles.

Lots K and Q have a combined capacity of 2,105 spaces. Weekday parking demand at these lots is projected at about 725 spaces per day by fall 2023. The capacity of Lot Q is about 1,000 spaces and the capacity of Lot K Gravel is 292 spaces.

Typically, parking fees are not charged to non-parkers. However, parking fees at Lot K West are associated with transit costs. While most parkers at lot K West are residential students who park remotely, shuttles and transit are universally accessible by all. It may be more appropriate and constructive for SCSU to consider a universal transportation fee to be charged to all registered students as part of the mandatory student fees.

The resulting current Design Day adequacy is demonstrated by the calculations summarized in the following table.

Table 14: Fall 2013 Design Day Adequacy

User Group	Unit	Statistic	Adjusted Ratio	Projected Demand	Effective Supply	Adequacy
Enrollment	16,245	Students				
Residential	2,440	Residents	0.20	488	472	(16)
Commuter	13,805	Commuters	0.10	1,381	2,388	1,008
F/S & Employees	1,693	Employees	0.50	847	861	15
Pay/Visitor	13,805	Commuters	0.02	230	607	377
Service	1,693	Employees	0.11	187	181	(6)
Base Surplus (Deficit)				3,132	4,509	1,377
Design Event	250	Attendees	1.8	139		(139)
Total Surplus (Deficit)				3,271	4,509	1,238

Note: Design event demand = attendees x 1.8 passengers per vehicle

Source: Walker Parking Consultants

The conclusion of the current supply/demand analysis is that residents experience some tight parking conditions. Parking is marginally adequate for employees and service parking. Abundant parking is available for commuters and pay/visitors.

When the campus is considered as a whole, there is an overall effective base surplus of 1,377 spaces. Adequacy declines when parking demand for a design event is considered. The overall current design day parking adequacy, including a design event, is estimated at 1,238 spaces. The effective supply cushion (the difference between the space inventory and the effective supply) of 261 spaces is available on most days.

While these calculations indicate that a number of spaces were available, many of these spaces are located in less desirable or inconvenient locations and/or some distance from the most common or desirable destinations. Some surpluses are not available to other user groups because most parking is assigned by lot.

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FALL 2018 DESIGN DAY ADEQUACY

Future Design Day parking adequacy for Fall 2018, the near-term five-year planning horizon, is estimated using the parking demand ratios developed for 2013 Design Day conditions. These parking demand ratios are applied to projected 2018 supply changes, enrollment, housing and employment projections to estimate adequacy.

- Student enrollment is not projected to increase, and is rounded to 16,300 students.
- Future 2018 residential occupancy is projected at 2,770 residents.
- Based on a ratio of one faculty/staff/employees to 10.1 students, the fall 2018 headcount is projected at 1,614 employees.
- The design event is projected to increase to 300 attendees.

The following table projects 2018 Design Day parking demand and future adequacy.

Table 15: Fall 2018 Design Day Parking Demand Projection

User Group	Unit	Statistic	Adjusted Ratio	Projected Demand	Effective Supply	Adequacy
Enrollment	16,300	Students				
Residential	2,770	Residents	0.20	554	472	(82)
Commuter	13,530	Commuters	0.10	1,353	2,388	1,035
F/S & Employees	1,614	Employees	0.50	807	861	54
Pay/Visitor	13,530	Commuters	0.02	225	607	382
Service	1,614	Employees	0.11	178	181	3
Base Surplus (Deficit)				3,118	4,509	1,391
Design Event	300	Attendees	1.8	167		(167)
Total Surplus (Deficit)				3,284	4,509	1,225

Note: Design event demand = attendees x 1.8 passengers per vehicle

Source: Walker Parking Consultants

The conclusion of the fall 2018 supply/demand projection is that the overall residential adequacy declines as residential demand increases more than the increase in supply. This deficit could be met at the 4th Avenue Parking Ramp.

As residential bed capacity increases but enrollment is held fairly constant, the number of commuter/day students will decline, resulting in a larger surplus of parking for this user group. However, as previously noted, commuter parking is abundant. Adequacy is available to faculty/staff and pay/visitors even when a design event is considered.

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When the campus is considered as a whole, these calculations indicate there is an overall effective surplus of approximately 1,391 spaces.

The overall fall 2018 design day parking adequacy, including a design event, is estimated at 1,225 spaces. The parking cushion is also available on most days.

FALL 2023 DESIGN DAY ADEQUACY

Future Design Day parking adequacy for fall 2018, a five-year planning horizon, is computed using the same parking demand ratios. These parking demand ratios are applied to projected 2023 supply and user groups' projections.

These projections assume the following:

- Student enrollment is projected to increase from 2018 to 2023 at 1.0% per year. This results in a projected fall 2023 enrollment of 17,100 students.
- Future fall 2023 residential occupancy is projected at 3,250 residents.
- Based on a ratio of one faculty/staff/employees to 10.1 students, the fall 2023 headcount is projected at 1,693 employees.
- The design event is projected to increase to 350 attendees.

The following table projects fall 2023 Design Day parking demand and future adequacy.

Table 16: Fall 2023 Design Day Parking Demand Projection

User Group	Unit Statistic	Adjusted Ratio	Projected Demand	Effective Supply	Adequacy
Enrollment	17,100 Students				
Residential	3,250 Residents	0.20	650	472	(178)
Commuter	13,850 Commuters	0.10	1,385	2,388	1,003
F/S & Employees	1,693 Employees	0.50	847	861	14
Pay/Visitor	13,850 Commuters	0.02	231	607	376
Service	1,693 Employees	0.11	187	181	(6)
Base Surplus (Deficit)			3,299	4,509	1,210
Design Event	350 Attendees	1.8	194		(194)
Total Surplus (Deficit)			3,494	4,509	1,015

Note: Design event demand = attendees x 1.8 passengers per vehicle

Source: Walker Parking Consultants

By fall 2023 the overall residential adequacy declines to a 178 space deficit. This deficit could be met at the 4th Avenue Parking Ramp and by encouraging the storage of residential

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vehicles in remote shuttle parking lots. Employee, pay/visitor, and service parking maintain adequacy, even when a larger design event is considered.

When the campus is considered as a whole, these calculations indicate there is an overall effective surplus of approximately 1,210 spaces. When a design event is included, adequacy is estimated at 1,015 spaces. The parking cushion is also available on most days.

SUPPLY/DEMAND CONCLUSIONS

Parking adequacy declines slightly because modest increases in residential demand are projected, modest increases in enrollment demand from 2018 to 2023, and the design event is increased. This model also assumes no basic changes in parking behavior.

The construction of a major new parking facility or structure does not appear to be justified as an overall surplus of parking is projected through fall 2023. More than adequate capacity exists to accommodate increased resident and employee demand through reassignments to a combination of the 4th Street Garage and remote shuttle parking.

Lot E and V are gravel lots judged to be in poor to unacceptable condition, but remain very desirable parking destinations. Grading, paving, lighting, security phones and other improvements are recommended.

An oversupply of remote parking of about 1,380 spaces is noted at Lots K and Q, which have a combined capacity of 2,105 spaces. Weekday parking demand at these lots is projected at about 725 spaces per day by fall 2023. The capacity of Lot Q is about 1,000 spaces and the capacity of Lot K Gravel is 292 spaces. Lot K Gravel has a prominent location and provides some additional cushion to the system, and should continue to be operated. However, the same cannot be said for Lot Q. This lot is only minimally occupied, and is in poor to unacceptable condition. Except for overflow parking for athletic events, Lot Q's highest and best use is for construction laydown. In comparison to any parking revenue generated by Lot Q, the cost of improvements is judged to be unreasonable. Therefore, we recommend that this facility be removed from the Parking and Transportation inventory and normal weekday parking on this lot should be prohibited. If another department wishes to reserve the use of this lot, the cost of improvements and operation of Lot Q should be borne by that department.

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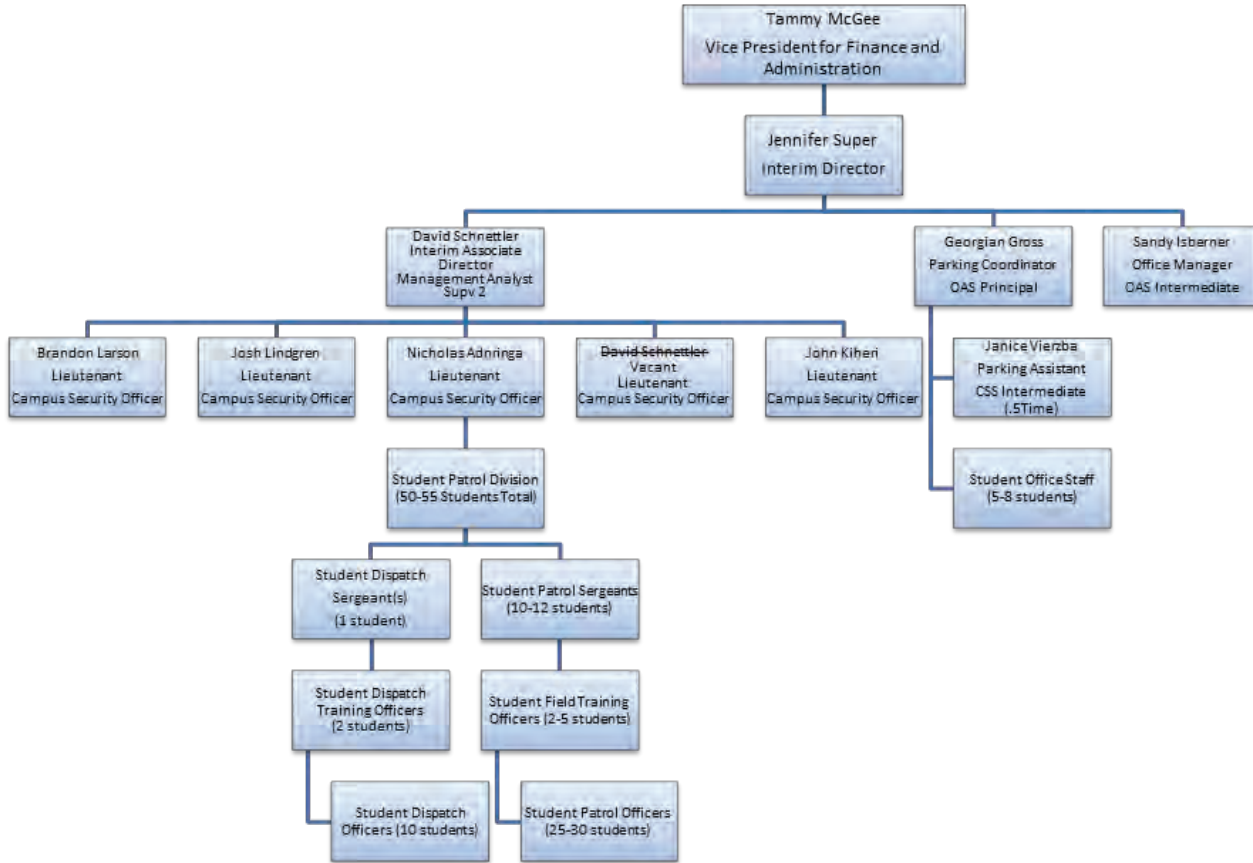
ORGANIZATIONAL REVIEW

Figure 6: SCSU Organization Chart

President: Earl H. Potter III	
*Provost/Vice President for Academic Affairs	Devinder Malhotra
*Vice President for Finance and Administration	Tammy L.H. McGee
*Vice President for Student Life and Development	Wanda Overland
*Vice President for University Advancement	Matt Andrew
*Special Advisor to the President	Judith Siminoe
*Equity and Affirmative Action Officer	Ellyn Bartges
*Director of Athletics	Heather Weems
*Director of University Relations/Legislative Relations	Bernie Omann
*Associate Vice President /Associate Provost for Strategy, Planning and Effectiveness	Lisa Foss
*Assistant Vice President for Marketing and Communications	Loren Boone
*Associate Vice President for Technology/Chief Information Officer	Henry May
* President's Council includes the above administrators who report directly to the president and additional advisors for budget and HR indicated below with an asterisk.	
Provost/Vice President for Academic Affairs: Devinder Malhotra	
Herberger Business School	Diana Lawson, Dean
School of Education	Osman Alawiye, Dean
School of Health & Human Services	Monica Devers, Dean
College of Liberal Arts; School of the Arts	Mark Springer, Dean
School of Public Affairs	Orn Bodvarsson, Dean
College of Science & Engineering; School of Computing, Engineering & Environment	Dan Gregory, Interim Dean
Continuing Studies	John Burgeson, Dean
Learning Resources	Mark Vargas, Dean
Associate Provost for Research and Dean of Graduate Studies	Patricia Hughes, Interim Dean
University College and Associate Provost for Student Success	Miguel Martinez-Saenz, Dean
--Admissions	Richard Shearer, Director
--Financial Aid	Michael Uran, Director
Special Advisor to the Provost for Faculty and Student Relations	Phil Godding
Associate Vice President for International Studies	Margaret Vos
Associate Vice President/Associate Provost for Strategy, Planning and Effectiveness	Lisa Foss
Vice President for Finance and Administration: Tammy L.H. McGee	
*Associate Vice President for Financial Management and Budget	Patrick Jacobson-Schulte
Business Services	Jeff Wagner (Director)
Campus Dining Services	Gene Wescott (Food Services Director)
Facilities Management	John Frischmann (Interim Director)
*Human Resources	Holly Schoenherr (Director)
Husky Bookstore	Ted Mears (Store Manager)
Public Safety (Includes Parking & Transportation)	Jennifer Furan Super
Vice President for Student Life and Development: Wanda Overland	
Associate Dean of Students	Gerald Bulisco
Assistant Dean of Students	Jen Sell Matzke
American Indian Center	Jim Knutson-Kolodzne (Director)
Atwood Center	Jessica Ostman (Interim Director)
Campus Involvement	Addie Turkowski (Director)
Career Services	John Eggers (Director)
Counseling and Psychological Services	Brandon Johnson (Director)
LGBT Resource Center	Debra Carlson (Director)
Lindgren Child Care Center	Shahzad Ahmad (Director)
Multicultural Student Services	Dan Pedersen (Director)
Residential Life (Housing)	Owen Zimpel (Director)
Student Disability Services	Corie Beckermann (Director)
Student Health Services	Jane Olsen (Director)
Women's Center	
Vice President for University Advancement: Matt Andrew	
Alumni and Constituent Engagement	Terri Mische (Director)
University Development	Bob Beumer (Director)
Development - Athletics	Kurt Stelten (Director)
Development - Annual Giving	Dottie Seamans (Director)
University Advancement - Finance	Roger Lewis (Director)
University Advancement - Research	Sharon Carter (Director)
University Advancement - Data	Paula Eckerman (Director)

Source: <http://www.stcloudstate.edu/president/org-chart.aspx>

Figure 7: Public Safety Organization Chart



Source: SCSU Parking & Transportation

Parking and Transportation is organized as a function of the Public Safety Department, which in turn is part of Finance and Administration. Public Safety is a professional service organization that also manages substantial University assets including all parking lots and regulated parking areas. Public Safety’s primary responsibility as it relates to parking is the control of parking for all students, employees, and visitors of the University.

Parking responsibilities include working to maintain the adequacy and allocation of the parking supply, the distribution, sale and issuance of parking permits, enforcement of University parking regulations, collection of visitor and other short-term parking fees, management of special event parking, and motorist assistance. As such, it must represent itself to the community in a professional fashion. Consistency, fairness and professionalism all support that goal.

Jennifer Super reports that the Patrol division conducts the parking enforcement and a small amount of parking equipment maintenance; but otherwise, their primary focus is on public

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safety: responding to calls for service, providing escorts, security services at the technical college, security services at the library, security services in K & Q lots between sundown and sun up. Georgian, Janice, and the student office staff handle all the administrative aspects of parking: permit sales, daily pay lot deposits, advertising, customer service, special event permit requests, new student days, communications to the University, etc. Sandy, the office manager, has the most crossover providing services to both patrol and parking: payroll, purchasing, general office support.

It is also noted that within the current administration of assets, control of parking during sporting events are usually delegated to Athletics, and the prioritization and budgeting of parking lot maintenance, traffic control, and signage are frequently negotiated with and fulfilled by the Facilities Management Department.

OPERATIONS AND CUSTOMER RELATIONS

The following “best practices” and standard operating practices tend to result in superior customer service and protect parking department revenue.

- Walker typically recommends that parking should be managed independently or partially independently from police functions, as the goals and procedures of police and security disciplines are significantly different from parking.

Police enforcement procedures are oriented toward controlling or prosecuting criminal behavior. While some scofflaw parkers may view some parking procedures as punitive, parking is best managed as a service provider. The primary goals of parking services are to manage and preserve parking assets, serve the parking needs of the campus, generate revenue to fund these parking needs, and maintain the perception that parking is putting revenue back into parking.

- The parking manager’s duties typically include general oversight, establishing policies, monitoring enforcement, revenue control issues, reviews daily, weekly, monthly and audit reports, benchmarking, public relations, coordination, hiring, reprimands, firing, scheduling, training, uniforms, monitoring cashier and equipment performance, and performs revenue and expense trend analysis.
- The parking manager is also typically responsible for lot/structural maintenance; equipment maintenance; electrical, and custodial maintenance; materials and supplies purchases; and contracting for services such as snow removal; sweeping, striping, power washing, etc.
- The parking manager should attend performance and review meetings to more effectively represent Parking Services to the University administration. In that way, the parking manager can stay informed as to employee issues, effectively present parking staff issues to the administration, and to better understand issues that need to be addressed by Parking Services.

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- Parking staff must be adequately trained to perform job duties effectively, including such items as preventative maintenance, troubleshooting, and equipment repairs. The manager should accept a signed form from each new employee within two weeks after date of hire indicating that the employee has received the following:
 - Specific job training.
 - Manuals, SOP, and policies for position in written form and carefully reviewed.
 - Training on all necessary equipment.
 - Training on basic troubleshooting for all necessary equipment.
 - Employee received a copy of the personnel manual.
 - Personnel policies were reviewed.
 - Employee received uniforms or other distinctive items of identification.
- Staff appearance must be professional, clean, neat, and orderly.
 - Staff should wear distinctive uniforms or other distinctive items of identification of a style and type approved by Parking Services and the University.
 - Staff should wear name identification badges.
- Parking Services must respond within 72 hours to all claims of problems or claims of loss of or damage to vehicles, and to all complaints about service within the department or on University parking facilities.
- Emergency service or emergency access to vehicles of parking patrons should be allowed. This is part of the Department mission, is an element of good customer service, and also improves the efficiency of parking lot operations and space turnover. This service may include allowing or providing assistance with changing and inflating flat tires, starting vehicles with dead batteries, opening locked car doors, and/or furnishing a small amount of gasoline. Direct assistance by staff personnel should be limited to these services, to not incur unintended liability.

Short of establishing a separate Parking and Transportation Division, Walker Parking Consultants recommends that a position of Parking Coordinator be better defined and tasked appropriately.

With this in mind, a job description, task assignments and evaluation matrix were developed jointly with the Public Safety Department and are presented on the following pages.

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Figure 8: Position Description

Title: PARKING COORDINATOR
Public Safety Department

Finance & Administration Division

Reports to: Associate Director of the Public Safety Department, who has full responsibility for all activities of the Public Safety Department

Supervises: One (1) half-time Parking Assistant (Council 6)

Assists/Collaborates with: Public Safety's uniform patrol division (consisting of five (5) full-time (Council 6) Campus Security Officers [Lieutenants], approximately fifty-five (55) student employees, and the department's Associate Director regarding parking matters, issues and concerns.

Compensation To be determined

GENERAL DESCRIPTION OF THE POSITION

Under limited direction, the Parking Coordinator performs responsible and complex duties in managing a major responsibility of the Public Safety Department. The Parking Coordinator plans, coordinates, directs and reviews the activities of the University's parking services; develops parking policies, procedures goals and objectives; and provides professional and technical staff assistance to the Public Safety Director.

The Parking Coordinator provides professional support for the University Public Safety Department's policies and procedures; fiscal and budgetary analyses; planning and cost-benefit analysis relevant to and for campus-wide parking-related issues and concerns. The Parking Coordinator is also responsible to provide professional-level leadership regarding all fiscal, financial, operations and communications matters in this area, including but not limited to parking-related contracts, vendor relationships and purchases and maintenance of related computer hardware and software programs. The Parking Coordinator is expected to interact with all persons (e.g. students, employees, vendors, visitors) on or related to campus in issues directly or indirectly related to parking and to successfully complete projects and assignments to ensure appropriate parking-related decisions and needs are allocated and appropriately supported.

Relationships: This position mandates close working relationships with various segments of the University community (i.e. students, employees, advisors, organizations, departments) as well as outside vendors, contractors, construction firms and their employees and City of St. Cloud authorities (i.e. police department, fire department, city hall). It is not unusual in issues relevant to parking concerns or problems that the Parking Coordinator is the first University representative with whom a student, perspective employee, parent or visitor may establish contact. This position holds strong daily contact with many administrative and academic areas, departments and individuals.

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Problem Solving: Most problem solving involves the application of a learned set of rules to a specific situation. The Parking Coordinator must be able to develop and implement policy and procedure in and for all aspects of parking programming; and, must trouble-shoot and provide resolution to such matters as problems with electronic (parking-related) equipment (i.e. campus card-control gate access, pay-on-foot paystations and potentially "campus card"/paying-for-parking relations). The Parking Coordinator must be able to interpret policies and procedures in relation to a particular problem or inquiry and independently address the particular matter and/or refer to the appropriate person or department when necessary. The Parking Coordinator must be able to organize and prioritize (relevant to parking issues/situations) and maintain good public relations with affected clientele.

Freedom to Act: The Parking Coordinator will receive supervision on an as-needed basis. Most often the incumbent in this position acts independently and periodically confers with the Associate Director of Public Safety to give or gain updates as to current and upcoming events, activities, proposals and projects.

PRINCIPLE DUTIES, RESPONSIBILITIES AND TASKS

Depending upon the assignments, duties may include, but are not limited to, the following:

1. **Program Development:** Under limited supervision, manage and administer the campus-wide parking program; to include, but not limited to:
 - a. Oversee the development, application, interpretation and implementation of university parking policies and procedures, while possessing specialized knowledge of said programs' operations.
 - b. Formulate and review short and long range plans regarding installation of new or revised methods and procedures for changes, additions, and enhancements of parking regulations and the presentation of same to University administration and the campus' Parking Committee, inclusive of addressing appeals and reconciliations.
 - c. Provide design and system analysis of the University's parking enforcement program (in coordination with Public Safety's overall operations) through on-site observations, supportive documentation and data analysis.
 - d. Oversee the administrative review process for writing, clarification and documentation of the campus' parking citation process.
 - e. Manage and assist with the parking permitting process (e.g. annual permits re-design, ordering and sale, parking location assignments/waiting lists) through cost/benefit analysis for issuance of permits to University students, employees and vendors.
2. **Operations:** Analyze specific operations and services of the University's Parking areas/lots and the University's 4th Avenue Parking Ramp, in such activities as:
 - a. Plan and carry out design studies to determine improvements and analyze

- applications for technology feasibility.
- b. Ensure University parking regulations are appropriate and consistent with both State and City of St. Cloud ordinances and statutes and review any relevant changes in legislation.
 - c. Coordinate and have a manager's knowledge of the (mechanical) operations of all parking services hardware (e.g. pay stations in pay lots, pay-on-foot and exit gate pay machines in the Parking Ramp, automated ticket-writers and printers).
 - d. Coordinate and address parking relevant software programs and issues with software providers and Public Safety Operations and Dispatch personnel for all on-campus parking facilities and areas.
 - e. [Note: Such current software includes: (a.) "iPark" (parking ramp), (b.) "BOSS" (pay lots machines and (c.) "AIMS (automated parking citation writers/printers). These software programs are subject to enhancements and possible changes in software.]
 - f. Personally possess, maintain and provide basic expectations (knowledge and ability) to "trouble shoot" any/all on-site concerns and issues relevant to parking-related hardware and software concerns as documented in parts (c.) and (d.) in this section.
 - g. Install new methods and procedures (e.g. software modifications, different software, and hardware) when and where appropriate or possible so anticipated benefits are realized with minimal disruption of operations.
 - h. Coordinate with St. Cloud Technical and Community College (SCTCC) administration and management personnel regarding on-campus parking concerns for SCTCC students – as SCSU Public Safety contractually supports the SCTCC campus' parking and parking enforcement program.
3. **Financial:** Review all facility, operating and capital expenditures relevant to parking matters; and, provide oversight, development and delivery of budget [cost/benefit] analysis supporting compliance for these issues.
- a. Monitor and assist in preparation for all parking-related segments of the Public Safety Department's annual budget proposals and outcomes.
 - b. Monitor and provide oversight and assistance with preparation of all daily, weekly, monthly and annual parking-related reports as required or directed. This responsibility shall include, but not be limited to oversight and support for such reports as:
 - c. Batch Credit Card Reports (currently supported in the Parking Ramp; to be expanded to all surface pay lots in the near future).
 - d. Daily Revenue Reports (presented to University's Business Office)
 - e. Parking Ramp Vouchers Program
 - f. Charge-Backs (regarding Parking Ramp and surface pay lots.)

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- g. Provide active participation in all relevant contract(s) negotiations with outside contractors
 - h. Constantly monitor, review and analyze the market rate structures.
 - i. Reconcile all parking accounts.
4. **Communications:** Respond to Parking and Traffic questions in person, by telephone, or through electronic or hard copy correspondence, maintaining strong awareness of immediate and sustained efforts of customer satisfaction. Prepare written analysis of such data and organize and make presentations to University administration and other constituencies as requested/determined appropriate.
- a. Oversee continued design, development, publication and review of "parking and transportation" [e.g. rules, regulations] related pages on the Public Safety Department's website and in handout/hard copy form.
 - b. Manage on-line parking services of (i.) permit purchase and (ii.) electronic payment of parking citations.
 - c. Maintain positive public relations and act as liaison for department, presenting favorable image of the department all services.
 - d. Serve as non-voting chairperson for the University's Parking (appeals) Committee; and, on an annual basis, oversee the committee's appropriate make-up and composition.
 - e. Personally and with assistance accept responsibility for training Public Safety's Parking Customer Service Representatives [front office student staff].
 - f. Prepare public relations programs, relevant to such areas as sales, marketing campaigns and website management.

QUALIFICATIONS

Minimum Qualifications

Bachelor's degree in Business Administration, Public Administration or related field, continuing education courses or seminars in a related field and three years of related staff experience, or any equivalent combination of education and experience that provides equivalent knowledge, skills and abilities sufficient to satisfactorily perform the duties of the job may be substituted.

Preferred Qualifications

- Knowledge of or ability to learn federal, State and local laws relating to public management, administration, policies and procedures, including but not limited to ADA, Minnesota Vehicle Code and the City's municipal code for parking and transportation services for said State institution.
- Knowledge of or ability to learn management principles related to City services, streets, parking lots, and our City's policies on use of said facilities.

- Knowledge of the procedures and methods involved in investigating Code violations, issuance of citations and preparation of said cases for campus and/or judicial hearings and procedures.
- Ability to investigate municipal code violations, prepare such violation matters for court, provide relevant testimony and perform relevant matters, if/when need presents itself.
- Knowledge of administrative principles including accounting, personnel matters, contract administration, construction and planning.
- Ability to establish and maintain effective working relationships with City staff and community members as well as representatives in the private sector.
- Ability to work well with people in a variety of situations and conditions, resolve conflicts and effect solutions to both technical and non-technical problems and issues.
- Ability to directly and indirectly supervise and problem solve.
- Ability to clearly and effectively communicate in writing and orally.
- Ability to deal courteously and diplomatically with the general public.
- Ability to effectively select, train, organize, motivate and utilize staff.
- Possess a strong competency and high level of computer literacy; to include, but not limited to MS Windows, MS Office (including Excel) and PowerPoint.
- High level of familiarity and experience with relevant parking ramp/facilities software and parking administration applications.

Special Qualification

Driver's License: Possession of a valid Minnesota Driver's License at the time of appointment. Individuals who do not meet this requirement due to physical disability will be reviewed on a case-by-case basis.

Note: This description is intended to indicate the kinds of tasks and level of work difficulty required of the position. It is not intended to limit or modify the right of any supervisor to assign, direct and control the work of employees under his/her supervision. The use of a particular expression or illustration describing duties shall not be held to exclude other duties not mentioned that are of similar level of difficulty.

Minnesota State Colleges and Universities is an Equal Opportunity employer/educator committed to the principles of diversity.

Source: Public Safety Dept. and Walker Parking Consultants

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PERFORMANCE TASK ASSIGNMENTS AND EVALUATION MATRIX

As part of the measurement of performance and completion of specific tasks delegated to the Parking Coordinator position, the following task assignments and evaluation matrix are provided as an aid to performance review.

Figure 9: Performance Task Assignments and Evaluation Matrix

Principal Responsibilities & Tasks	Priority	Discretion	Frequency				Satisfactory Completion Yes=1, No=0
			Daily	Mo.	Q	Annual by Date	
1 Program Development							
a. Re-establish a parking policy and procedure manual issued to the Department for reference and enforcement.	A	D				10/1/_	1
b. Present at least two new changes, additions or enhancements of parking regulations and the presentation of same to University administration and the campus' Parking Committee, inclusive of addressing appeals and reconciliations.	B	D				12/1/_	1
c. & d. Provide a quarterly analysis of the University's parking enforcement program to the department including, but not limited to, number of citations issued and number of citations voided, and other observations.	A	A			✓	✓	1
e. Manage and assist with the parking permitting process:	A	A	✓				
Annual permits re-design and ordering	A	C				✓	1
Sale of permits	A	A	✓				1
Parking location assignments/waiting lists	A	A		✓	✓	✓	1
Cost/benefit analysis for issuance of permits	B	A				✓	1
Total Number of Satisfactory Completions of Possible Number						7	of 7
Section Weighting by Percent of Time Allocated						25%	
2 Operations							
a. Prepare at least two plans, ready for vice president review, to implement technology improvements into parking (e.g. pay by license plate, pay with credit card, extend time by cell phone).	B	D				✓	1
b. Establish and implement a motorcycle/ moped policy in alignment with the State and City ordinances and statutes.	B	C				✓	1
c. Demonstrate how to put tickets in the exit and entrance machines, how to change printer cartridges, and how to complete the daily money change from the ramp machine and the parking lot pay machines.	A	A				✓	1
d. Demonstrate ability to change programming in pay stations to include rate changes, valid stalls, etc.	A	A				✓	1
g. Coordinate with St. Cloud Technical and Community College (SCTCC)	A	A	✓	✓	✓	✓	1
Total Number of Satisfactory Completions of Possible Number						5	of 5
Section Weighting by Percent of Time Allocated						30%	
3 Financial							
a. Establish unified spreadsheets relevant to all aspects of parking revenue suitable for Presidential review if requested. Provide monthly revenue statistics to the Director. Provide budget projections for future years with explanations.	B	B		✓		✓	1
b. Monitor and provide oversight and assistance with preparation of all daily, weekly, monthly and annual parking-related reports:	A	A	✓	✓	✓	✓	1
Batch Credit Card Reports	A	A	✓				1
Daily Revenue Reports	A	A	✓				1
Parking Ramp Vouchers Program	A	A	✓				1
Charge-Backs	A	A	✓				1
c. Participate in the contract discussions with MIC.	A	D				✓	1
d. Identify the relevant market competition and collect rate structures annually.	C	A				✓	1
Total Number of Satisfactory Completions of Possible Number						8	of 8
Section Weighting by Percent of Time Allocated						30%	
4 Communications							
a. Produce a parking brochure for distribution to the general University and guests at A&R Days.	C	C				7/1/_	1
b. Work with IT to redesign the updated website for parking sales.	B	B				7/1/_	1
Work with EDC to make changes in AIMS Admin for FY14 permit sales.		B				7/1/_	1
c. Public relations and act as liaison for department	A	A	✓	✓	✓	✓	1
d. Serve as non-voting chairperson for the University's Parking (appeals) Committee	A	A		✓			1
e. Produce a training document and evaluation process(e.g. manual or on-line learning tool) for front office employees.	C	B				12/1/15	1
f. Prepare a marketing plan for parking permit sales and pay-by-hour parking to advertise parking options and how to use them.	B	C				7/1/15	1
Total Number of Satisfactory Completions of Possible Number						7	of 7
Section Weighting by Percent of Time Allocated						15%	

COMPLETION SCORE

Numeric Average 100%

Weighted Average 100%

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Performance Definitions:

- Priority:
- A** = Results are essential and must be accomplished;
 - B** = Results are important and should be accomplished, but not at the expense of A priorities;
 - C** = Results are desirable, but should not be accomplished at the expenses of A and/or B priorities.
- Discretion:
- A** = Employee investigates situations, makes decisions, takes appropriate action reports by exception and through normal review processes;
 - B** = ...reports to supervisor immediately after action is taken;
 - C** = ...makes decisions with supervisor...reports to supervisor immediately after action is taken;
 - D** = ...discusses situations with supervisor before investigation, makes decisions with supervisor, takes appropriate action, and reports to supervisor immediately after action is taken.

Source: Public Safety Dept. and Walker Parking Consultants

PARKING COORDINATOR SUPPORT POSITIONS

It is recognized that the tasks outlined for the Parking Coordinator position are substantial. For this reason, Walker recommends that two positions be established to support the Parking Coordinator:

1.) *PARKING ADMINISTRATIVE SPECIALIST*

Compensation To be determined

This position would report to the Parking Coordinator.

This position is to assist the Parking Coordinator with managing and coordinating the planning, implementation, and administration of programs and office processes in the SCSU parking operations, including but not limit to:

- Coordinating parking office procedures
- Assist with the management and scheduling of student personnel.
- Provide assistance in the preparation and analysis of permit sales and office reports.
- Coordinate office operational changes.
- Assist desk employees with responses to customer problems and/or complaints regarding parking in a timely, courteous manner.

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2.) *PARKING FIELD SPECIALIST*

Compensation To be determined

This position would report to the Parking Coordinator.

This position is to assist the Parking Coordinator with managing and coordinating field processes and parking operations, including but not limited to:

- Assist in the coordination and scheduling of parking field personnel and operations.
- Provide administrative support for tasks, analysis and reports related to meter collections and enforcement.
- Help coordinate on-street and facility operational changes and maintenance issues.
- Assist with communications with staff in other University departments.
- Assist with the maintenance of parking resources to assure cleanliness and attractiveness to customers and to maximize safety and security.
- Help coordinate and participate in the management of special events.
- Assist with oversight of basic physical parking issues.

PARKING ENFORCEMENT OFFICER RATIOS

The ratio of enforcement personnel can vary significantly with the goals of the University and the responsibilities of the personnel. In the case of some municipal and some university parking systems, the ratio of parking enforcement officers (PEO) exceeds one per 1,000 parking spaces; however, sometimes a higher ratio is seen in a parking system that uses permits and decals rather than meters, gates and tickets. Walker recommends approximately one enforcement officer per 1,000± parking spaces. Approximately 4,770 parking spaces are under management at SCSU. By this standard, approximately five (5) full-time equivalent PEOs (FTEs) would be needed to enforce parking. However, most parking enforcement at SCSU is carried out by Security Officers with multiple responsibilities, and therefore, the recommendation is of limited usefulness.

The University of Arizona (Tucson) just re-organized parking enforcement into patrol sections. UA has over 16,000 spaces in a combination of surface lots and 7 garages. During the day shift, five PEOs are assigned to enforcement and other duties as needed. They complement this with student PEOs as well. This averages about 3,200 spaces per PEO, which is high in Walker's experience. However, many lots and garages at AU are controlled by gate access, and some are open to both permits and visitors, except for overnight parking when a permit is required. UA states that "it all depends on what type of violations are enforced, do you want just violations enforced or do you want a safety presence, and how many times per hour/shift do you want each area patrolled?"

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Actual staffing will vary with the goals of the program, and must be based on operational experience. The currently budgeted staff members at SCSU appear to be adequate.

ENTERPRISE FUND RECOMMENDATION

As more parking operations are mandated to be self-sustaining, some universities and municipalities manage parking as an enterprise fund. These resources are then used to fund operations and parking projects and capital improvements. Unlike the general fund, by definition, an enterprise fund must be self-sustaining. This means that the enterprise fund generates a revenue stream that is sufficient to cover ongoing operating expenses and outstanding debt service obligations.

Enterprise funds have their own operating budgets. This operating budget is separate from the University's general fund. These operating budgets include a stream of revenues collected from a variety of sources, including permit sales, parking meter revenues, parking violation revenues, transient revenues, reserved parking spaces, and student fees.

This revenue pool must be sufficient to generate an income stream that maintains the solvency of the enterprise fund. Budgeted expenses include the operating costs associated with ongoing parking operations. This may include the labor costs associated with maintenance, security, parking enforcement, revenue collection, management, and administration. Other operating costs may include utilities, supplies, and equipment.

The positive cash flow of the enterprise fund is usually pledged to finance the development of new parking assets, such as parking structures. The lifespan of a parking structure can range from 40-50 years or more. However, because the development costs for such a structure are typically amortized over a 20 to 30-year period, revenues may still be generated by parking facilities after development debt is retired, and that these revenues may be available to offset new debt service payments that are required to fund new parking projects.

Walker recommends that parking should be managed and operated as a self-funding enterprise within Finance and Administration, a division where ongoing activities are operated like a business group. Parking does not have the financial resources or administrative mandate to operate as an independent auxiliary parking department. Therefore, Walker recommends that the department continue to operate as a part of Public Safety.

However, Walker does recommend that the College maintain a distinct "parking enterprise fund" to account for parking revenue and expenses, maintenance, and construction. Revenue surpluses should be accumulated to fund reserves for future construction of parking structures, which are substantially more expensive than surface parking lots. Conversion to an independent auxiliary parking department might be considered in the future if the development of additional parking structures would require creative or non-traditional financing options that would be best supported by such reorganization.

EMPLOYEE RETENTION BENEFITS

The evaluation matrix includes tasks for additions or enhancements to parking programs. The following are suggested for consideration.

Pre-Tax Account – Human Resources should continue to provide parking and transportation payroll deduction accounts to provide pre-tax support for employee costs and fares for parking, transit, carpools and vanpooling. Employees can reduce their taxable income while supporting their use of alternative transportation. For every employee that carpools, vanpools or rides transit, the demand for parking spaces is reduced.

Emergency Ride Home – The program will attempt to institutionalize an Emergency Ride Home (ERH) program that will provide a taxi ride home to resolve an emergency (sick child, employee illness, medical support for spouse, etc.) should they use an alternative transportation mode other than their driving alone to campus. The ERH will help support commute behavioral change as the employee is not “stuck at work” when an emergency arises.

Preferred Parking for Ridesharing – Parking has already established preferential locations to encourage parking space-saving carpools. Ridesharing can save a significant number of parking spaces depending on the number of individuals traveling in the same vehicle to campus. Preferential parking spaces reward this ridesharing behavior with a parking space closer to their worksite on campus. The Alternative Transportation Plan should include measures to aggressively communicate and promote the use of carpooling.

Flexible Parking Passes – Parking should offer additional parking passes for alternative transportation users who wish to have a seasonal parking pass for poor weather days and the infrequent need to drive to campus other than carpooling, riding a bike or taking transit. The additional parking revenue could come in the form of a punch pass or December – February parking pass.

Bike Share – Parking should investigate the deployment of bike sharing on campus. This could make better use of a resource of abandoned bikes from prior years that are currently going to auction.

Improved Transparency - Parking should post a “parking and transportation dashboard” online to provide ongoing evaluation of investments in infrastructure, programs, and education. The dashboard could include:

- Parking budget information
- Parking Inventory
- Citations Issued
- Ridership (carpool, vanpool, transit, bikes, skateboards, walkers, etc.)
- Educational Events / Presentations/ Outreach
- Parking Spaces Saved
- Vehicle Emissions Saved

Deep levels of specific information need not be disclosed. A good example of such a public dashboard is found on the University of Nebraska Lincoln parking website:

<http://parking.unl.edu/about-us>

PARKING IDENTITY PROGRAM

To accomplish the objectives of defining the parking program, it is necessary to develop a number of elements. These tools or components are:

1. Mission Statement.
2. Improving communications through the Parking and Transportation web site, improved maps, and wayfinding signage.
3. The implementation of outreach programs.
4. The implementation of the "Ambassador" program.

MISSION STATEMENT

The mission statement should be a clear and succinct representation of the enterprise's purpose for existence. The classic example of a mission statement should incorporate socially meaningful and measurable criteria addressing concepts such as the moral/ethical position of the enterprise, public image, the target market, products/services, the geographic domain and expectations of revenue and fiscal management.

The intent of the Mission Statement should be a primary consideration for any faculty, staff, or employee who is evaluating a strategic decision. The statement can range from a very simple to a very complex set of ideas. In a University setting it may also address social and public responsibility as well as fiduciary duty.

SAMPLE MISSION STATEMENTS

University of Georgia

Mission Statement

"To support the mission and vision of the University of Georgia by providing the best possible customer support to students, faculty, staff, and visitors by maximizing utilization of available parking spaces, by providing a clean, safe and friendly parking environment, and by accommodating campus parking needs and growth."

The George Washington University

Mission Statement

"The Department of Parking Services, as part of the Office of Facilities, is responsible for managing the day-to-day parking operations at The George Washington University's Main and Mount Vernon campuses in satisfying the parking demand for all parking patrons."

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Texas Tech University

Mission Statement

"University Parking Services provides guidance and assistance to the campus community and public on all parking-related needs in a timely and efficient manner; promotes compliance with the University's parking regulations through a general understanding of its parking system; and demonstrates an overall attitude of serving, caring and helping all whom we serve."

University Parking Services is committed to the values of:

- Quality service;
- Respect;
- Trust;
- Teamwork;
- Communication;
- Innovation; and
- Flexibility.

University of Arizona

Mission Statement

"The department of Parking and Transportation Services provides parking options and promotes transportation alternatives for faculty, staff, students and visitors at the University of Arizona.

The department's mission is to provide an equitable and quality service within the scope of available resources.

Our goal is to develop and improve transportation demand management by:

- Improving accessibility and mobility throughout a changing and complex University environment;
- Enhancing interaction with the community and with governmental agencies;
- Utilizing ecologically sound principles in meeting transportation demands; and
- Implementing and maintaining information and financial systems."

University of Nevada, Reno

Mission Statement

"To provide safe and convenient campus parking and transportation services that meet and support the needs of the campus and surrounding community."

University of Rochester

Mission Statement

"The mission/vision of the University Parking and Transportation Services program is to deliver to its internal and external customers well maintained facilities and to provide

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friendly, courteous, and efficient service in the most cost effective manner. The product that is generated provides a value added service that will support the University's diversified Mission and Vision Statements."

Boise State University

**ENGAGED
RESPONSIVE
SERVING**

Mission Statement:

"Our team is to provide the highest value Transportation and Parking Services in an efficient and responsible manner to the Boise State University community. Be actively engaged with campus and community partners to ensure our team is supportive of the campus strategic master plan to become a metropolitan research university of distinction."

PROPOSED MISSION STATEMENT

The mission of Parking and Transportation Services is to provide the highest level of service and value to support and further promote the academic, research and service objectives of St. Cloud State University by efficiently developing parking and transportation programs that meet the needs of the University community. We will accomplish this by providing clean and safe facilities, reliable transportation services and alternatives, responsive customer service, and fair compliance of regulations by a well trained staff. To be successful we must support the mission, meet our fiscal responsibilities and help plan for a sustainable future.

Values:

- Safety
- Customer Service
- Communication
- Respect
- Innovation
- Fiscal Responsibility
- Leadership in Parking and Transportation
- Campus and Community Partnerships

This proposed mission statement is provided only as an example. Parking and Transportation, along with Public Safety, is encouraged to develop the final mission statement.

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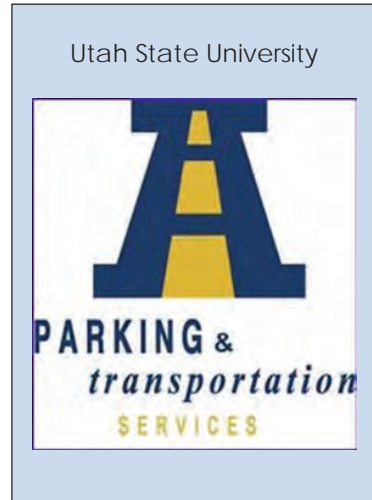
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PARKING IDENTITY PROGRAM

Why is product identity important?

A brand helps customers make decisions. Customers tend to choose to buy or follow the suggestions of a brand they feel comfortable with, know, and trust. Some decisions are based on prior experience with a particular product or service, advertisement, or simply word of mouth. Some people make decisions based solely on the brand name. A common identity extends this experience across the entire asset base. Identity, or branding, is an important asset. Some companies even put a price tag on their brand. For example, a brand like Coke (Coca-Cola) values this asset at \$40 billion.



The three recognition elements of a well-defined identity are:

1. Verbal
2. Visual
3. Auditory



Verbal elements include the name, style and taglines. Visual elements include fonts, colors, shapes, and graphic elements (including logo). Auditory elements include a recognizable voice, sounds or music.

Best practices for building a brand identity are:

1. Consistency
2. Ubiquity
3. Frequency
4. Partnering

Consistency requires using the elements and standards of the program in a consistent manner. Ubiquity is achieved by using a full range of appropriate media. Frequency is necessary to enhance the effectiveness of marketing, advertising and promotions. Partnering creates opportunities for synergy. The University should continue and increase communications and marketing with Metro Bus where there is a common interest.



With these elements in mind, Walker recommends that SCSU create a single public identity for the parking communication plan.

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Examples include the Utah State University Parking and Transportation Department, Stanford University P&TS, and the USF Parking & Transportation Services.

As part of the effort to train customers to use a new pay-on-foot pre-cashiering system, the Indianapolis International Airport parking system uses the name "Easy Exit" with a logo and two characters, "Ed" the Turtle and "Fred" the Rabbit, for short term parking. The Indianapolis Airport parking has also branded the name "Corporate Connection" for its premium parking, "Economy Parking" for its less expensive remote parking system, and "Tiger Parking" for its shuttle service.

In projecting this philosophy to the parking system, names that first come to mind and might be appropriate include:

HuskyPark

Cloud Parking

An initial launch program to kick off the communication effort could be a campus-wide "Name the Parking System" and/or "Name the Parking System Character" contest. (Expect some abuse and be prepared to accept it with humor).



Minute Man Parking *

* Placeholder character for illustrative purposes, only. Not recommended.

The public relations and communications plan would provide information on key events impacting campus parking access issues, and should be responsible for increasing public awareness of campus parking through events, activities, publications, press releases, maps and other literature.

The Public Communication program should, and in most cases, continue to:

- Build on the existing comprehensive Parking and Transportation web pages.
- Monitor and respond in a timely manner to questions and requests from the general public for locations of parking facilities, pricing, and availability.
- Maintain the integrity of campus parking informational materials, and provide parking maps, campus information packets, and fact sheets.



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- Provide day-to-day media relations, and generate press releases as needed.
- Provide parking information and assistance to campus events as needed.

Parking information should be disseminated by the following proactive means.

- (1) Improve the presence and impact of the already comprehensive Parking and Transportation web site by bringing a link to Parking and Transportation Services onto the opening University "splash page." Parking is the "front door" to the campus, and frequently forms the first impressions of parents and visitors.
- (2) Improve the effectiveness of parking maps by adding a standard street map in addition to the perspective map, and maintaining map north in the "up" dimension whenever possible.
- (3) Participate in campus meetings and presentations during the day and/or in the evening at Student Senate meetings, faculty meetings, international groups, and living units
- (4) Publish a quarterly newsletter for the campus parking community with news of economic developments in parking, development and construction projects, upcoming campus events, and profiles of campus newsmakers.
- (5) Publish newspaper items or articles and media releases.
- (6) Distribute and post brochures and parking maps on campus.
- (7) Conduct direct mailings and emails when needed.
- (8) Request to participate in downtown meetings and presentations by the City about campus parking and downtown parking to city business and civic groups, and be available to participate upon request.

In support of the public relations and communications plan, Walker recommends the University considers these initiatives and adopt the "Ambassador Program" as a model of positive customer and visitor contact.

"AMBASSADOR" APPROACH TO CUSTOMER CONTACT AND PARKING ENFORCEMENT

Walker recommends that SCSU adopt the "Ambassador" program model or approach to parking enforcement. This program is based on positive customer and visitor contact. The perception of parking enforcement is often negative. Enforcement is seen as punitive, which in many cases it is. The manner in which enforcement is presented to the parker is often the reason.

The mission of a Parking Ambassador Program would be to provide hospitality, information and public safety services to students, faculty/staff and visitors, in addition to enforcing campus parking regulations. The Ambassadors would be required to complete a multi-faceted training in hospitality and customer service, emergency response and first aid, wayfinding, transportation and campus services. They should work directly with internal and external

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clients of the University. This model emphasizes some significant differences between police activities and parking enforcement.

The primary goals of an Ambassador program would be to promote the goals of the University, resolve concerns, provide information, and deter criminal activity, and help make the campus a better, safer and friendlier place to live, work and visit. Ambassadors should initiate personal contacts with the parking system users (known as "touches"), issue more warnings and slightly fewer citations, and interact with students, faculty/staff and visitors in a positive manner. The vision of the program is to help promote a more constructive, dynamic experience by extending this service beyond parking lot enforcement.

The Ambassadors may accomplish these goals while providing parking management by monitoring public safety, extending a helping hand in emergency situations, and calling on stakeholders on a regular basis. Beyond enforcing parking regulations, examples of appropriate behaviors of Ambassadors would be:

- To greet visitors and offer customer service.
- To provide information and explain local traffic and parking regulations to seek voluntary compliance.
- To give a positive face to many people's first contact with the College.
- To give accurate directions to visitors and direct visitors to local destinations and attractions.
- To distribute brochures and maps.
- To offer an emergency response and first aid.
- To deter criminal activity by their presence.

Ambassadors would be assigned to patrol areas as defined within the campus and adjoining residential streets on a frequent basis. The program should be self-funded by citation fees.

PARKING SPACE REPLACEMENT POLICY RECOMMENDATION

Consistent with making Parking Services sustainable and self-financing, when existing parking is destroyed to accommodate new campus developments, the cost of constructing replacement parking should, to the greatest extent possible, be included in and charged to the cost of the new development project.

New construction typically generates a need for a net increase in the amount of parking available in order to ensure that both pre-existing and new parking needs are met. Unfortunately, construction projects often displace existing parking spaces and may even result in a net decrease to the total number of spaces available on a campus. Some universities even require that parking budgets be levied to pay for replacement spaces. This amounts to an inappropriate subsidy of the University's capital costs by parking permit holders.

The recommended policy is that, to the greatest extent possible, the full current cost of replacement parking should be incorporated into the cost of new construction, regardless of how the project is funded. However, when the cost of replacement parking would make it impossible for a campus to undertake a project deemed crucial to its academic mission, the Campus Administration should be able to propose an exception.

Walker suggests the following parking policy language:

- “Whenever a new campus building displaces existing parking facilities, Parking and Transportation Services enterprise fund shall be reimbursed the cost of providing equivalent replacement parking.”
- “Whenever a new campus building generates the need for additional parking, the cost of developing those additional parking spaces will be included in the capital construction cost of the new development, or the Parking and Transportation enterprise fund will be reimbursed the cost of providing equivalent replacement parking.”

Many universities now have similar policies; however, the cost of the replacement parking can vary considerably. Typically the cost represents the cost of a structured parking space.

SINKING FUND RECOMMENDATION

Parking revenues should fund a reserve for Parking Maintenance. Walker recommends that such funds be accumulated in a Reserve for Repairs and Replacements Sinking Fund. Maintenance budgets include items from three general categories: structural, operational, and aesthetic. Maintenance costs fall into all three categories. Maintenance costs generally include:

1. Cost of periodic repairs and or routine corrective actions that are necessary to maintain serviceability and facility operations (this absolutely includes daily and routine maintenance);
2. Cost of preventive maintenance actions to extend the life of a paved lot or the parking structure;
3. The replacement costs for a facility, or for structural repairs and operational elements at the end of the estimated service life. Major structural repairs and replacements can distort an annual maintenance budget predicated on historical annual expenses. It is more appropriate that such items should be budgeted separately and expensed through a reserve sinking fund account.

Anticipated regular periodic maintenance and repair expenses fall into categories #1 & #2 and are usually included in the annual operating budget. Sinking funds are intended to provide at least a cushion toward structural repairs (#3), which includes major expenses that exceed annual maintenance type items, such as expansion joint replacements, major structural repairs to T-s, columns and beams, elevator replacement, equipment replacement, lighting replacement, lot resurfacing, etc., which can amount to millions of dollars. It is

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impossible to determine in advance when such major repairs will be necessary, the amount, or if enough time has transpired to reserve sufficient funding to cover the expense. Many owners do not reserve any funds, and are blind-sided.

Contributions to a sinking fund can be accumulated over time, grow with interest at the savings rate, and are available to cover structural maintenance and structural repairs when scheduled. Walker recommends that \$35.00 to \$65.00 per structured space and \$10.00 to \$15.00 per surface space be set-aside annually to cover structural repairs and major maintenance costs and help fund future parking expansions. As long ago as 1996, Walker engineers were recommending as much as \$0.47 per square foot per year. Current Midwestern surface and structured parking structural maintenance combined estimates may be lower than these values. The \$35 to \$65 range is representative of your situation and is what we find that responsible owners who fund such a reserve are actually budgeting.

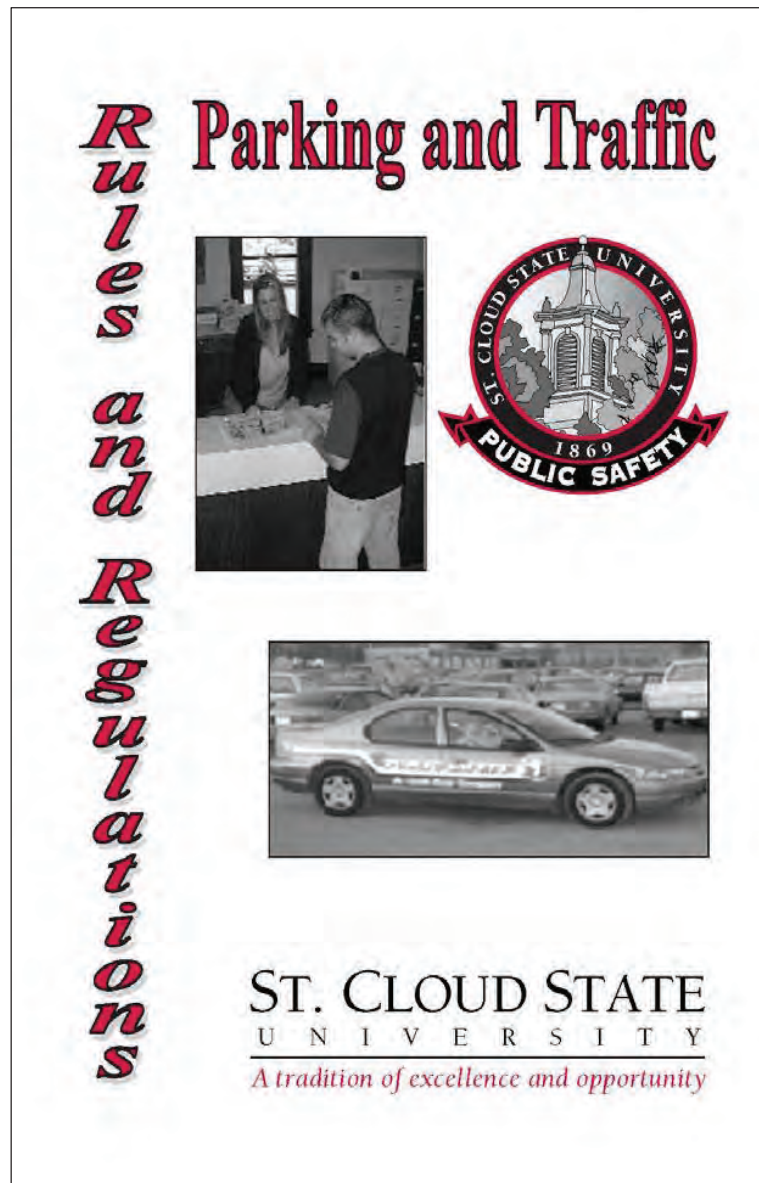
CLASS LEVELING RECOMMENDATION

The current pattern of class scheduling results in uneven parking demand across the hourly and daily demand spectrum. This is the result of scheduling most classes during mid-day on Monday-Wednesday or Tuesday-Thursday. A pragmatic recommendation is that the University schedule classes on a more level basis across the day and by day of the week. The current trends are to avoid scheduling classes early in the day (before 8:30 am) or late in the day (after 3:30 pm), and on Fridays. While it is acknowledged that this recommendation may be difficult to implement, leveling the class schedule more equally across the time spectrum has the potential to reduce peak parking demand and parking conflicts, allowing the existing parking space supply to be used more efficiently, and reducing the required future allocation of capital to parking, and promote a more efficient use of all campus infrastructure, not just parking.

REVIEW OF PARKING RULES AND REGULATIONS

Walker Parking Consultants was asked to review and consolidate the current Rules and Regulations and changes currently published on the Parking & Transportation website.

Figure 10: Rules and Regulations



A few word changes, rearrangements, and formatting are proposed in the following presentation.

PARKING RULES AND REGULATIONS

INTRODUCTION AND GENERAL INFORMATION

The following procedures and regulations have been developed and are monitored to maximize all available on-campus parking spaces to meet such needs for students, employees and visitors of the University.

Authority for establishing parking and traffic regulations on the State University campuses was granted to the Minnesota State College and University Board and in turn to the State University campuses by Minnesota Statute, Section 169.966, subdivision 8 (1984) and the Minnesota State University Board Internal Rule 402 F.I.e. The President of St. Cloud State University has approved these regulations.

As an alternative to parking on campus, the Metro Transit System provides convenient bus service to the campus from many locations within the St. Cloud area. The campus bus stop is at the north side of the Performing Arts Center. For more information on this service, call the Metro Transit System at (320) 251-RIDE.

Pedestrians have the right of way at crosswalks and street intersection at all times. At intersections controlled by signals, pedestrians shall comply with the signal.

Motorcycles shall follow the same permit process and parking regulations as vehicles.

Questions concerning parking regulations should be directed to the Public Safety Parking Office, 525 Fourth Avenue South, by calling (320) 308-3453, (320) 308-3333 after business hours or by email: parking@stcloudstate.edu.

REGULATIONS

Parking regulations on all employee and student lots are enforced 52- weeks-a- year/year round, with the exception of K lot, which is not enforced during the summer. Any person who operates a motorized vehicle on SCSU property is responsible for being aware of all the parking regulations and policies. The owners/operators of any and all vehicles parked on University property are responsible for their particular vehicle and all subsequent actions in accord with and by their vehicles. SCSU assumes no responsibility for any loss, theft or damage to any vehicle while it is entering, leaving or parked on University property. Unattended vehicles should be locked at all times.

Students and Employees may purchase annual parking permits.

The current full year parking permit is valid from July 1, 2013 through June 30, 2014.

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- All open parking tickets must be paid prior to purchasing a parking permit. This can be completed by using the On-line Services, which can be accomplished by logging into your Parking Account with your HuskyNetID and password.
- The semester permit will be valid through the end of either fall or spring semester. Please remember if purchasing a semester permit:
- If you decide to continue in school for another semester, please remember you are not guaranteed a parking permit for your current lot if there is waiting list currently.
- You may add your name to the waiting list or select a different lot that has availability.

Permit holders may be eligible for a pro-rated refund on their permit. At the time the parking permit is being returned, all open parking tickets will be deducted from the refund amount.

STUDENT PARKING

A. Student Permit Eligibility, Sales and Privileges

Students may purchase annual parking permits. This can be completed by using the On-line Services.

- Permits are non-transferable to other individuals.
- Vehicles must be registered under the issued permit to be valid.
- Permits are available beginning each May for the upcoming academic year.
- Evening permits are always available and may be used in all lots after 3 p.m. Mondays through Thursdays. Exceptions: North H-Lot, F-Lane, two East rows of P-Lot, U, S, A, E, and Q Lots and metered/designated space and pay lots.
- Permits are considered "properly displayed", only when hung from a vehicle's inside rearview mirror that is affixed to that vehicle's front windshield; and, only when the demographics' side (permit color, number, lot designation) of said permit is facing the front of that vehicle, enabling it to be properly viewed by one looking into the front of that vehicle's windshield.
- Students living on-campus in a residence hall are ONLY eligible to purchase A, E, Q, Stateview, or RAMP permits.
- Residents living in the Coborn Plaza Apartments are eligible to purchase a Q permit which allows overnight parking or a K permit. Please remember that K lot does not allow overnight parking.
- Resident Hall permits are assigned with priority given to students who have more terms in living in the resident halls. Ties are then prioritized according to credit hours earned. You must pre-register by deadline to be eligible.
- Lack of space is not considered a valid excuse for violation of regulations and policy. Temporary permits and space will be available should your assigned lot be full.

B. Student Waiting Lists

Students are placed on waiting lists, which are new, each year. If you pre-register for parking you will be assigned to the lists with priority for most terms for resident hall students or most credits for commuting students. After the registration deadline, it is based on date and time registration card is received at the Public Safety Office. Please remember that as your permit expires, you are not guaranteed a parking permit for your current lot if there is waiting list currently.

C. Student Lot Regulation Policies

Resident Hall Student parking lots include: A1, A2, A3, E, Q, and Stateview. Commuting Student parking lots include: K, M, and V.

7:00 a.m. - 3:00 p.m. - Monday-Thursday: Designated lot permit is required (Example: A-lot is the only permit valid in A-lot).

7:00 a.m. - 3:00 p.m. - Fridays - permits required until 3:00 PM. No enforcement beginning at 3:00 P.M. with the exception of signed areas such as 15 minute, disability, etc.

3:00 a.m. - 7:00 p.m. - Monday- Thursday: Any valid University permit (student or employee) is valid (Exceptions: Resident Hall Student lots are always restricted for use only with each lot's specific permits; K-lot is open for free parking after 3 p.m. Monday- Friday).

3:00 a.m. - 7:00 a.m. - Monday- Thursday: No parking in any student lot (Exceptions: Resident Hall Student lots by designated permit only).

Weekends: (3:00 p.m. Friday- 3:00 a.m. Monday) All student lots are open (Exceptions: Resident Hall student lots where enforcement resumes at 3:00 PM Sunday).

Stateview: Parking by permit is enforced at all times when classes are in session.

- If a vehicle is parked in your space during the week, please call Public Safety at 308-3333 and we will attempt to locate the owner. If you wish to have your space made available as soon as possible, please indicate this when calling Public Safety and arrangements will be made to have the vehicle removed.
- If a vehicle is parked in your space over the weekend, please park your vehicle in a lot close to your apartment. Please call Public Safety and we will make an effort to locate the vehicle's owner and arrangements will be made to have the vehicle removed as soon as possible.
- Summer Parking: Parking permits are required in all student lots during the summer. If a student currently has a Q permit for 2012-2013 you may park in one of the student A lots. This permit is valid through the end of First Summer Session, June 27th. Beginning July 1st you will need a 2012-2013 on campus permit to park in the student A lots.
- Current students with a 2012-2013 K permit may park in either M or V lots through the end of First Summer Session - June 27, 2013. Beginning July 1, 2013 you will need a 2013-2014 permit to park in M or V lots.

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EMPLOYEE PARKING

A. Employee Permit Eligibility, Sales and Privileges

Employees may purchase annual parking permits. This can be completed by using the On-line Services.

- Permits are non-transferable to other individuals.
- Vehicles must be registered under the issued permit to be valid.
- Permits are available beginning each May for the upcoming academic year.
- Evening permits are always available and may be used in all approved lots after 3:00 p.m. Mondays through Thursdays. Exceptions: North H-Lot, F-Lane, two East rows of P-Lot, U, S, A, E, and Q Lots and metered/designated space and pay lots.
- Permits are considered "properly displayed", only when hung from a vehicle's inside rearview mirror that is affixed to that vehicle's front windshield; and, only when the demographics' side (permit color, number, lot designation) of said permit is facing the front of that vehicle, enabling it to be properly viewed by one looking into the front of that vehicle's windshield.
- Employee permits are permanent and are to be renewed and used from year to year until ones employment with SCSU terminates. At such time said employee is to return his/her permit to Public Safety.
- Lack of valid parking space(s) in ones designated parking lot or area is not considered a valid excuse for violation of the University's parking regulations and policy. Temporary permits and space will be available whose assigned parking lot/area is full.

B. Temporary Employees

Employees hired on a temporary basis of 20 or more working days may purchase a parking permit at the Public Safety Office. Upon completion of the temporary employment, the employee may qualify for a pro-rated refund. Permits must be surrendered at the end of employment.

C. Employee Waiting Lists

At any time, employees may request a change in lot assignment by adding or continue to select lots in which you would like to be placed or remain on the waiting lists. Employee waiting lists are on-going from year -to-year and is prioritized by seniority of date of request, NOT YEARS OF SERVICE OR EMPLOYMENT.

It is the permit holder's responsibility to annually renew your waiting list choices. If you do not select and indicate the desired lot(s) each year, your name will be dropped from any and all

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waiting list(s) not chosen to be on for the upcoming fiscal year. Please circle desired waiting list choices on your registration card when you annually renew your permit.

You may remove your name from a waiting list at any time.

Public Safety will notify you when you are the first (top of the list) person on any individual waiting list. Public Safety will determine if and when there is appropriate activity to support your moving into a lot for which you are first on that lot's waiting list.

D. Employee Lot Regulation Policies

Employee parking lots include: AA, B, C, D, F, G, H, I, J, K, L, N, O, P, R, S, U, W, and X.

7:00 a.m. - 7:00 p.m. - Monday-Thursday: Designated lot permit is required (Example: B-lot is the only permit valid in B-lot).

7:00 a.m. - 3:00 p.m. - Fridays - permits required until 3:00 PM. No enforcement beginning at 3:00 PM with the exception of signed areas such as 15 minute, disability, etc.

3:00 PM. - 7:00 p.m. - Monday- Thursday: Any valid University permit (student or employee) is valid (Exceptions: F-lane, 2 East rows of P-lot (nearest Headley Hall), and lots "U" and "S").

7:00 PM - 3:00 a.m. - Monday- Friday: All lots are open with the exception of signed areas.

3:00 a.m. - 7:00 p.m. - Monday- Friday: No parking in any employee lots (Maintenance occurs).

Weekends: (3:00 p.m. Friday- 3:00 a.m. Monday) All employee lots are open.

Summer: All employee and student lots are enforced as usual with the exception of K lot which is free during the summer. Overnight parking is prohibited in K lot at all times.

Holidays: Employee and student off campus lots are not enforced on University observed holidays, when regular classes are NOT in session.

SUMMER RESTRICTIONS

All parking lots are enforced during the summer.

- During the summer, all student lots (yellow signs) require a parking permit with the exception of K lot. Overnight parking in K lot is prohibited.
- Annual permits are valid through the end of First Summer Session June 30th. Q permit holders may park in the student A and E lots. K permit holders may park in either M or V lots through June 30th.
- The following year annual permits will be valid beginning Second Summer Session, July 1, 2013,

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- If currently you do not have or intend to purchase an annual permit, you may purchase a Summer Only Permit. The Summer Only Permit is valid for all summer sessions.
- On campus students will park in the student A or E lots with a summer permit and commuting students will park in V or M lots with a summer permit
- Permits cannot be transferred to another individual for the summer as this will be considered a fraudulent permit.
- Overnight parking is available in lots A1, A2, A3 and E Lots for students residing on campus.
- Student resident lots (Yellow Signs) are enforced beginning at 3:00 PM on Sunday through 3:00 PM on Friday.
- All other "student lots" and employee lots are "No Parking" nightly from 3:00 AM to 7:00 AM – Monday through Thursday.

Shuttle bus service is not available during the summer.

WINTER RESTRICTIONS

Winter restrictions are effective annually from November 1st through March 31st.

A1, A2, A3 and E lots may need to be vacated on Wednesdays between 3:00 a.m. -6:00 p.m. to support snow removal and lot maintenance in these lots. Note: On all Wednesdays in this time span, please check with the Parking Office prior to 3:00 p.m. or look for posted notification in resident halls to learn whether such snow removal and/or maintenance will actually occur. Notification is made to Residential Halls by early Wednesday. Vehicles must be moved for both snow removal and lot maintenance.

Q Lot must be vacated between the hours of 1-5 p.m. on all Saturdays beginning November 1st through March 31st. No exceptions are made. This action supports lot maintenance in Q Lot. Vehicles in Q Lot may be moved on Fridays after 3 p.m. to any other lot as long as the vehicles are moved back to Q lot, by the following Sunday at 3:00 p.m. when overnight lot parking enforcement resumes. Citations will be issued for non-compliance.

Towing at owner/operators expense may be necessary to perform University operations.

VISITOR PARKING

Parking for visitors to the St. Cloud State University campus is available at the 4th Avenue Parking Ramp, located at 516 Fourth Avenue South, just north of the James W. Miller Learning Resources Center.

- Visitors' permits may be issued (to individuals and/or University departments for

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distribution) by Public Safety. Visitor parking is limited and may not be available for one or more specific lots or areas of campus. Excluding "Pay" lots, there is no charge for authorized use of properly administered visitors' permits.

- Students and employees are not eligible to obtain and/or display visitor permits.
- Special arrangements for groups of 10 or more visitor/guests need to be made in advance. Such requests must be made to Parking Customer Service during regular business hour (phone) 308-3453; e-mail: parking@stcloudstate.edu.
- Weekend "Special Events" shall follow weekend enforcement regulations, except when otherwise approved by the Public Safety Parking Coordinator or Director.

PAY PARKING

Pay-per-hour parking is available in metered pay lots and the parking ramp. Pay lots include: Miller Pay Lot, Husky Pay Lot, South Pay Lot and the Parking Ramp.

7:00 a.m. - 7:00 p.m. - Monday- Thursday: Cost is \$1.50/hour in South Pay Lot, Miller Pay Lot and Husky Pay Lot.

7:00 PM - 3:00 p.m. - Monday- Thursday: Free parking in all pay lots with the exception of the on campus student lots. The Parking Ramp is always enforced).

3:00 a.m. - 7:00 a.m. - Monday-Friday: No overnight parking is allowed in all lots, except the 4th Avenue Parking Ramp where overnight parking is permitted.

Weekends: (3:00 p.m. Friday- 3:00 a.m. Monday) Free parking in all lots. (Exception: the 4th Avenue Parking Ramp is always enforced.)

Summer: All employee and student lots are enforced as usual with the exception of K lot which is free during the summer. Overnight parking is prohibited in K lot at all times.

Breaks: All lots are enforced as usual.

At each pay station and entrance/exit gate there is 24-hour intercom access to the Public Safety Center where live assistance is available.

- Parking ramp fees are \$1.50 per hour up to 8 hours. Max fee per 24-hours is \$12.00.
- Fully automated, the ramp accepts credit cards, debit cards and cash.

Visitors may also park in any of the pay lots listed below. Payment may be made using cash or campus cash. Currently, credit/debit cards are not accepted in the SCSU pay lots.

- South Pay Lot: Fees are \$1.50 per hour. Enforced 7 a.m. to 7 p.m. Monday-Thursday, and 7 a.m.-3 p.m. Friday. No overnight parking on weekdays (3 a.m.-7 a.m. Monday-Thursday). Lot is not enforced on weekends (3 p.m. Friday to 3 a.m. Monday). South Pay Lot is enforced 52 weeks of the year.

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- Husky Pay Lot: Fees are \$1.50 per hour. Enforced 7 a.m. to 7 p.m. Monday-Thursday, and 7 a.m.-3 p.m. Friday. Please note the time limit has been increased to 12 hours rather than the 1 hour limit. No overnight parking on weekdays (3 a.m.-7 a.m. Monday-Thursday). Lot is not enforced on weekends (3 p.m. Friday to 3 a.m. Monday). Husky Pay Lot is enforced 52 weeks of the year.
- Miller Pay Lot: Fees are \$1.50 per hour. Please note the time limit has been increased to 12 hours rather than the 1 hour limit. Enforced 7:00 a.m. to 7:00 p.m. Monday-Thursday, and 7:00 a.m.-3:00 p.m. Friday. No overnight parking is allowed on weekdays (3:00 a.m.-7:00 a.m. Monday-Thursday). Lot is not enforced on weekends (3:00 p.m. Friday to 3:00 a.m. Monday). Miller Pay Lot is enforced 52 weeks of the year.

Street parking also is available. All campus streets are under the jurisdiction of the city of St. Cloud. Check street signs to be sure a city permit is not required.

VENDOR PARKING

When providing a continued service to SCSU, any vendor must obtain a Vendor's Permit from Public Safety. The Parking Coordinator will review and must approve all requests for vendor permits before issuance of said permit. A predetermined annual fee is charged for these permits.

ACCESSIBLE PARKING/AMERICANS WITH DISABILITIES ACT (ADA)

In compliance with Minnesota Law, use of accessible parking stalls is restricted only to those vehicles bearing state issued accessible license plates or a displayed state issued certificate.

- Handicap Stalls are enforced 24 hrs. A day, every day.
- Vehicles parking in disability-parking (handicap signed) spaces must display a proper State-issued disability/handicap parking permit.
- Individuals with disabilities should apply to the State Department of Public Safety. Interim arrangements are available for employees and students. Requests to obtain a temporary permit must be accompanied by a physician's statement defining reason for request of temporary handicap parking. Public Safety charges \$5.00 for temporary permit. The limit is set at two weeks for a temporary permit. You may not park in signed handicap stalls with the temporary permit. You are permitted to park in only regular stalls, not in "signed" (i.e. 15 min; state vehicle, handicap) stalls.
- Federal and State laws and regulations, including the ADA, require reasonable accommodations regarding a disability (e.g. wheelchair accessibility, interpreter, or an alternative non-print means of receiving information about the University) shall be made available upon advance notice. Please contact Student Disability Services (320) 308-4080 for additional information.

CARPOOL

- Carpool spaces are available on first come, first serve basis.
- There must be three or more students/employees who commute together, and live a minimum of 15 miles away, one way. Approval of such permit is by the Parking Coordinator.
- Application must be filled out and turned in to the Parking Coordinator. Allow a few days for approval.
- A ride share program for students traveling to SCSU from throughout Minnesota is available through the Student Organization Office located in the Atwood Center. For more information, you may contact them at 255-7433

SHUTTLE BUS

The Husky Shuttle, operated by the Metropolitan Transit System, runs a regular route with a daytime schedule. The Sundowner is an evening bus. Times are subject to change annually. K and Q lot permit holders are provided a shuttle pass for no additional charge. There is a replacement fee if lost.

For information on schedule, you may contact Public Safety or stop by and pick up a brochure with dates and routes shown or you may contact the Metro Bus directly at 251-RIDE.

OTHER PARKING INFORMATION:

A. Defined Areas

- Brown signs posted at the entrances to all University parking lots/areas provide information about parking rules, regulations and hours.
- "SIGNED" Areas (e.g. 15 minute, disability, maintenance vehicles, assigned staff stalls, fire lanes, loading zones, etc.) are ENFORCED 24 hours, 7 days a week.
- A parking stall is valid when lines are on both sides of the vehicle. Vehicles are parked legally when the entire vehicle is located within striped boundaries of a designated parking space/stall. (This pertains to paved lots.)
- 3:00 a.m. - 7:00 a.m. Monday through Thursday - NO OVERNIGHT PARKING IN ANY LOTS. Exceptions include: A, E, and Q permit holders. Overnight parking is available in the parking ramp.
- The presence of illegally parked vehicles does not constitute an excuse for parking any part of a vehicle beyond the confines of a valid parking space. Parking on grass or sidewalks is not permitted.
- Emergency flashers' activation does not negate the necessity for a valid permit.

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- Information regarding parking permits and enforcement may be obtained by contacting the Public Safety Department (320)-308-3453.
- All facilities are enforced 24 hours a day, every day.

B. Snow Removal and Lot Maintenance

Snow removal and lot maintenance rules are in effective annually from November 1 through March 31.

- Parking Lots A (A-1, A-2 and A-3) and E lot must be vacated on Wednesdays between 4-6 p.m., to support snow removal and lot maintenance in these lots. Note: On all Wednesdays in this time span, please check with Public Safety prior to 4 p.m. or look for hall posted notification to learn if, in fact such snow removal and/or maintenance will actually occur, on each specific Wednesday.
- Notification is made to Residential Halls on Wednesdays. Vehicles must be moved for both snow removal and lot maintenance.
- Q Lot must be vacated between the hours of 1:00 – 5:00 p.m. on all Saturdays during this time span (November 1 – March 31). No exceptions are made. This action supports snow removal and lot maintenance in Q Lot. Vehicles in Q Lot may be moved on Fridays after 3 p.m. to any other overnight lot (A & E) as long as they are moved back to Q lot, by the following Sunday at 3:00 p.m. -- when overnight lot parking enforcement resumes. Citations will be issued for non-compliance. Towing at owner/operators expense may be necessary to perform University operations.

C. Disabled Vehicles

- Public Safety can assist with "dead battery" concerns, by providing a "jump start" to a vehicle's battery. This service is provided at "no charge" to any vehicle parked on-campus. If such an attempted assistance is unsuccessful, the on-scene Officer can assist with contacting an appropriate towing service or repair shop.
- If a vehicle is determined to be inoperable and appropriate assistance is not immediately available, and it is not necessary for current parking concerns to have that disabled vehicle immediately removed from its parking space, Public Safety personnel may grant a temporary permit (maximum of 24 hours) for that vehicle. Specific time frames for which temporary parking permits may be issued are as follows:
 1. Any SCSU student or employee, holding a valid permit for a specific lot may obtain a temporary permit for a maximum period up to 24 hours.
 2. Persons who have disabled vehicles parked in a metered or pay stall may obtain a temporary permit up to a maximum period of 4 hours.
 3. All other circumstances of disabled vehicles parked on campus must be addressed with Public Safety and will be handled on a case-by-case basis.

4. Public Safety will not accept descriptive information over the telephone, and failure to obtain and display a valid temporary permit may cause a vehicle to be towed at the owner/operator's expense.

D. Overnight Parking Exceptions

- Overnight parking, by valid SCSU permit, is permitted only in parking lots A, E, and Q. Overnight parking is strictly prohibited in ALL SCSU parking lots for any vehicle that is specifically designed, equipped and/or used for sleeping and/or overnight accommodations (i.e. personal vehicle, camper, motor home). Sleeping and/or staying overnight in any vehicle on campus, by anyone is not permitted.
- Vehicles associated with a specific commercial vendor assigned to do business with the University, may park overnight in the lot(s) in which each such vehicle is designated to park; however, as stated, there is no overnight staying or sleeping permitted in these vehicles on campus. All vendors' vehicles must obtain a parking permit from Public Safety and pay the appropriate vendor's fee for that parking privilege.

E. Removal of a Vehicle from Permit Use/Display

- When a vehicle for which a specific University permit has been issued is no longer the property of the registered permit holder, that permit holder is responsible to advise the proper Public Safety officials that said vehicle is no longer valid to display the assigned parking permit; and any new or additional vehicle obtained by the registered permit holder needs to be added to the Public Safety records, enabling that vehicle to properly display the student's or employee's valid parking permit.
- Department of Motor Vehicle records must reflect new owners name and personal information. If vehicle obtains parking citations and owner information has been transferred, the person to whom that said vehicle is registered in Public Safety's records will be responsible for any and all on-campus parking violations, until such time as the proper transfer or said vehicle to its rightful owner/operator has been completed in Public Safety and with the State's Department of Motor Vehicle Registration and it is determined the violations were issued after the date of sale/transfer.

PERMIT FRAUD

Students who commit permit fraud, including, but not limited to, any altering of a valid parking permit, displaying the permit of another person, or creating and/or displaying a false permit, will lose all on campus parking privileges for the remainder of the current semester and one (1) subsequent semester in addition to other University Sanctions.

All permit fraud will be communicated to the University's Judicial Coordinator, located in the Atwood Center. For more information, you may contact them at (320)-308-3111

VEHICLE BOOTING AND TOWING POLICIES

Under certain circumstances a vehicle may be booted and/or towed at the owner/operators expense. A vehicle boot, also known as a wheel boot, parking boot, Denver boot, wheel clamp or auto clamp, is a device that is designed to immobilize and prevent vehicles from being moved. In its most common form, it consists of a locking metal clamp that surrounds a vehicle wheel, designed to prevent removal of both itself and the wheel.

A. Boots (Auto Clamps)

Circumstances under which vehicles may be booted and/or towed at the owner/operators expense shall include (but not be limited to) the following:

- Vehicles displaying a permit that have been reported lost or stolen.
- Vehicles displaying a permit that has been altered in any way, forged, created by anyone other than authorized departments or created for own personal use on SCSU property.
- Displaying of past year or expired permits.
- An auto clamp fine will be issued on the 3rd and all subsequent citations (paid or unpaid) in any academic year.
- Auto clamp fines will be issued when the above criteria have been met, whether or not a clamp has been physically attached to a vehicle's tire.
- Auto clamps are released only upon payment of **ALL** outstanding unpaid citations. Payment must be made prior to release of auto clamp.

Do not move your car with a boot attached. Any movement may result in serious damage to your car and to the boot. If the boot is damaged, repair or replacement fees will be added. Removing or attempting to remove a boot will initiate a police report.

B. Towing

Circumstances under which vehicles may be towed at the owner/operators expense shall include (but not be limited to) the following:

- Obstructing traffic, impeding emergency responses, impeding university operations, blocking pedestrian traffic, etc.
- Vehicles parked in lot scheduled for snow removal, lot maintenance or repairs.
- Vehicles parked in a posted tow designated area. (Sign posted)
- Vehicles auto clamped for 24 hours.
- Vehicle in a childcare stall without a valid childcare permit, or misuse of said permit. (Parking other than drop off/pick up times)

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- Any vehicle that is being issued its fourth (4th) citation or more, and has been physically auto clamped at least one time before.

COLLECTION OF FINES

St. Cloud State University reserves the right to ticket, auto clamp, and/or tow (at the owner's/operator's expense) any vehicle in violation of established parking regulations.

- Parking is prohibited in areas specifically designated as delivery areas, service areas, "no parking" zones, "state vehicle parking" zones, fire lanes, driveways, lawns, sidewalks, and other posted areas. Violators will be subject to towing.
- Persistent violators may have parking privileges denied.
- Failure to pay fines will result in the holding of academic transcripts and registration privileges
- Please check to pay a parking citation online.
- To pay a parking citation in person/over the phone, contact St. Cloud State Business office:

Administrative Services, Room 123

720 4th Avenue South

St. Cloud, MN 56301

Phone: (320)-308-4003

- Failure to pay fines may result in the denial of future parking privileges, release of grades, transcripts, academic phone registration for the upcoming semester, and may be subject that vehicle or any vehicle displaying that (valid) parking permit to be "auto clamped" (booted); and /or towed from campus (at the owner's/operator's expense) until such time that any and all outstanding/unpaid parking fines are paid.
- Permit holders may be eligible for a pro-rated refund upon termination of a permit. At the time the parking permit is returned, all open parking tickets will be deducted from any refund amount.

PARKING APPEALS COMMITTEE PROCEDURES

- You must file a parking citation appeal within five (5) business days of the issue date. An appeal form may be obtained from the Public Safety Department.
- The Parking Appeals Committee (PAC) is comprised of volunteers consisting of students and employees. The decision of the PAC is final.
- Failure to pay fines will result in legal or other action to ensure the debt is satisfied, i.e. conciliation court, records, transcripts, and revocation of phone registration privileges.
- If an appeal is not granted, fines will become full charge even if appeal was filed during the "discount" charge period (10 business days of the ticket issue date).

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- All parking Violations must be paid to have an auto clamp removed. You will be reimbursed if an appeal is granted and the ticket is dismissed.

QUESTIONS AND CONTACTS

All questions and concerns regarding parking and these Parking Rules and Regulations should be directed to the Parking Office, as follows:

Parking Customer Service Representatives are available:

- Monday - Thursday: 7:30 a.m. - 6:00 p.m.
- Fridays: 7:30a.m. - 4:30 p.m.
- Summer and Break Periods: 7:30 a.m. - 4:00 p.m.

Phone: (320) 308-3453

Email: parking@stcloudstate.edu

Address: 526 4th Avenue South, St. Cloud, MN 56301

SCSU is an affirmative action/equal opportunity educator and employer.

This material can be made available in an alternative format. Please contact the department/agency listed above.

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PERMIT FEE ANALYSIS

The annual parking fees for SCSU are compared to a selection of reasonably comparable peer institutions in the Midwest, as shown in the following table.

Table 17: Annual Parking Permit Rate Comparison by Category

Comparable Schools	Campus	State	Faculty/Staff			Student			Visitor	Special
			High ¹	Medium	Low	High	Medium	Low	Daily Max	Event
		SCSU Facility	Gated	Ungated	K	Ramp	A, E, M, V	K & Q	Ramp	
St. Cloud State University	St. Cloud	MN	\$337	\$306	\$189	\$500 *	\$306	\$189	\$12.00	\$0.00
Western Kentucky University	Bowling Green	KY	\$475	\$185	\$95	\$200 *	\$90	\$30	\$10.00	\$5.00
Ball State University	Muncie	IN	\$425	\$365	\$95	\$425 *	\$185	\$95	\$5.00	\$5.00
Eastern Michigan University	Ypsilanti	MI	\$327	\$207	\$180	\$400 *	\$300	\$146	\$8.00	\$3.00
University of Central OK	Edmond	OK	n/c	n/c	n/c	\$420	\$125	\$125	n/c	\$10.00
University of Minnesota	Duluth	MN	\$390	\$195	\$120	n/a	\$195	\$120	\$3.00	\$10.00
University of Nebraska	Omaha	NE	\$314	\$289	\$234	\$258 *	\$233	\$166	n/c	\$5.00
University of Northern Iowa	Cedar Falls	IA	\$406	\$151	\$86	\$79	\$53	\$31	\$2.00	\$2.00
Minnesota State University	Mankato	MN	\$282	\$180	\$128	\$232	\$180	\$128	\$5.00	\$4.00
	Maximum		\$475	\$365	\$234	\$500	\$306	\$189	\$12.00	\$10.00
	Minimum		\$282	\$151	\$86	\$79	\$53	\$30	\$2.00	\$0.00
	Median		\$364	\$201	\$124	\$329	\$185	\$125	\$5.00	\$5.00
	Mean		\$370	\$235	\$141	\$314	\$185	\$114	\$6.43	\$4.89
	Deviation from Mean		(\$33)	\$71	\$48	\$186	\$121	\$75	\$5.57	(\$4.89)

¹ Reserved spaces are offered by some of the comparables at higher fees, but were not included in this analysis.

* Denotes comparables that include parking ramps. The mean of the comparables with parking ramps is \$357. The SCSU Ramp permit fee of \$500 is \$143 above the mean.

All SCSU permits provide full access to a given facility.

Source: Walker Parking Consultants

Based on this comparison, the current fees at SCSU are within the range of most of the categories of parking fees as shown above, but tend to be above the averages as shown by the deviation from the mean (above). This is not considered to be unreasonable due to the high level of service that is provided to parkers at SCSU, and the location of the University within a densely occupied area that is constrained by the St. Cloud downtown central business district to the north, residential and commercial development to the west, and the geographic boundary of the Mississippi River to the east.

It appears that the campus parking fees reflect higher costs associated with the construction and integration of the Parking Ramp. Large parking facilities tend to require significant fee increases to support the increased debt service of a parking structure. Walker recommends and observes that SCSU does present parking fees in a manner that is as transparent as possible to all constituent user groups (faculty, staff, employees, and students). It is also recommended that parking fees support the revenue requirements of Parking Services in a self-sustaining manner.

TRANSIT ANALYSIS

SYSTEM CONSTRAINTS

A number of independent variables impact transit operations. Those independent variables include:

- Vehicle Capacity
- Route length
- Average vehicle speed
- Headway
- Vehicle occupancy
- Passenger peak hour
- Peak hour ridership factor (PHRF)
- Operating cost per hour

Vehicle Capacity – This would be an independent variable, if the type and size of vehicle has been selected or there is already an existing fleet. Or, the vehicle capacity could be a dependent variable, if the size of vehicle must be selected to meet passenger volume demands and/or a desired headway.

Route Length – The total length in feet or miles of one complete route (circuit).

Average Vehicle Speed – An existing system's average vehicle speed can be measured by boarding or following a vehicle and timing a number of runs to arrive at an average. The timing needs to take into account prevailing traffic conditions, time for vehicle stops, and dwell time. If there is not an existing system, potential routes can be driven and timed, again allowing for stops and dwell time. It is desirable to have shuttle buses adhere to a schedule; therefore, the average speed should be estimated conservatively.

Headway – Headway is the length of time between vehicles at the same location on the same route. Headway, as discussed above, should be an independent variable, i.e., design criteria set in advance.

Passenger Peak Hour – The shuttle bus system should be designed to handle the peak hour demand adjusted by the Peak Hour Ridership Factor (PHRF). How do you determine the passenger peak hour? Assuming that the transit system is serving a definable parking capacity, estimated arrival/departure characteristics can be applied to the number of parking spaces. The best way to determine arrival/departure characteristics is to conduct a traffic count at an existing parking facility that will have similar arrival/departure characteristics as the proposed facility. The peak morning and evening arrival/departure characteristics are determined as a percentage of the peak occupancy. Arrival and departure characteristics can vary considerably for different user groups.

An example of the potential variation of arrival/departure data for two different university user groups is presented in the following figures for faculty staff and commuter students at a typical

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Typically, parking fees are not charged to non-parkers. However, parking fees at Lot K West are associated with transit costs. Shuttles and transit are universally accessible by all. Government programs pay approximately 45% of transit costs. Parking pays the remainder including Lot Q and the Husky Shuttle, two other routes, and a portion of another MTC route. Parking should not be paying for off-campus bus services. It may be more appropriate and constructive for SCSU to consider a universal transportation fee to be charged to all registered students as part of the mandatory student fees.

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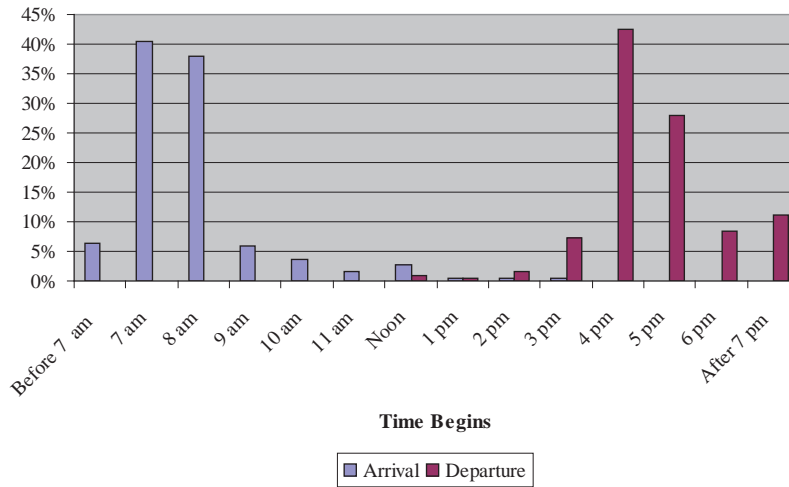


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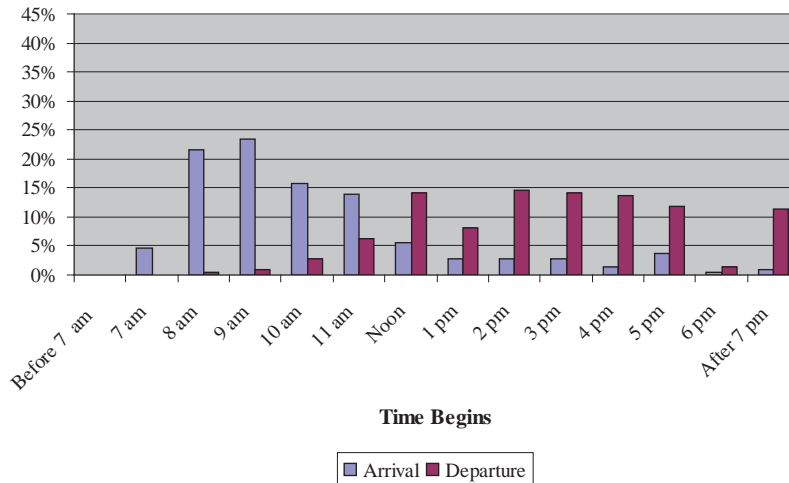
state university. The typical peak faculty/staff arrival is between 7:00 and 8:00 a.m., when about 40% of vehicles arrive; commuter student's peak arrival is between 9:00 and 10:00 a.m.

Figure 11: Typical Arrival and Departure Times – Faculty/Staff



Source: Walker Parking Consultants

Figure 12: Arrival and Departure Times – Commuter Students



Source: Walker Parking Consultants

LEVEL OF SERVICE APPROACH TO SHUTTLE/TRANSIT ANALYSIS

The concept of level of service (LOS) uses qualitative measures that characterize operational conditions within a traffic stream and their perception to motorists and passengers. The descriptions of individual levels of service characterize these conditions in terms of such factors as speed and travel time, freedom to maneuver, traffic interruptions, comfort and convenience.

Six levels of service are defined from A to F, with LOS A representing the best operating conditions. LOS E is the value that corresponds to the minimum acceptable standard. For most design or planning purposes, however, LOS D or C is specified because they ensure a minimum acceptable quality of service to users.

From the transit user's perspective, transit service frequency determines the number of times per hour a user has access to the shuttle, assuming that the transit service is provided within acceptable walking distance and at the times the user wishes to travel. Service frequency also is a measure of the convenience of transit service to choice riders and is one component of overall transit trip time. Because of the different characteristics of urban scheduled transit service, frequency LOS can vary by time of day or week (i.e., LOS B during peak hours, LOS D at midday, or LOS F at night or on weekends when no service is offered.) (Source: Highway Capacity Manual 2000, Chapter 27)

The service frequency LOS measure for scheduled transit service is headway. The following table gives LOS ranges for scheduled service.

Table 18: Service Frequency LOS for Scheduled Transit Service

LOS	Headway (min.)	Comments
A	< 10	Passengers don't need schedules
B	10 – 14	Frequent service, passengers consult schedules
C	14 – 20	Maximum desirable time to wait if bus missed
D	20 – 30	Service unattractive to choice riders
E	30 – 60	Service available during hour
F	> 60	Service unattractive to all riders

Source: (Highway Capacity Manual 2000, page 27-3)

Level of service within a transit system is also judged by other factors such as ADA accessibility at transit stops, comfort and convenience measures, such as passenger loads at transit stops, route segment hours of service, and route segment reliability. LOS is also impacted by amenities such as a shelter or bench, landing pad conditions (i.e., grass, mud, walls, etc.), information signs, and trash receptacles.

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TRANSIT COST ANALYSIS

The most common method of payment of transit or shuttle services (industry standard) is an inclusive hourly fee per operating hour per vehicle. The annual operating costs for a vehicle should include all expenses. The total annual cost is divided by the total vehicle hours for the year to arrive at an hourly cost. However there are a variety of contract agreements in practice. Typical hourly costs are seen to range across a broad range per hour. The following hourly range is suggested by current industry data:

<u>Vehicle Type</u>	<u>Hourly Rate</u>
Minivan	\$40.00
Full-size Van	\$45.00
Minibus	\$60.00
Transit Bus	\$75.00

The Walker databank of transit/shuttle bus management contract data includes the following.

Table 20: Comparable Transit Costs

System	Size	Operation	Fee per Operating Bus Hour
University of Houston	Twelve 37' buses that seat 32-34 passengers	Outsourced	\$67.93/Hr.
Texas A&M	80 buses that seat 35 to 40 passengers	Self-operated	\$65 per operating bus hour
City of Wichita	Large municipal system	Wichita Transit	\$75 per operating bus hour
Mississippi State University	20 vehicles	Self-operated	\$95/Hr.
Penn State University	12 CNG Transit buses	Outsources to Centre Area Transportation Authority	\$60.42/Hr.
George Mason University	20 vehicles	Outsourced	\$51/hr. for 12-14 pass. minibus
			\$71/hr. for 23-26 pass. shuttle
			\$78/hr. for 32-35 pass. shuttle
Sinclair Community College, Dayton, Ohio	Four transit buses	Outsourced	\$62/Hr.
Cincinnati Children's Hospital Medical Center	Eight 22-passenger shuttle buses	Outsourced	\$57/Hr.
University of Cincinnati	Multiple routes	First Transit	\$65/Hr.
College of William & Mary	35' low floor buses and replica (rubber-tired) trolley service	Williamsburg (VA) Area Transit Authority	\$63/Hr.
University of Iowa	System owned and operated by the University of Iowa, 18 routes	CamBus, plus Iowa City U-Pass	2013 expenditures were \$3.4M. Student Service Fee: 41% Parking Revenue Transfer 25% (to cover commuting only) State DOT Transit Assistance 16.5% Federal Transit Assistance 12% Service fees & other dept. transfers 3.5% Work study reimb., advertising & Misc. 2%

Source: Walker Parking Consultants

The average cost of the previous comparables is approximately \$68.14 per operating bus hour. Operating expenses typically include amortization of capital costs, fuel cost, labor

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expense, management and overhead expense, and profit. Unknowns include the future impact of fuel costs and inflation. Some contracts include fuel cost adjustment provisions.

The previous information is the best verifiable data that Walker has available on contracted hourly operating costs. Comparable bus service information, contracts, ridership and route information from institutions that Walker has not been engaged by is very difficult to obtain, and accurate information and copies of contracts are necessary to provide usable and reliable comparisons.

However, historical financial and ridership data is available from Minnesota State Mankato for the period from fall 2006 to fall 2012. The MSU Mankato City bus service fee is based on the following hourly contract rates.

Table 21: City Leased Bus Service Rates – Minnesota State Mankato

Year	Route 1 (off campus express to apts.) + Route 8 (on campus circulator)	Route 11 – Stomper Express (MSU/City of Mankato)
2006 - 2007	\$68.00 per service hour purchased	\$68.00 per service hour purchased
2007 - 2008	\$73.00 per service hour purchased	\$80.00 per service hour purchased
2008 - 2009	\$74.00 per service hour purchased	\$73.00 per service hour purchased
2009 – 2010	\$76.00 per service hour purchased	\$73.00 per service hour purchased
2010 - 2011	\$71.00 per service hour purchased	\$76.00 per service hour purchased
2011 - 2012	\$72.00 per service hour purchased	\$82.00 per service hour purchased

Source: Minnesota State Mankato

This information supports the range of the comparables presented in the previous table.

These are gross rates. Final billing to MSU is credited with bus pass sales, state/federal aid, cash fares, and advertising and miscellaneous revenues, but the total service contract is based on these rates.

More detailed information regarding leased City bus services by Minnesota State Mankato is shown in the table on the following page.



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Table 22: City Leased Bus Service – Minnesota State Mankato

City Leased Bus Services - Minnesota State Mankato
Student Senate's Campus Express Route 1 (Nearby Apts.; Nighttime), Parking Funded Route 8, and MSU/City of Mankato's Stomper Express (Wal-Mart, River Hills Mall)

MSU Campus Bus Program - Leased Buses from the City of Mankato	2006-07 Actuals		2007-08 Actuals		2008-09 Actuals		2009-10 Actuals		2010-11 Actuals		2011-12 Actuals	
	Fall Semester (1)	Spring Semester (2)	Fall Semester (3)	Spring Semester (4)	Fall Semester (5)	Spring Semester (6)	Fall Semester (7)	Spring Semester (8)	Fall Semester (9)	Spring Semester (10)	Fall Semester (11)	Spring Semester (12)
MSU Total Costs	\$56,712	\$60,538	\$117,300	\$67,452	\$125,633	\$59,496	\$82,308	\$91,580	\$173,888	\$171,184	\$173,888	\$173,888
Less Blue Pass Sales	(10,200)	(15,384)	(25,584)	(19,450)	(31,274)	(14,934)	(18,043)	(25,189)	(40,548)	(40,548)	(40,548)	(40,548)
Less State/Federal Aid	(39,331)	(39,331)	(78,662)	(38,972)	(78,662)	(38,972)	(38,972)	(38,972)	(77,920)	(77,920)	(77,920)	(77,920)
Less Cash Fares	(2,199)	(6,968)	(4,769)	(5,303)	(10,069)	(5,253)	(6,460)	(8,989)	(19,341)	(19,341)	(19,341)	(19,341)
Less Ad and Miscellaneous	(288)	(933)	(1,221)	(603)	(1,006)	(503)	(640)	(898)	(1,958)	(1,958)	(1,958)	(1,958)
Less Ad and Miscellaneous Revenues	\$3,777	\$2,889	\$6,666	\$3,629	\$5,909	\$1,729	\$6,451	\$9,319	\$15,770	\$15,770	\$15,770	\$15,770
Route 1 Subtotal												
Route 1 - Student Senate's Campus Express - Off campus 21 minute run.												
Route 8 Total Costs	\$39,093	\$41,832	\$121,924	\$71,832	\$141,693	\$71,040	\$77,742	\$74,784	\$147,668	\$137,864	\$147,668	\$147,668
Less Total Park Sales	(12,070)	(16,640)	(32,710)	(23,900)	(40,548)	(18,043)	(23,900)	(32,710)	(64,458)	(64,458)	(64,458)	(64,458)
Less State/Federal Aid	(4,288)	(6,096)	(10,384)	(7,824)	(15,572)	(7,824)	(10,384)	(12,912)	(25,824)	(25,824)	(25,824)	(25,824)
Less Cash Fares	(1,805)	(5,033)	(6,838)	(4,871)	(11,709)	(5,253)	(6,460)	(8,989)	(20,331)	(20,331)	(20,331)	(20,331)
Less Ad and Miscellaneous Revenues	\$10,827	\$55,480	\$106,207	\$62,348	\$124,516	\$62,780	\$64,644	\$65,606	\$129,829	\$129,829	\$129,829	\$129,829
Route 8 Subtotal												
Route 8 - Parking Funded Campus Circulator - On-campus 12 minute run.												
Total Cost to MSU	\$54,604	\$57,015	\$111,619	\$65,237	\$136,425	\$69,918	\$74,484	\$74,927	\$144,598	\$136,425	\$144,598	\$144,598
Service Hours Purchased	834.50	890.50	1,725.00	923.00	1,770.00	804.50	1,205.00	1,061.00	2,009.50	2,009.50	2,009.50	2,009.50
Campus Express Rt. #1 to Apts.	834.50	890.50	1,725.00	923.00	1,770.00	804.50	1,205.00	1,061.00	2,009.50	2,009.50	2,009.50	2,009.50
Parking's Rt.#8 Campus Circulator	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Hours Purchased	1,703.25	1,813.50	3,517.25	1,786.25	3,660.25	1,786.25	2,186.25	2,067.00	4,221.00	4,221.00	4,221.00	4,221.00
Routes 1 & 8 Buses Given	60,287	77,898	138,185	96,003	160,013	67,058	121,975	107,823	190,346	190,346	190,346	190,346
MSU Payment History	\$54,604	\$57,015	\$111,619	\$65,237	\$136,425	\$69,918	\$74,484	\$74,927	\$144,598	\$136,425	\$144,598	\$144,598
Amount	PO 8/001	PO 8/001	PO 7/186	PO 7/186	PO 7/186	PO 7/186	PO 7/186	PO 7/186	PO 7/186	PO 7/186	PO 7/186	PO 7/186
Purchase Order												
Funding Sources - Reflected long standing PAC agreements to subsidize up to \$7,000 of any RL 1 net cost to Student Senate.	\$54,604	\$57,015	\$111,619	\$65,237	\$136,425	\$69,918	\$74,484	\$74,927	\$144,598	\$136,425	\$144,598	\$144,598
Againt 337870	Againt 337865	Againt 337865	Againt 337870	Againt 337870	Againt 337870	Againt 337870	Againt 337870	Againt 337870	Againt 337870	Againt 337870	Againt 337870	Againt 337870
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ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



APRIL 3, 2014; Revised MAY 12, 2014

WALKER PROJECT #21-3952.00

METRO BUS CONTRACT

The St. Cloud Metropolitan Transit Commission (Metro Bus) service area consists of the cities of St. Cloud, Sartell, Sauk Rapids and Waite Park. Metro Bus annual operating budget for FY 2013 was \$9.5 million. The system has two operating divisions: 1) Fixed Route 2) Dial-a-Ride.

The fixed route division has 21 routes. Fixed route passenger trips totaled 2,195,539 in FY 2012. Peak ridership typically occurs from November to February. The average number of weekday Metro Bus passenger trips is 7,900. The fixed route fleet includes 39 vehicles. The average age of the current Metro Bus fixed route fleet is approximately 8 years.



- Fixed Route cash fare: \$1.10; 26% percent of bus riders pay with cash.
- The 31-Day Pass is \$45.00; 43% percent of bus riders use the 31-Day pass.
- Other card/pass options are available.

Metro Bus was awarded a \$3.3 million federal Clean Fuels grant in 2012 to begin the CNG fueling project. This project is ongoing. The entire CNG construction project includes the building of CNG fueling and compressor stations and building modifications for safety at the Operations Center, and replacing diesel fueled buses with clean CNG fueled buses. Upon the completion of this project in spring 2014, Metro Bus will be the first public transit system in Minnesota to operate a CNG fleet. This project is paid for in part by the US DOT Clean Fuels grant.

In 1988, Metro Bus became the first Minnesota transit system to partner with a state university - *St. Cloud State University* - to subsidize and deeply discount semester bus passes. Starting in September 2003, FREE RIDE U-Pass was implemented resulting in a 64+% ridership increase in one year on university-based routes.



SCSU participates in the U-Pass Free Ride program. Under this program, SCSU students and employees ride free. SCSU students currently enrolled and participating in the student activity fee program and SCSU employees can ride any Metro Bus route all year for free by swiping their current I.D. through the fare-box for unlimited fixed route bus service throughout the four city area.

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SCSU and Metro Bus have contracted to provide the U-Pass program as well as 10 campus routes for an annual fixed fee. These routes include the Campus Clipper, Husky Shuttle, Sundowner and Late Night routes, which operate only fall and spring semesters. These routes do not operate when classes are not in session (except during final exams), New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, or Christmas Day. Operating calendars posted on SCSU routes schedules.

Campus Clippers: Routes 81, 82, 83, 84 and 85 Campus Clippers provide direct service between popular off-campus student housing and SCSU Mon-Fri, eliminating need for parking on campus or transferring buses.

Husky Shuttles: Routes 91 and 92 Husky Shuttles run from the Husky Hub between the K & Q Parking Lots and the main campus.

Route 91 Husky Shuttle Day runs Monday through Friday every 10 minutes in a loop from parking to Shoemaker Hall and Wick Science Bldg.

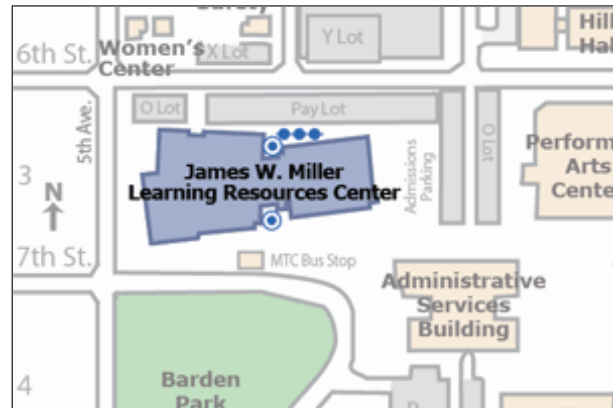
Route 92 Husky Shuttle Night runs Sunday through Thursday every 20 minutes in a larger loop from parking to Miller Center, Atwood and all residence halls.

Sundowner: Route 93 Sundowner provides evening service from campus for those in a defined service area, 7 nights a week, departing SCSU from Miller Center every 30 minutes.

Late Night: Routes 94 and 95 Late Night buses travel between downtown, SCSU and popular student apartments on Thursday, Friday and Saturday from 10:15 pm to 2:30 am. This service is paid entirely by students on a credit hour fee.

The main campus bus stop is located at the Miller Center, on 7th St. S. The **11 University Bus** connects SCSU to the rest of the bus system 7 days a week. The route loops between the Metro Bus Transit Center in downtown St. Cloud to SCSU and the area south of SCSU on Monday through Friday every 30 minutes, and on Saturday and Sunday every hour.

These routes only operate during fall and spring semesters when SCSU is in session. This service is paid by students through a credit hour fee.



Operating route information was provided by Metro Bus. This data is summarized in the table on the following page.

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PARKING AND TRANSPORTATION STUDY



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Table 23: Route Cost Analysis

Route #	Route Name	Days	/Week	Headway	LOS	Annual Days of Operation	Hr./Day	Hr./Year
81	CampusClipper	Mon-Fri	5	30	D	158	10	1,580
82	CampusClipper			30	D	158	10	1,580
83	CampusClipper			30	D	158	11	1,738
84	CampusClipper			30	D	158	9.5	1,501
85	CampusClipper			30	D	158	10.5	1,659
91	Husky Shuttle Day	Mon-Fri	5	10	B	158	10.7	1,691
92	Husky Shuttle Night	Sun-Thur	5	20	C	159	9	1,431
93	Sundowner	Sun-Thur	5	30	D	148	6.5	962
		Fri-Sat	2	30	D	59	6.5	384
94	Late Night	Thur-Sat	3	20	C	85	4.5	383
95	Late Night	Thur-Sat	3	15	B	85	4.5	383
Total Annual Operating Hours								13,290
Metro Bus Contract Fee								\$507,752
Hourly Contract Cost								\$38.21
Fall Enrollment								16,245
Cost per Enrolled Student								\$31.26

Source: Metro Bus and Walker Parking Consulting

The average cost of the previous comparables is approximately \$68.14 per operating bus hour. This represents the average contract cost of the comparables, most operating with various state and federal subsidies plus an operating profit.

The Metro Bus service fee for the current FY 2013/2014 contract year is \$507,752. The \$38.21 average hourly cost contracted with Metro Bus is approximately \$30 less than the market cost. As these routes are not exclusively used by SCSU affiliated riders, additional fares and fees paid by non-university riders are assumed to be sufficient to provide the additional revenue needed to fund the service at or near market rate.

The current contract fee appears to be a very reasonable rate to SCSU. Operating a private transit system is expensive in terms of equipment, facilities, payroll, and oversight. Additionally, SCSU is relieved of the self-operating complications of legal liability, maintenance facilities, spare parts inventory, insurance requirements, mechanics and driver training costs, ADA requirements, and EPA fuel storage considerations. It is Walker's opinion that the overall cost of private ownership would be significantly more expensive than the current contract cost to provide equivalent service.

For comparison, the University of Minnesota's new Weekend Circulator bus route linking the East and West banks began running this weekend, giving students free rides through the night. The new bus service premiered Friday, January 31, 2014, as part of the University's initiative to improve campus safety after a series of violent crimes on and near campus. The bus route will

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run every half hour from 6:30 p.m. to 2 a.m. on Fridays and from 9:30 a.m. to 2 a.m. on Saturdays and Sundays. According to Parking and Transportation Services spokeswoman, Jacqueline Brudlos, the Weekend Circulator route will cost the University about \$125,000 for the spring semester. As this adds up to approximately 810 operating bus hours for the spring semester, the cost is about \$150 per hour. Parking and Transportation Services will reallocate its standing budget to pay for the extra gas, staff and bus maintenance.

The contract cost per enrolled student is \$31.26 per year (\$15.63 per semester). The intent of most university transit fees is to break-even on contract cost. For comparison, the following student transit fees are summarized.

Table 24: Comparable Transit Fees at Peer Institutions

Peer Institution	Fee Description	Annual	Semester
University of Minnesota	U-PASS Fee	\$194.00	\$97.00
University of Michigan - Flint	Student Transit Fee	\$66.00	\$33.00
Iowa State University	Transit and U-PASS Fee	\$125.20	\$62.60
University of Kansas	Transit Fee	\$174.00	\$87.00
University of Missouri - Kansas City	Transit Fee	\$28.48	\$14.24
University of Missouri - St. Louis	Metro Pass Program Fee	\$48.00	\$24.00
University of Nebraska-Lincoln	Transit Fee	\$90.00	\$45.00
University of Virginia	Transit Fee	\$168.00	\$84.00
Northern Arizona University	Transit Fee	\$100.00	\$50.00
UNC Chapel Hill	Transportation Services Fee	\$30.00	\$15.00
Miami University of Ohio	Metro Bus Fee	\$132.00	\$66.00
Clemson University	Transit Fee	\$66.00	\$33.00
Marquette University	U-PASS Fee	\$90.00	\$45.00
University of Connecticut	Transit Fee	\$110.00	\$55.00
University of Georgia	Transportation Fee	\$109.00	\$54.50
University of New Hampshire	Transportation Fee	\$119.00	\$59.50
Virginia Tech	Bus Fee	\$123.00	\$61.50
Old Dominion	Transportation Fee	\$100.00	\$50.00
LSU	Transportation Fee	\$132.40	\$66.20
Kennesaw University	Transportation Fee	\$120.00	\$60.00
	Minimum	\$28.48	\$14.24
	Maximum	\$194.00	\$97.00
	Median	\$109.50	\$54.75
	Mean	\$107.65	\$53.82

Source: Walker Parking Consulting

Most of these schools are charging far more than the contract cost per enrolled student at SCSU. The median transportation fee is \$109.50 per student.

Husky Shuttle and Sundowner ridership data was provided by Metro Bus. This data is summarized in the following table.

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APRIL 3, 2014; Revised MAY 12, 2014

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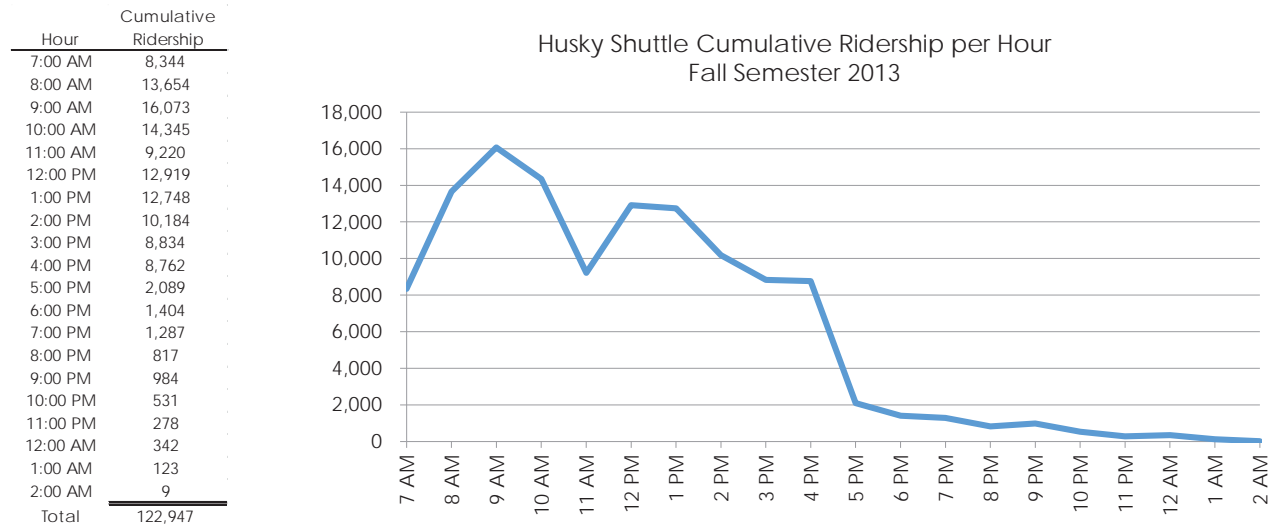
Table 25: Husky Shuttle and Sundowner Ridership by Year

	Partial	Complete Years				
Fiscal Year	2014	2013	2012	2011	2010	2009
Husky Shuttle Day	78,438	234,082	233,367	282,334	314,966	301,369
Husky Shuttle Night	5,725	16,728	20,114	32,944	46,013	45,472
Husky Shuttle Totals	84,163	250,810	253,481	315,278	360,979	346,841
Sundowner	9,612	29,160	30,008	35,393	38,248	44,932

Source: Metro Bus

If the entire contract fee of \$507,752 is divided by only the 279,970 Husky and Sundowner rides per FY2013, the equivalent average fare would be about \$1.81. This is more than the Fixed Route cash fare of \$1.10; but is still very reasonable considering the level of service and the hours of low volume provided between 8:00 p.m. and 2:00 a.m. The costs at other schools in our databank exceed \$3.00 per ride. The following figure depicts Husky Shuttle ridership by hour for the fall semester of 2013 day and night combined.

Figure 13: Husky Shuttle Cumulative Ridership



Source: Metro Bus

It appears that buses may be over-loaded at 7:00 a.m. due to early arrivals. The volume of rides per hour argues for an earlier start time – 6:00 a.m., and light volume argues for an earlier termination at 1:00 a.m. There should be no marginal cost for this exchange.

Based on the data provided and our analysis, the current cost of the transit contract is judged to be reasonable.

STATEMENT OF LIMITING CONDITIONS

This report and conclusions are subject to the following limiting conditions:

1. This report is based on some assumptions that are outside the control of Walker Parking Consultants/Engineers, Inc. ("Walker") and/or our client. Therefore, Walker does not guarantee the results.
2. The results and conclusions presented in this report may be dependent on future assumptions regarding the local, national, or international economy. These assumptions and resultant conclusions may be invalid in the event of war, terrorism, economic recession, rationing, or other events that may cause a significant change in economic conditions.
3. Walker assumes no responsibility for any events or circumstances that take place or change subsequent to the date of our report.
4. All information, estimates, and opinions obtained from parties not employed by Walker, are assumed to be accurate. We assume no liability resulting from information presented by the client or client's representatives, or received from third-party sources.
5. This report is to be used in whole and not in part. None of the contents of this report may be reproduced or disseminated in any form for external use by anyone other than our client without our written permission.
6. The projections presented in the analysis assume responsible ownership and competent management. Any departure from this assumption will have a negative impact on the conclusions.
7. Computer models that use and generate precise numbers generate some of the figures and conclusions presented in this report. The use of seemingly exact numbers is not intended to suggest a level of accuracy that may not exist. A reasonable margin of error may be assumed regarding most numerical conclusions. Conversely, some numbers are rounded and as a result some conclusions may be subject to small rounding errors.
8. This report presents some drawings and conceptual financial information that is intended to provide an order-of-magnitude assessment of potential capacities, parking expenses and relative costs. This is not a design document or construction cost bid estimate. This report is not intended to be used for financing purposes.
9. This report was prepared by Walker Parking Consultants/Engineers, Inc. All opinions, recommendations, and conclusions expressed during the course of this assignment are rendered by the staff of Walker Parking Consultants as employees, rather than as individuals.



APPENDIX

ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



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Parking Lot Inventory (January 2012)

Facility	Total	Student	Employee	Pay/Visitor	Service
Lot A-1	41	40	0	0	1
Lot A-2	68	63	0	0	5
Lot A-3	122	122	0	0	0
Lot AA	96	0	96	0	0
Lot B	34	0	34	0	0
Lot C	98	0	98	0	0
Lot D	14	0	9	0	5
Lot E Gravel	75	75	0	0	0
F Lane	25	0	13	0	12
9th St. North Shoe	11	0	11	0	0
Lot G	46	0	0	0	46
Lot H	96	0	95	0	1
Lot H Entrance	2	0	2	0	0
Lot I	18	0	17	0	1
Lot J Upper	34	0	34	0	0
Lot J Lower	12	0	10	0	2
Lot K West Paved	375	375	0	0	0
Lot K East Paved	268	268	0	0	0
Lot K Gravel	292	292	0	0	0
Lot L	64	0	58	0	6
Lot M	232	232	0	0	0
Lot N	211	0	208	1	2
South Pay Lot	206	0	0	202	4
Lot O	16	0	16	0	0
MLC Pay Lot	88	0	0	83	5
O Lane	39	0	21	15	3
Lot P - Gated	57	0	56	0	1
P Lane	13	0	7	0	6
Lot Q	1,000	1,000	0	0	0
Lot Q West	170	170	0	0	0
Lot R	55	0	54	0	1
Lot S	5	0	5	0	0
Husky Pay Lot	54	0	3	51	0
Lot U	13	0	13	0	0
Lot V Gravel	105	105	0	0	0
Lot X UPS	23	0	16	0	7
Lot XX NOC	8	0	6	2	0
Lot W AIC	8	0	8	0	0
4th Ave. Parking Ramp	504	210	0	290	4
Public Safety	11	0	1	0	10
Horseshoe	27	0	5	0	22
Hill/Case West	8	0	2	0	6
North Carol	6	0	2	0	4
Mitchell	9	0	2	0	7
South Mitchell	5	0	2	0	3
South Centennial	1	0	0	0	1
Shoe Lot	19	0	13	0	6
N. Ed. Bldg.	2	0	0	0	2
North AMC	3	0	2	0	1
East AMC	3	0	2	0	1
North Stewart	3	0	3	0	0
Stateview Apts.	69	65	2	0	2
South Brown Hall	6	0	2	0	4
Total Inventory	4,770	3,017	928	644	181

Source: SCSU Parking & Transportation

ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



APRIL 3, 2014; Revised MAY 12, 2014

WALKER PROJECT #21-3952.00

Permits Sold Fall 2013

3rd shift	41
A lot	236
A Lot Fall Sem	22
A Lot Spring Sem	3
AA Lot	90
Auxiliary	16
B Lot	31
C Lot	88
D Lot	8
Dorm Director	16
Disability Emp	22
Disability Stud	25
E Lot	51
E Lot Fall Sem	12
E Lot Spring Sem	29
Evening Fall Emp	36
Evening Spring Emp	33
Emeriti	189
Evening Fall Stud	60
Evening Spring Stud	39
F Lot/Lane	42
G Lot	53
H Lot	98
I Lot	15
J Lot	40
K lot Spring Sem	186
K Lot Emp	100
K Lot Student	938
K Lot Fall Sem	113
L Lot	55
M Lot	309
M Lot Fall Sem	31
M Lot Spring Sem	10
N Lot	201
O Lot	27
P Lot	54
Q Lot	239
Q Lot Fall Sem	52
Q Lot Spring Sem	64
R Lot	40
Ramp	134
Ramp Fall Sem	18
Ramp Spring Sem	31
S Lot	3
Stateview	69
U Lot	2
V Lot	141
V Lot Fall Sem	22
W Lot	7
X Lot	13
Total Sold *	4,154

* Total number sold for the year not accounting for those that are returned and resold.

Source: SCSU Parking & Transportation

ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



APRIL 3, 2014; Revised MAY 12, 2014

WALKER PROJECT #21-3952.00

Occupancy Data – November 19, 2013

Facility	Nov. 19			Tues.		1:00 p.m. to 3:00 p.m. arrived late			Nov. 19			Tues.		3:00 p.m. to 5:00 p.m.		
	Student	Employee	Pay/Vis	Service	Total	Student	Employee	Pay/Vis	Service	Total	Student	Employee	Pay/Vis	Service	Total	
Lot A-1	38	0	0	1	39						40	0	0	1	41	
Lot A-2	58	0	0	4	62						61	0	0	5	66	
Lot A-3	112	0	0	0	112						116	0	0	0	116	
Lot AA	0	77	0	0	77						0	74	0	0	74	
Lot B	0	27	0	0	27						0	27	0	0	27	
Lot C	0	71	0	0	71						0	72	0	0	72	
Lot D	0	9	0	5	14						0	8	0	5	13	
Lot E Gravel	28	0	0	0	28						26	0	0	0	26	
Lot F	0	0	0	0	0						0	0	0	0	0	
F Lane	0	13	0	12	25						0	13	0	11	24	
9th St. North Shoe	0	11	0	0	11						0	11	0	0	11	
Lot G	0	0	0	52	52						0	0	0	47	47	
Lot H	0	81	0	1	82						0	81	0	1	82	
Lot H Entrance	0	2	0	0	2						0	2	0	0	2	
Lot I	0	15	0	1	16						0	15	0	0	15	
Lot J Upper	0	19	0	0	19						0	17	0	0	17	
Lot J Lower	0	6	0	2	8						0	6	0	2	8	
Lot K West Paved	333	0	0	0	333						301	0	0	0	301	
Lot K East Paved		not counted correctly									17	0	0	0	17	
Lot K Gravel		not counted correctly									77	0	0	0	77	
Lot L (Gated)	0	54	0	6	60						0	54	0	6	60	
Lot M	86	0	0	0	86						55	0	0	0	55	
Lot N	0	163	1	2	166						0	159	1	2	162	
South Pay Lot	0	0	65	4	69						0	0	55	4	59	
Lot O	0	16	0	0	16						0	15	0	0	15	
MLC Pay Lot	0	0	59	5	64						0	0	55	5	60	
O Lane	0	20	5	3	28						0	19	6	3	28	
Lot P (Gated)	0	52	0	1	53						0	33	0	0	33	
P Lane	0	2	0	6	8						0	2	0	6	8	
Lot Q		not counted correctly									189	0	0	0	189	
Lot Q West	5	0	0	0	5						4	0	0	0	4	
Lot R	0	35	0	1	36						0	31	0	1	32	
Lot S	0	5	0	0	5						0	3	0	0	3	
Husky Pay Lot	0	3	24	0	27						0	3	22	0	25	
Lot U		could not find									0	2	0	0	2	
Lot V Gravel	63	0	0	0	63						44	0	0	0	44	
Lot X UPS	0	6	0	7	13						0	6	0	7	13	
Lot XX NOC	0	6	2	0	8						0	6	2	0	8	
Lot W AIC	0	7	0	0	7						0	7	0	0	7	
4th Ave. Parking Ramp		not counted									203	0	66	4	273	
Public Safety	0	1	0	10	11						0	1	0	10	11	
Horseshoe		could not find									0	5	0	22	27	
Hill/Case West	0	2	0	6	8						0	2	0	6	8	
North Carol	0	2	0	4	6						0	2	0	4	6	
Mitchell	0	2	0	7	9						0	2	0	7	9	
South Mitchell	0	2	0	3	5						0	2	0	3	5	
South Centennial	0	0	0	1	1						0	0	0	1	1	
Shoe Lot	0	13	0	6	19						0	11	0	6	17	
N. Ed. Bldg.	0	0	0	2	2						0	0	0	2	2	
North AMC	0	2	0	1	3						0	2	0	1	3	
East AMC	0	2	0	1	3						0	2	0	1	3	
North Stewart	0	3	0	0	3						0	3	0	0	3	
Stateview Apts.	46	2	0	2	50						47	2	0	2	51	
South Brown Hall	0	2	0	4	6						0	2	0	4	6	
Total Occupancy	769	733	156	160	1,818						1,180	702	207	179	2,268	

Source: Walker Parking Consultants

ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



APRIL 3, 2014; Revised MAY 12, 2014

WALKER PROJECT #21-3952.00

Occupancy Data – November 20, 2013

Facility	10:00 a.m. to 12:00 p.m.					3:00 p.m. to 5:00 p.m.				
	Nov. 20	Wed.	Pay/Vis	Service	Total	Nov. 20	Wed.	Pay/Vis	Service	Total
Lot A-1	33	0	0	1	34	40	0	0	0	40
Lot A-2	56	0	0	5	61	59	9	9	3	80
Lot A-3	99	0	0	0	99	113	0	0	0	113
Lot AA	0	77	0	0	77	0	73	0	0	73
Lot B	0	28	0	0	28	0	25	0	0	25
Lot C	0	74	0	0	74	0	69	0	0	69
Lot D	0	9	0	5	14	0	7	0	5	12
Lot E Gravel	33	0	0	0	33	22	0	0	0	22
Lot F	0	0	0	0	0	0	0	0	0	0
F Lane	0	13	0	12	25	0	13	0	12	25
9th St. North Shoe	0	11	0	0	11	0	11	0	0	11
Lot G	0	0	0	49	49	0	0	0	37	37
Lot H	0	84	0	1	85	0	82	0	1	83
Lot H Entrance	0	2	0	0	2	0	2	0	0	2
Lot I	0	17	0	1	18	0	14	0	0	14
Lot J Upper	0	20	0	0	20	0	18	0	0	18
Lot J Lower	0	7	0	2	9	0	7	0	2	9
Lot K West Paved	330	0	0	0	330	298	0	0	0	298
Lot K East Paved	28	0	0	0	28	16	0	0	0	16
Lot K Gravel	100	0	0	0	100	77	0	0	0	77
Lot L (Gated)	0	54	0	6	60	0	54	0	6	60
Lot M	132	0	0	0	132	0	89	9	9	107
Lot N	0	162	1	2	165	0	134	1	2	137
South Pay Lot	0	0	66	4	70	0	0	63	4	67
Lot O	0	16	0	0	16	0	12	0	0	12
MLC Pay Lot	0	0	60	5	65	0	0	58	5	63
O Lane	0	21	10	3	34	0	21	7	3	31
Lot P (Gated)	0	52	0	1	53	0	40	0	1	41
P Lane	0	2	0	6	8	0	2	0	6	8
Lot Q	208	0	0	0	208	202	0	0	0	202
Lot Q West	5	0	0	0	5	5	0	0	0	5
Lot R	0	36	0	1	37	0	24	0	1	25
Lot S	0	3	0	0	3	0	3	0	0	3
Husky Pay Lot	0	3	23	0	26	0	3	19	0	22
Lot U	0	2	0	0	2	0	13	0	0	13
Lot V Gravel	60	0	0	0	60	44	0	0	0	44
Lot X UPS	0	6	0	7	13	0	6	0	7	13
Lot XX NOC	0	6	2	0	8	0	6	2	0	8
Lot W AIC	0	7	0	0	7	0	7	0	0	7
4th Ave. Parking Ramp	210	0	67	4	281	194	0	60	4	258
Public Safety	0	1	0	10	11	0	1	0	10	11
Horseshoe	0	5	0	22	27	0	5	0	22	27
Hill/Case West	0	2	0	6	8	0	2	0	6	8
North Carol	0	2	0	4	6	0	2	0	4	6
Mitchell	0	2	0	7	9	0	2	0	7	9
South Mitchell	0	2	0	3	5	0	2	0	3	5
South Centennial	0	0	0	1	1	0	0	0	1	1
Shoe Lot	0	13	0	6	19	0	10	0	6	16
N. Ed. Bldg.	0	0	0	2	2	0	0	0	2	2
North AMC	0	2	0	1	3	0	2	0	1	3
East AMC	0	2	0	1	3	0	2	0	1	3
North Stewart	0	3	0	0	3	0	3	0	0	3
Stateview Apts.	34	2	0	2	38	46	2	0	2	50
South Brown Hall	0	2	0	4	6	0	2	0	4	6
Total Occupancy	1,328	750	229	184	2,491	1,116	779	228	177	2,300

Source: Walker Parking Consultants

ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



APRIL 3, 2014; Revised MAY 12, 2014

WALKER PROJECT #21-3952.00

Occupancy Data – November 21, 2013

Facility	8:00 a.m. to 10:00 a.m.					10:00 a.m. to 12:00 p.m.				
	Nov. 21	Thurs.	Pay/Vis	Service	Total	Nov. 21	Thurs.	Pay/Vis	Service	Total
Lot A-1	37	0	0	1	38	33	0	0	1	34
Lot A-2	55	0	0	4	59	56	0	0	5	61
Lot A-3	104	0	0	0	104	99	0	0	0	99
Lot AA	0	76	0	0	76	0	76	0	0	76
Lot B	0	28	0	0	28	0	26	0	0	26
Lot C	0	73	0	0	73	0	74	0	0	74
Lot D	0	9	0	5	14	0	9	0	5	14
Lot E Gravel	34	0	0	0	34	30	0	0	0	30
Lot F	0	0	0	0	0	0	0	0	0	0
F Lane	0	13	0	12	25	0	13	0	12	25
9th St. North Shoe	0	11	0	0	11	0	11	0	0	11
Lot G	0	0	0	52	52	0	0	0	51	51
Lot H	0	83	0	0	83	0	85	0	0	85
Lot H Entrance	0	2	0	0	2	0	2	0	0	2
Lot I	0	15	0	1	16	0	15	0	0	15
Lot J Upper	0	20	0	0	20	0	19	0	0	19
Lot J Lower	0	7	0	2	9	0	7	0	2	9
Lot K West Paved	337	0	0	0	337	230	0	0	0	230
Lot K East Paved	40	0	0	0	40	31	0	0	0	31
Lot K Gravel	102	0	0	0	102	108	0	0	0	108
Lot L (Gated)	0	54	0	6	60	0	54	0	6	60
Lot M	0	127	0	0	127	231	0	0	0	231
Lot N	0	166	1	2	169	0	163	1	2	166
South Pay Lot	0	0	56	4	60	0	0	64	4	68
Lot O	0	16	0	0	16	0	16	0	0	16
MLC Pay Lot	0	0	60	5	65	0	0	59	5	64
O Lane	0	21	10	3	34	0	20	8	3	31
Lot P (Gated)	0	52	0	1	53	0	52	0	1	53
P Lane	0	2	0	6	8	0	2	0	6	8
Lot Q	210	0	0	0	210	209	0	0	0	209
Lot Q West	9	0	0	0	9	9	0	0	0	9
Lot R	0	36	0	1	37	0	36	0	1	37
Lot S	0	3	0	0	3	0	3	0	0	3
Husky Pay Lot	0	3	24	0	27	0	3	21	0	24
Lot U	0	2	0	0	2	0	2	0	0	2
Lot V Gravel	65	0	0	0	65	61	0	0	0	61
Lot X UPS	0	7	0	7	14	0	6	0	7	13
Lot XX NOC	0	6	2	0	8	0	6	2	0	8
Lot W AIC	0	7	0	0	7	0	8	0	0	8
4th Ave. Parking Ramp	199	0	66	4	269	195	0	61	4	260
Public Safety	0	1	0	10	11	0	1	0	10	11
Horseshoe	0	5	0	22	27	0	5	0	22	27
Hill/Case West	0	2	0	6	8	0	2	0	6	8
North Carol	0	2	0	4	6	0	2	0	4	6
Mitchell	0	2	0	7	9	0	2	0	7	9
South Mitchell	0	2	0	3	5	0	2	0	3	5
South Centennial	0	0	0	1	1	0	0	0	1	1
Shoe Lot	0	13	0	6	19	0	13	0	6	19
N. Ed. Bldg.	0	0	0	2	2	0	0	0	2	2
North AMC	0	2	0	1	3	0	2	0	1	3
East AMC	0	2	0	1	3	0	2	0	1	3
North Stewart	0	3	0	0	3	0	3	0	0	3
Stateview Apts.	38	2	0	2	42	44	2	0	2	48
South Brown Hall	0	2	0	4	6	0	2	0	4	6
Total Occupancy	1,230	877	219	185	2,511	1,336	746	216	184	2,482

Source: Walker Parking Consultants

ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



APRIL 3, 2014; Revised MAY 12, 2014

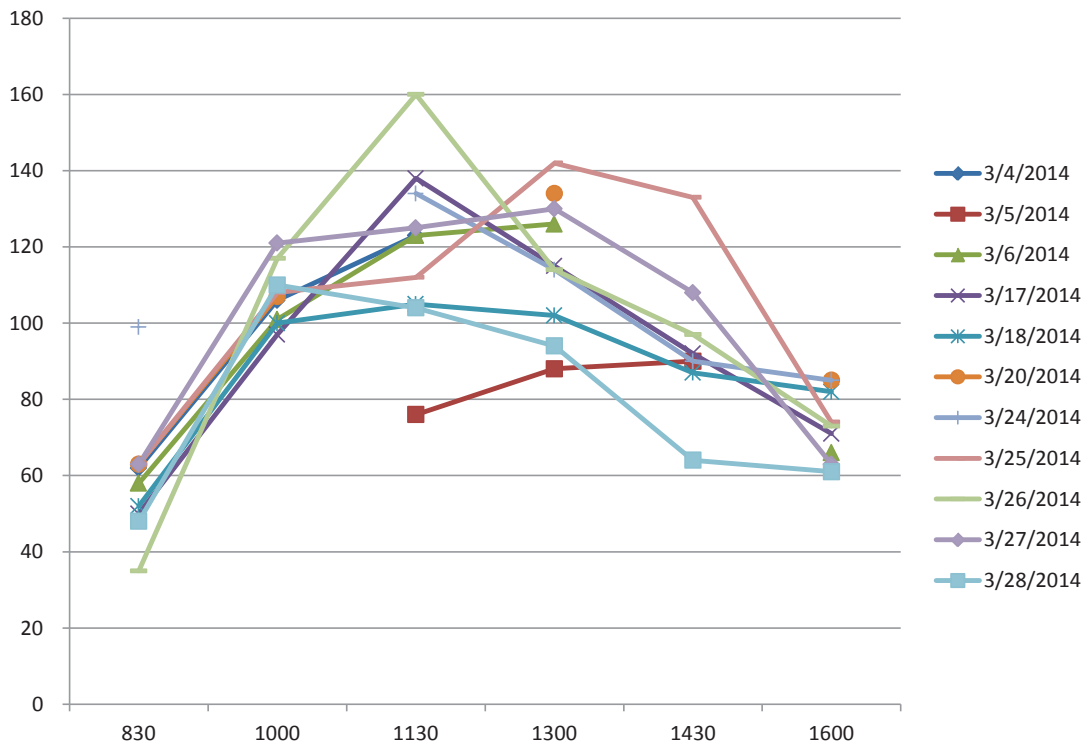
WALKER PROJECT #21-3952.00

Lot M – Supplemental Occupancy Data

Lot M

Time of Day	Tues 3/4/2014	Wed 3/5/2014	Thur 3/6/2014	Mon 3/17/2014	Tues 3/18/2014	Wed 3/20/2014	Mon 3/24/2014	Tues 3/25/2014	Wed 3/26/2014	Thurs 3/27/2014	Fri 3/28/2014	Max.
830	62		58	50	52	63	99	63	35	63	48	99
1000	106		101	97	100	107		108	117	121	110	121
1130	123	76	123	138	105		134	112	160	125	104	160
1300		88	126	115	102	134	114	142	114	130	94	142
1430		90		92	87		90	133	97	108	64	133
1600			66	71	82	85	85	74	73	63	61	85

* Lot M peak occupancy was adjusted to consider this data collected in March by SCSU Public Safety.



Source: SCSU Parking & Transportation

ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



APRIL 3, 2014; Revised MAY 12, 2014

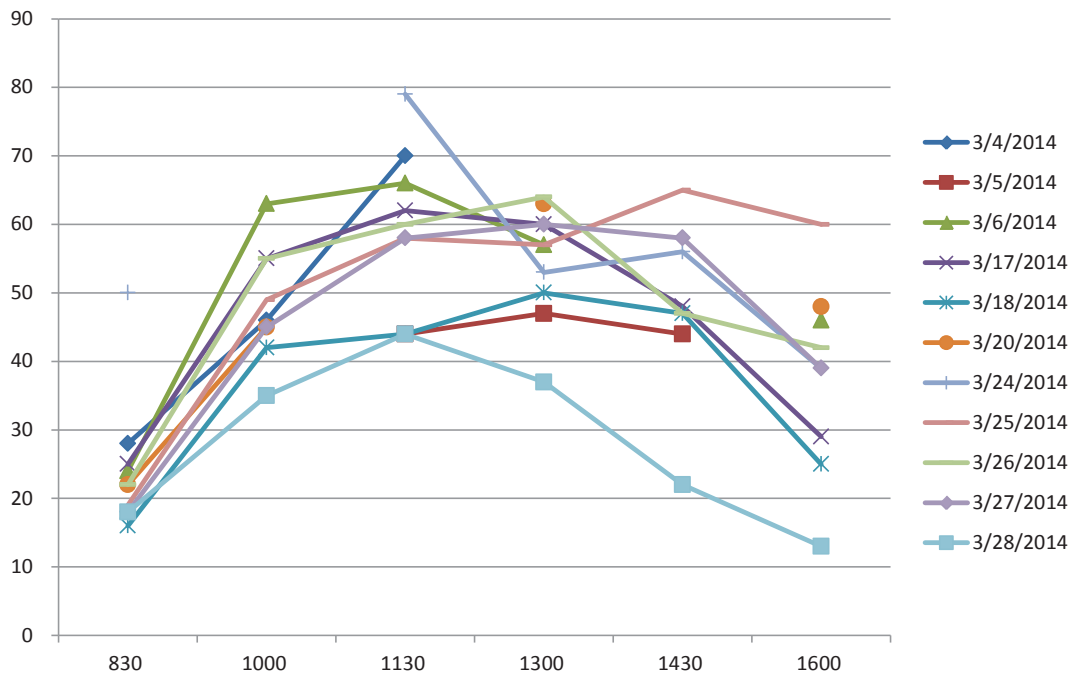
WALKER PROJECT #21-3952.00

Lot V – Supplemental Occupancy Data

Lot V

Time of Day	Tues 3/4/2014	Wed 3/5/2014	Thurs 3/6/2014	Mon 3/17/2014	Tues 3/18/2014	Wed 3/20/2014	Mon 3/24/2014	Tues 3/25/2014	Wed 3/26/2014	Thur 3/27/2014	Fri 3/28/2014	Max.
830	28		24	25	16	22	50	19	22	18	18	50
1000	46		63	55	42	45		49	55	45	35	63
1130	70	44	66	62	44		79	58	60	58	44	79
1300		47	57	60	50	63	53	57	64	60	37	64
1430		44		48	47		56	65	47	58	22	65
1600			46	29	25	48	39	60	42	39	13	60

* Lot V peak occupancy was adjusted to consider this data collected in March by SCSU Public Safety.



Source: SCSU Parking & Transportation

ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



APRIL 3, 2014; Revised MAY 12, 2014

WALKER PROJECT #21-3952.00

Occupancy Data – Summary – Peak of the Peaks

Facility	Student	Employee	Pay/Visitor	Service	Total
Lot A-1	40	0	0	1	41
Lot A-2	61	0	0	5	66
Lot A-3	116	0	0	0	116
Lot AA	0	77	0	0	77
Lot B	0	28	0	0	28
Lot C	0	74	0	0	74
Lot D	0	9	0	5	14
Lot E Gravel	34	0	0	0	34
Lot F	0	0	0	0	0
F Lane	0	13	0	12	25
9th St. North Shoe	0	11	0	0	11
Lot G	0	0	0	52	52
Lot H	0	85	0	1	86
Lot H Entrance	0	2	0	0	2
Lot I	0	17	0	1	18
Lot J Upper	0	20	0	0	20
Lot J Lower	0	7	0	2	9
Lot K West Paved	337	0	0	0	337
Lot K East Paved	40	0	0	0	40
Lot K Gravel	108	0	0	0	108
Lot L (Gated)	0	54	0	6	60
Lot M *	160	0	0	0	132
Lot N	0	166	1	2	169
South Pay Lot	0	0	66	4	70
Lot O	0	16	0	0	16
MLC Pay Lot	0	0	60	5	65
O Lane	0	21	10	3	34
Lot P (Gated)	0	52	0	1	53
P Lane	0	2	0	6	8
Lot Q	210	0	0	0	210
Lot Q West	9	0	0	0	9
Lot R	0	36	0	1	37
Lot S	0	5	0	0	5
Husky Pay Lot	0	3	24	0	27
Lot U	0	13	0	0	13
Lot V Gravel *	79	0	0	0	65
Lot X UPS	0	7	0	7	14
Lot XX NOC	0	6	2	0	8
Lot W AIC	0	8	0	0	8
4th Ave. Parking Ramp	210	0	67	4	281
Public Safety	0	1	0	10	11
Horseshoe	0	5	0	22	27
Hill/Case West	0	2	0	6	8
North Carol	0	2	0	4	6
Mitchell	0	2	0	7	9
South Mitchell	0	2	0	3	5
South Centennial	0	0	0	1	1
Shoe Lot	0	13	0	6	19
N. Ed. Bldg.	0	0	0	2	2
North AMC	0	2	0	1	3
East AMC	0	2	0	1	3
North Stewart	0	3	0	0	3
Stateview Apts.	47	2	0	2	51
South Brown Hall	0	2	0	4	6
Total Occupancy	1,451	770	230	187	2,596

* Peak Occupancy adjusted to include additional counts conducted in March by SCSU Public Safety

Source: Walker Parking Consultants

ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



APRIL 3, 2014; Revised MAY 12, 2014

WALKER PROJECT #21-3952.00

Walker Database Demand Ratios

University/College Parking Demand Ratios Data Base

College/University	Project Number	City	State	Populations				Parking Demand Ratio				
				Faculty/ Staff	Commuter Students	Resident Students	Total	Faculty/ Staff	Commuter Students	Resident Students	Visitors (per F/S)	
Illinois State University	31-5947.00	Normal	IL	3,420	13,300	7,200	23,920	0.68	0.20	0.29	0.05	
Texas Tech Univ.	25-1105.00	Lubbock	TX	3,599	4,145	3,398	11,142	0.53	0.22	0.73	0.09	
Univ. of NC	17-1105.00	Greensboro	NC	2,198	8,792	3,908	14,898	0.52	0.25	0.41	0.05	
Old Dominion Univ.	14-2605.00	Norfolk	VA	2,306	11,000	2,000	15,306	0.72	0.28	0.44	0.08	
Univ. of Texas @ El Paso	25-1225.00	El Paso	TX	2,932	16,792	440	20,164	0.64	0.29	0.43	0.04	
Univ. of Missouri	31-5230.00	Kansas City	MO	1,563	8,769	308	10,640	0.92	0.80	0.60	0.06	
University of Notre Dame	13-2242.00	Notre Dame	IN	3,271	3,800	6,300	13,371	0.77	0.12	0.29	0.09	
University of Georgia	13-2308.00	Athens	GA	4500	22400	7600	34,500	0.76	0.32	0.55	0.04	
Texas Tech Univ.	23-6408.00	Lubbock	TX	4,718	18,779	1,956	25,453	0.53	0.22	0.73	0.09	
University of Georgia	13-2203.00	Athens	GA	4,329	20,970	7,523	32,822	0.76	0.32	0.55	0.04	
University of Denver	23-6361.00	Denver	CO	3,630	7,220	1,200	12,050	0.72	0.11	0.51	0.08	
Northern Illinois University	31-4931.00	Dekalb	IL	3630	14,854	7546	26,030	0.81	0.11	0.28	0.03	
Wright State University	13-1930.00	Dayton	OH	1,503	15,288	1618	18,409	0.76	0.23	0.44	0.07	
University of New Mexico	23-6284.00	Albuquerque	NM	7328	22,190	1,810	31,328	0.64	0.18	0.39	0.04	
Boise State University	23-6306.00	Boise	ID	1,202	18,694	792	20,688	0.72	0.18	0.60	0.04	
University of Georgia	13-1909.00	Athens	GA	8,739	20,700	7,700	37,139	0.76	0.32	0.55	0.04	
Western Illinois University		Macomb	IL	2,370	5,687	6,173	14,230	0.77	0.26	0.48	0.04	
Butler University	13-1788.00	Indianapolis	IN	526	2,281	1,619	4,426	0.66	0.29	0.59	0.14	
Illinois State University	31-5765.00	Normal	IL	3,330	14,173	8,227	25,730	0.77	0.13	0.51	0.04	
California State University	L-1000.00	Long Beach	CA	3,142	31,589	7,875	42,606	0.74	0.23	0.65	0.08	
California Polytechnic State	L-1007.00	San Luis Obispo	CA	2,300	13,822	2,795	18,917	0.76	0.18	0.64	0.10	
Carolina at Greensboro	13-1688.00	Greensboro	NC	1,593	5,368	3,521	10,482	0.73	0.35	0.46	0.12	
University of Colorado-Boulder	23-6206.00	Boulder	CO	4,545	16,175	6,125	26,845	0.59	0.15		0.08	
								Minimum	0.52	0.11	0.28	0.03
								Maximum	0.92	0.80	0.73	0.14
								Average	0.71	0.25	0.51	0.07

Source: Walker Parking Consultants

ADA ACCESSIBLE PARKING SPACE REQUIREMENTS

According to ADA Accessibility Guidelines for Buildings and Facilities (ADAAG), accessible spaces complying with the specific requirements of this legislation must be provided in each such parking area in conformance with the table below.

Figure 14: ADA Accessible Space Requirements

Total Parking in Facility	Required Minimum Number of Accessible Spaces
1 to 25	1
26 to 50	2
51 to 75	3
76 to 100	4
101 to 150	5
151 to 200	6
201 to 300	7
301 to 400	8
401 to 500	9
501 to 1,000	2 percent of total
1,001 and over	20 plus 1 for each 100 over 1,000

Source: <http://www.access-board.gov/adaag/html/adaag.htm#4.1>

One in every eight accessible spaces, but not less than one, must be designated "van accessible" with access aisles, clearances and other dimensions as required by the 1991 ADAAG. The 2004 ADAAG increases this requirement to one in every six accessible spaces.

ADA Chapter 2: Scoping Requirements 208.2 Minimum Number states "Where more than one parking facility is provided on a site, the number of accessible spaces provided on the site shall be calculated according to the number of spaces required for each parking facility.

Spaces required in the table (above) need not be provided in the particular lot. They may be provided in a different location if equivalent or greater accessibility, in terms of distance from an accessible entrance, cost and convenience is ensured. For example, all such spaces may be grouped on one level of a parking structure or in a specific lot, if this meets the needs of the parkers.

According ADA Advisory 208.2 Minimum Number. The term "parking facility" is used instead of the term "parking lot" so that it is clear that both parking lots and parking structures are required to comply with this section. The number of parking spaces required to be accessible is to be calculated separately for each parking facility; the required number is not to be based on the total number of parking spaces provided in all of the parking facilities provided on the combined site or campus.

Walker calculates the accessible space requirement as shown in the following table.

ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



APRIL 3, 2014; Revised MAY 12, 2014

WALKER PROJECT #21-3952.00

Table 26: ADA Accessible Space Adequacy

Facility	Total	Loading	State Vehicle	Adjusted Total	Required by ADA	As Currently Designated
Lot A-1	41			41	2	0
Lot A-2	68			68	3	2
Lot A-3	122			122	5	0
Lot AA	96			96	4	3
Lot B	34			34	2	0
Lot C	98			98	4	0
Lot D	14			14	1	1
Lot E Gravel	75			75	3	0
F Lane	25			25	1	2
9th St. North Shoe	11			11	1	0
Lot G	46			46	2	0
Lot H	96		1	95	4	7
Lot H Entrance	2			2	1	2
Lot I	18			18	1	1
Lot J Upper	34			34	2	2
Lot J Lower	12			12	1	0
Lot K West Paved	375			375	8	8
Lot K East Paved	268			268	7	7
Lot K Gravel	292			292	7	0
Lot L	64			64	3	0
Lot M	232			232	7	0
Lot N	211		2	209	7	5
South Pay Lot	206			206	7	13
Lot O	16			16	1	0
MLC Pay Lot	88		5	83	4	5
O Lane	39			39	2	6
Lot P	57			57	3	3
P Lane	13		2	11	1	7
Lot Q	1,000			1,000	20	0
Lot Q West	170			170	6	0
Lot R	55	1		54	3	2
Lot S	5			5	1	0
Husky Pay Lot	54			54	3	3
Lot U	13			13	1	0
Lot V Gravel	105			105	5	0
Lot X UPS	23		4	19	1	0
Lot XX NOC	8			8	1	1
Lot W AIC	8			8	1	0
Parking Ramp	504			504	11	10
Public Safety	11		4	7	1	1
Horseshoe	27			27	2	5
Hill/Case West	8	1		7	1	2
North Carol	6			6	1	2
Mitchell	9		2	7	1	2
South Mitchell	5			5	1	2
South Centennial	1			1	1	0
Shoe Lot	19			19	1	2
N. Ed. Bldg.	2			2	1	0
North AMC	3			3	1	2
East AMC	3		1	2	1	2
North Stewart	3			3	1	3
Stateview Apts.	69		2	67	3	2
South Brown Hall	6			6	1	2
Total	4,770			4,745	164	117

ADA Space Deficit**(47)**

Source: Walker Parking Consultants

ST. CLOUD STATE UNIVERSITY
PARKING AND TRANSPORTATION STUDY



APRIL 3, 2014; Revised MAY 12, 2014

WALKER PROJECT #21-3952.00

It appears that the number of accessible spaces does not meet the minimum requirements. However, this is **not an exhaustive analysis**. Accessibility law is very complicated. The original 1991 ADAAG is still in effect, and many requirements in the newer 2004 ADAAG do not become effective until March 2012. The standards for compliance with the law can be low and are sometimes ambiguous, such as the “undue burden” standard. Walker generally recommends meeting the requirements of the 2004 ADAAG.

The required number of accessible spaces also could differ for a number of other reasons. For example, the number of spaces used exclusively for buses, trucks, other delivery vehicles, law enforcement vehicles, or vehicular impound might reduce a facility capacity to the next lower category. The accessible space requirement is higher for some medical uses. Also, “grandfathered” employee facilities may be allowed to only provide the number of accessible spaces requested by employees if spaces are assigned and no changes or modifications are made to the lot since 1990; but if any “grandfathered” facility is or has been modified or any new facility is constructed, it would have to meet the full requirements. Some specific situations may be determined through a judicial review.



DEPARTMENT OF RESIDENTIAL LIFE
ST. CLOUD STATE UNIVERSITY

St. Cloud State University

COMPREHENSIVE HOUSING PLAN UPDATE

15-Year Financial Plan

Scenario: 2015-16 (FY16) CFP 95% Draft (11/05 draft)

Overview	2
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This scenario begins with the current FY 2016 fiscal year and assumes the Coborn Plaza Apartments lease is renewed indefinitely. It raises revenues at 4.50% for the next two years then reverts to annual increases of 4.00% from FY 2019 onwards in SCSU halls. Holes is demolished in FY 2017, Stearns in FY 2025. Stateview remains online through FY 2034 and Benton through FY 2032. Demolition costs come from the R&R Reserve. Mitchell is offline in FY 2023 and is replaced with new construction opening in FY 2024. New construction/replacement of Mitchell is financed with bonds.



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November 5, 2015

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St. Cloud State University
COMPREHENSIVE HOUSING PLAN UPDATE

2015-16 (FY16) CFP 95% Draft (11/05 draft)

Overview

Index	Page	Project Type	Revenue Beds ⁽¹⁾	Development Budget ⁽²⁾	Scheduled Completion	Scenario Summary					
Project Summaries						Cost ⁽²⁾	Beds/Units	Cost/Bed	Cost/GSF		
3						\$ 55,158,000	451	\$ 122,302	\$ 452.80		
5						73,451,000	1,345	54,627	210.31		
9						6,598,000	1,503	4,390	-		
11											
13											
14						\$ 2,044,000					
15											
16						4,629,000					
17						55,158,000					
18						68,822,000					
19											
20											
21						1,090,000					
22						2,108,000					
10											
11						1,356,000					
12											
Total at Completion						\$ 135,207,000	1,796	\$ 75,299	\$ 204.15		
Revenues						4.09%	average annual escalation through 2031				
Operating Costs						23.6%	maximum completion premium for renovations				
Capital Costs ⁽³⁾						4.00%	average annual escalation through 2031				
						0.00%	maximum completion adjustment for renovations				
						\$230.00	/gsf base renovation cost for Reno/Maintain				
						\$230.00	/gsf construction cost for New Construction				
						5.08%	MnSCU average annual escalation through 2022				
Revenue Beds/Units Summary						Existing	Planned	Change	%Change		
						938	106	(832)	-88.7%		
						2,410	1,669	(741)	-30.8%		
						21	21	-	0.0%		
						-	-	-	0.0%		
Total						3,369	1,796	(1,573)	-46.7%		
						2,491	1,742	(749)	-30.1%		
						20	12	(8)	-38.0%		
						223	-	(223)	-100.0%		
						549	-	(549)	-100.0%		
						86	41	(45)	0.0%		
Total						3,369	1,796	(1,573)	-46.7%		

Notes:
 (1) Revenue beds equal the total design capacity including staff beds
 (2) Total development costs including inflation and financing costs
 (3) Renovation Project Cost: base plus 0.75% of replacement cost (at New Construction cost/gsf) annually from FY 2009 to project date

St. Cloud State University
 COMPREHENSIVE HOUSING PLAN UPDATE
 Project Summaries

2015-16 (FY16) CFP 95% Draft (11/05 draft)

PROJECT	Benton Hall		Case Hall		Hill Hall		Lawrence Hall		Mitchell Hall		Sherburne Hall		Shoemaker North		Shoemaker East & West		Stateview Apts		Stearns Hall		W.W. Holes Hall		Coborn Plaza		TOTAL	
	Type: Reno Scope:	Vacate / Demol/Not No Renovation	Reno/Maintain No Renovation	Reno/Maintain No Renovation	Hill Hall Reno/Maintain No Renovation	Lawrence Hall Reno/Maintain No Renovation	Mitchell Hall Replacement Replacement	Sherburne Hall Reno/Maintain Total Renovation	Shoemaker North Reno/Maintain No Renovation	Shoemaker East & West Reno/Maintain No Renovation	Stateview Apts Vacate / Demol/Not No Renovation	Stearns Hall Vacate / Demol/Not No Renovation	W.W. Holes Hall Vacate / Demol/Not No Renovation	Coborn Plaza Vacate / Demol/Not No Renovation												
EXISTING UNIT COUNTS																										
100 Residential: Traditional																										
Traditional Single	-	-	-	-	-	-	8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8	-	-	16	
Traditional Double	-	-	-	-	-	-	211	-	-	-	-	-	-	-	-	-	-	-	-	-	-	178	-	-	821	
Traditional Triple	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	
Renovated Single	-	-	5	-	3	-	-	-	-	-	-	-	-	7	-	29	-	-	-	-	-	-	-	-	44	
Renovated Double	-	-	84	-	69	-	-	-	-	-	-	-	-	48	-	145	-	-	-	-	-	-	-	-	384	
Renovated Triple	-	-	-	-	-	-	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6	
200 Residential: Semi-Suites																										
1 - Single Bedroom, Semi-Suite	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20	
300 Residential: Suites																										
2 - Double Bedroom Suite	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2 - Single Bedroom Suite	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Benton Double BR Suite	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Benton Single BR Suite	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	80	
400 Residential: Apartments																										
1 - Single Bedroom Apartment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9	
2 - Single Bedroom Apartment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18	
4 - Single Bedroom Apartment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	102	
500 Residential: Staff																										
CA Staff	6	5	3	5	3	5	17	12	12	12	12	12	12	55	174	319	24	18	205	206	20	20	129	453	86	
Total Existing Units	149	94	75	49	75	49	238	276	238	276	276	276	55	174	319	24	205	206	206	20	20	129	453	1,674		
Total Existing Beds	229	178	144	99	144	99	451	528	451	528	528	103	319	96	385	384	96	385	384	384	384	384	453	3,369		
PLANNED UNIT COUNTS																										
100 Residential: Traditional																										
Traditional Single	-	-	-	-	-	-	8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8	
Traditional Double	-	-	-	-	-	-	211	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	450	
Traditional Triple	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	
Renovated Single	-	-	5	-	3	-	-	-	-	-	-	-	7	-	29	-	-	-	-	-	-	-	-	-	44	
Renovated Double	-	-	84	-	69	-	-	-	-	-	-	-	48	-	145	-	-	-	-	-	-	-	-	-	384	
Renovated Triple	-	-	-	-	-	-	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6	
200 Residential: Semi-Suites																										
1 - Single Bedroom, Semi-Suite	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12	
300 Residential: Suites																										
2 - Double Bedroom Suite	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2 - Single Bedroom Suite	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Benton Double BR Suite	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Benton Single BR Suite	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
400 Residential: Apartments																										
1 - Single Bedroom Apartment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2 - Single Bedroom Apartment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
4 - Single Bedroom Apartment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
500 Residential: Staff																										
CA Staff	-	5	3	5	3	5	17	11	11	11	11	11	55	174	319	24	18	205	206	20	20	129	453	86	41	
Total Planned Units	-	94	75	49	75	49	238	262	238	262	262	103	319	96	385	384	96	385	384	384	384	384	453	1,796	947	
Total Planned Beds	-	178	144	99	144	99	451	502	451	502	502	103	319	96	385	384	96	385	384	384	384	384	453	1,796	1,796	

St. Cloud State University
 COMPREHENSIVE HOUSING PLAN UPDATE
 Project Summaries

2015-16 (FY16) CFP 95% Draft (11/05 draft)

PROJECT	Benton Hall		Case Hall		Hill Hall		Lawrence Hall		Mitchell Hall		Sherburne Hall		Shoemaker North		Shoemaker East & West		Stateview Apts		Stearns Hall		W.W. Hols Hall		Coborn Plaza		TOTAL	
	Type:	Vacate / Demo/Not	Reno/Maintain	No Renovation	Reno/Maintain	No Renovation	Replacement	Replacement	Total Renovation	Reno/Maintain	No Renovation	Reno/Maintain	No Renovation	Reno/Maintain	No Renovation	Reno/Maintain	No Renovation	Vacate / Demo/Not	Vacate / Demo/Not	Vacate / Demo/Not	Vacate / Demo/Not	Vacate / Demo/Not	Vacate / Demo/Not	Vacate / Demo/Not		
EXISTING BUILDING PROGRAM																										
100 Units - Traditional	-	40,492	34,042	29,489	109,748	107,428	3,300	34,791	90,782	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	608,165	
200 Units - Semi-Suites	-	-	-	-	275	3,300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,500	
300 Units - Suites	60,992	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,992	
400 Units - Apartments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	159,741	
500 Units - Staff	1,650	1,375	825	1,375	4,675	3,300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23,650	
600 Residential Commons	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,308	
800 Support Space	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,862	
900 Unassigned/Circulation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	42,924	
Total Area (GSF)		62,642	34,867	30,864	114,698	114,028		34,791	90,782		29,600		88,055		85,713										918,142	
PLANNED BUILDING PROGRAM																										
100 Units - Traditional	-	40,492	34,042	29,489	77,398	107,428	3,300	34,791	90,782	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	414,422	
200 Units - Semi-Suites	-	-	-	-	153	3,300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,453	
300 Units - Suites	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
400 Units - Apartments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
500 Units - Staff	-	1,375	825	1,375	2,603	3,300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,478	
600 Residential Commons	-	-	-	-	19,520	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	19,520	
800 Support Space	-	-	-	-	5,521	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,521	
900 Unassigned/Circulation	-	-	-	-	16,620	-	-	2,044	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18,664	
Total Area (GSF)			41,867	30,864	121,815	114,028		36,835	90,782																471,058	
PROGRAM STATISTICS																										
Existing Gross Area per Bed	274	235	242	312	264	216	338	285	285	298	285	285	285	285	285	285	285	285	285	285	285	285	285	285	273	
Planned Efficiency per Bed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	95%	
Planned Efficiency per Bed	0	235	242	312	270	227	358	285	285	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	262	
Planned Efficiency per Bed	0%	100%	100%	100%	86%	100%	94%	100%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	96%	
DEVELOPMENT BUDGET																										
Construction Cost	\$ 803,918	\$ -	\$ -	\$ 1,348,753	\$ 28,017,450	\$ 25,827,336	\$ -	\$ -	\$ -	\$ 367,039	\$ 1,130,056	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58,594,552	
Land and Infrastructure	-	-	-	-	2,801,745	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,801,745	
Permits and Fees	8,039	-	-	13,488	308,192	258,273	-	-	-	3,670	11,301	11,000	-	-	-	-	-	-	-	-	-	-	-	-	613,963	
Furniture and Fixtures	-	-	-	222,750	1,014,750	1,128,600	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,366,100	
Design and Soft Costs	48,717	-	-	142,649	1,928,528	2,449,279	-	-	-	22,243	68,481	66,660	-	-	-	-	-	-	-	-	-	-	-	-	4,726,558	
Development Costs	25,820	-	-	51,829	1,022,120	889,905	-	-	-	11,789	36,395	35,330	-	-	-	-	-	-	-	-	-	-	-	-	2,073,088	
Project Contingency	88,649	-	-	88,973	1,754,639	1,527,670	-	-	-	40,474	124,613	121,299	-	-	-	-	-	-	-	-	-	-	-	-	3,746,318	
Financing Costs	(5,659)	-	-	16,759	1,733,998	1,268,771	-	-	-	(2,588)	(7,544)	(7,719)	-	-	-	-	-	-	-	-	-	-	-	-	2,995,619	
Development Budget	\$ 969,485	\$ -	\$ -	\$ 1,885,202	\$ 38,581,423	\$ 33,349,834	\$ -	\$ -	\$ -	\$ 442,627	\$ 1,362,802	\$ 1,326,570	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77,917,942	
<i>Inflated</i>	\$ 2,044,078	\$ -	\$ -	\$ 4,629,371	\$ 55,157,634	\$ 68,821,665	\$ -	\$ -	\$ -	\$ 1,089,626	\$ 2,108,100	\$ 1,355,897	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,206,371	
BUDGET STATISTICS																										
Total Cost per Bed	NA	\$ -	\$ -	\$ 19,042	\$ 85,546	\$ 66,487	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,394
Total Cost per GSF	NA	\$ -	\$ -	\$ 46,761	\$ 122,301	\$ 137,204	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,299
	NA	\$ -	\$ -	\$ 61.10	\$ 316.70	\$ 292.50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 165.00
	NA	\$ -	\$ -	\$ 150.00	\$ 452.80	\$ 603.60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 287.00
DEVELOPMENT SCHEDULE																										
Design Start	Feb-2030	Nov-2010	Nov-2010	Aug-2032	May-2021	Nov-2028	Nov-2010	Nov-2010	Nov-2012	Feb-2033	Feb-2024	Feb-2016	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037
Construction Start	May-2030	Aug-2011	Aug-2011	May-2033	May-2022	Aug-2029	Aug-2011	Aug-2011	Aug-2014	May-2024	May-2016	May-2016	May-2024	May-2024	May-2024	May-2024	May-2024	May-2024	May-2024	May-2024	May-2024	May-2024	May-2024	May-2024	May-2024	May-2024
Occupancy/Demolition	Aug-2030	Aug-2012	Aug-2012	Aug-2033	Aug-2023	Aug-2030	Aug-2012	Aug-2012	Aug-2014	Aug-2033	Aug-2024	Aug-2016	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037	Aug-2037

St. Cloud State University
 COMPREHENSIVE HOUSING PLAN
 Phasing Summary

2015-16 (FY16) CFP 95% Draft (11/05 draft)

	FYE Ending June 30:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
REVENUE BEDS									Off Line							
1 Benton Hall	Existing	229	229	229	229	229	229	229	229	229	229	229	229	229	229	229
2 Case Hall		178	178	178	178	178	178	178	178	178	178	178	178	178	178	178
3 Hill Hall		144	144	144	144	144	144	144	144	144	144	144	144	144	144	144
4 Lawrence Hall		99	99	99	99	99	99	99	99	99	99	99	99	99	99	99
5 Mitchell Hall		451	451	451	451	451	451	451	451	451	451	451	451	451	451	451
6 Sherburne Hall		528	528	528	528	528	528	528	528	528	528	528	528	528	528	528
7 Shoemaker North		103	103	103	103	103	103	103	103	103	103	103	103	103	103	103
8 Shoemaker East & West		319	319	319	319	319	319	319	319	319	319	319	319	319	319	319
9 Stateview Apts		96	96	96	96	96	96	96	96	96	96	96	96	96	96	96
10 Stearns Hall		385	385	385	385	385	385	385	385	385	385	385	385	385	385	385
11 W.W.Holes Hall		384	384	384	384	384	384	384	384	384	384	384	384	384	384	384
12 Coborn Plaza		369	2,985	2,985	2,985	2,985	2,985	2,985	2,534	2,985	2,600	2,600	2,600	2,600	2,600	2,072
Total Revenue Beds			2,985	2,985	2,985	2,985	2,985	2,985	2,534	2,985	2,600	2,600	2,600	2,600	2,600	2,072
Change			(384)	0	0	0	0	0	(451)	451	(385)	0	0	0	0	(528)
Total Beds Occupied		2,280	2,345	2,395	2,435	2,435	2,435	2,435	2,410	2,495	2,495	2,495	2,495	2,495	2,495	1,994
Avg Occupancy Rate		67.7%	78.5%	80.2%	81.6%	81.6%	81.6%	81.6%	95.1%	83.6%	96.0%	96.0%	96.0%	96.0%	96.0%	96.2%
GROSS BUILDING AREA																
1 Benton Hall		62,642	62,642	62,642	62,642	62,642	62,642	62,642	62,642	62,642	62,642	62,642	62,642	62,642	62,642	62,642
2 Case Hall		41,867	41,867	41,867	41,867	41,867	41,867	41,867	41,867	41,867	41,867	41,867	41,867	41,867	41,867	41,867
3 Hill Hall		34,867	34,867	34,867	34,867	34,867	34,867	34,867	34,867	34,867	34,867	34,867	34,867	34,867	34,867	34,867
4 Lawrence Hall		30,864	30,864	30,864	30,864	30,864	30,864	30,864	30,864	30,864	30,864	30,864	30,864	30,864	30,864	30,864
5 Mitchell Hall		114,698	114,698	114,698	114,698	114,698	114,698	114,698	114,698	114,698	114,698	114,698	114,698	114,698	114,698	114,698
6 Sherburne Hall		114,028	114,028	114,028	114,028	114,028	114,028	114,028	114,028	114,028	114,028	114,028	114,028	114,028	114,028	114,028
7 Shoemaker North		36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835
8 Shoemaker East & West		90,782	90,782	90,782	90,782	90,782	90,782	90,782	90,782	90,782	90,782	90,782	90,782	90,782	90,782	90,782
9 Stateview Apts		28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600
10 Stearns Hall		88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055
11 W.W.Holes Hall		85,713	85,713	85,713	85,713	85,713	85,713	85,713	85,713	85,713	85,713	85,713	85,713	85,713	85,713	85,713
12 Coborn Plaza		191,235	191,235	191,235	191,235	191,235	191,235	191,235	191,235	191,235	191,235	191,235	191,235	191,235	191,235	191,235
Total GSF On Line		920,186	834,473	834,473	834,473	834,473	834,473	834,473	834,473	841,590	753,535	753,535	753,535	753,535	753,535	753,535
CAPITAL BUDGET																
1 Benton Hall	\$51,000	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2 Case Hall																
3 Hill Hall																
4 Lawrence Hall																
5 Mitchell Hall							240	6,389	41,774	6,754						
6 Sherburne Hall																
7 Shoemaker North																
8 Shoemaker East & West																
9 Stateview Apts										1,031	1,077					
10 Stearns Hall																
11 W.W.Holes Hall		693	663	1,356	1,356	1,356	1,596	7,986	49,759	57,545	58,622	58,622	58,622	58,622	61,845	118,111
12 Coborn Plaza																
Annual Capital Budget		\$ 693	\$ 663	\$ 1,356	\$ 1,356	\$ 1,356	\$ 1,596	\$ 7,986	\$ 49,759	\$ 57,545	\$ 58,622	\$ 58,622	\$ 58,622	\$ 58,622	\$ 61,845	\$ 118,111
Cumulative Budget		\$ 693	\$ 1,356	\$ 1,356	\$ 1,356	\$ 1,356	\$ 1,596	\$ 7,986	\$ 49,759	\$ 57,545	\$ 58,622	\$ 58,622	\$ 58,622	\$ 58,622	\$ 61,845	\$ 118,111

St. Cloud State University
 COMPREHENSIVE HOUSING PLAN
 Phasing Summary

2015-16 (FY16) CFP 95% Draft (11/05 draft)

FYE Ending June 30:	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
NET CASH FLOW															
1 Benton Hall	\$ 322	\$ 362	\$ 381	\$ 397	\$ 412	\$ 429	\$ 446	\$ 528	\$ 716	\$ 744	\$ 774	\$ 805	\$ 837	\$ 871	\$ 905
2 Case Hall	\$ 188	\$ 241	\$ 270	\$ 301	\$ 333	\$ 373	\$ 413	\$ 454	\$ 493	\$ 532	\$ 573	\$ 614	\$ 656	\$ 701	\$ 750
3 Hill Hall	\$ 158	\$ 202	\$ 227	\$ 252	\$ 280	\$ 313	\$ 346	\$ 380	\$ 413	\$ 445	\$ 479	\$ 513	\$ 549	\$ 587	\$ 627
4 Lawrence Hall	\$ 48	\$ 68	\$ 83	\$ 96	\$ 108	\$ 121	\$ 134	\$ 148	\$ 162	\$ 176	\$ 190	\$ 204	\$ 218	\$ 232	\$ 246
5 Mitchell Hall	\$ 1,091	\$ 1,166	\$ 1,225	\$ 1,274	\$ 1,325	\$ 1,378	\$ 1,433	\$ 1,488	\$ 1,524	\$ 1,570	\$ 1,616	\$ 1,662	\$ 1,708	\$ 1,754	\$ 1,800
6 Sherburne Hall	\$ 1,389	\$ 1,457	\$ 1,528	\$ 1,590	\$ 1,653	\$ 1,719	\$ 1,788	\$ 2,034	\$ 2,276	\$ 2,518	\$ 2,760	\$ 3,002	\$ 3,244	\$ 3,486	\$ 3,728
7 Shoemaker North	\$ (90)	\$ (60)	\$ (47)	\$ (33)	\$ (18)	\$ 3	\$ 22	\$ 43	\$ 62	\$ 80	\$ 99	\$ 117	\$ 136	\$ 157	\$ 180
8 Shoemaker East & West	\$ 313	\$ 391	\$ 450	\$ 511	\$ 565	\$ 627	\$ 687	\$ 747	\$ 805	\$ 865	\$ 925	\$ 985	\$ 1,045	\$ 1,105	\$ 1,165
9 Stateview Apts	\$ 105	\$ 118	\$ 133	\$ 145	\$ 157	\$ 169	\$ 182	\$ 206	\$ 423	\$ 440	\$ 457	\$ 475	\$ 494	\$ 514	\$ 535
10 Stearns Hall	\$ (889)	\$ (925)	\$ (962)	\$ (1,000)	\$ (1,040)	\$ (1,082)	\$ (1,125)	\$ 1,350	\$ (1,217)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11 W.W.Holes Hall	\$ (1,896)	\$ (1,108)	\$ (870)	\$ (700)	\$ (825)	\$ (956)	\$ (1,092)	\$ (1,235)	\$ (1,385)	\$ (1,541)	\$ (1,704)	\$ (1,875)	\$ (2,053)	\$ (2,240)	\$ (2,435)
12 Coborn Plaza	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Contribution	\$ (128)	\$ 1,912	\$ 2,419	\$ 2,831	\$ 2,950	\$ 3,094	\$ 3,208	\$ 3,511	\$ 541	\$ 1,991	\$ 2,222	\$ 2,468	\$ 2,729	\$ 2,998	\$ (1,379)
DEBT SERVICE COVERAGE															
1 Benton Hall	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
2 Case Hall	1.37	1.49	1.54	1.61	1.67	1.76	1.85	1.94	2.03	2.11	2.20	2.28	2.37	2.46	2.56
3 Hill Hall	1.38	1.49	1.55	1.61	1.68	1.77	1.85	1.95	2.04	2.12	2.20	2.29	2.37	2.47	2.57
4 Lawrence Hall	1.23	1.33	1.41	1.48	1.54	1.61	1.67	NA	NA	NA	NA	NA	NA	NA	NA
5 Mitchell Hall	NA	NA	NA	NA	NA	NA	NA	NA	0.49	0.51	0.53	0.55	0.57	0.59	0.61
6 Sherburne Hall	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
7 Shoemaker North	0.78	0.85	0.88	0.92	0.96	1.01	1.06	1.11	1.16	1.21	1.26	1.30	1.35	1.41	1.46
8 Shoemaker East & West	1.34	1.43	1.49	1.56	1.62	1.69	1.77	1.77	1.93	2.01	2.06	2.14	2.24	2.33	2.46
9 Stateview Apts	1.71	1.81	1.92	2.01	2.09	2.18	2.27	NA	NA	NA	NA	NA	NA	NA	NA
10 Stearns Hall	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
11 W.W.Holes Hall	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
12 Coborn Plaza	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
System Coverage	0.15	0.75	0.94	1.09	1.12	1.16	1.19	1.35	0.64	0.89	0.92	0.95	0.98	1.02	0.99
DEBT SERVICE PAYMENT															
1 Benton Hall	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Case Hall	\$ 502	\$ 492	\$ 498	\$ 498	\$ 497	\$ 491	\$ 486	\$ 481	\$ 478	\$ 479	\$ 478	\$ 479	\$ 481	\$ 481	\$ 480
3 Hill Hall	\$ 418	\$ 410	\$ 414	\$ 414	\$ 414	\$ 409	\$ 405	\$ 400	\$ 398	\$ 399	\$ 398	\$ 399	\$ 400	\$ 400	\$ 400
4 Lawrence Hall	\$ 206	\$ 204	\$ 203	\$ 202	\$ 201	\$ 200	\$ 201	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5 Mitchell Hall	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,426	\$ 4,426	\$ 4,426	\$ 4,426	\$ 4,426	\$ 4,426	\$ 4,426
6 Sherburne Hall	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7 Shoemaker North	\$ 404	\$ 396	\$ 401	\$ 401	\$ 401	\$ 395	\$ 391	\$ 387	\$ 386	\$ 386	\$ 385	\$ 386	\$ 387	\$ 387	\$ 387
8 Shoemaker East & West	\$ 915	\$ 916	\$ 921	\$ 914	\$ 918	\$ 915	\$ 941	\$ 940	\$ 899	\$ 898	\$ 910	\$ 912	\$ 907	\$ 906	\$ 893
9 Stateview Apts	\$ 147	\$ 146	\$ 145	\$ 144	\$ 144	\$ 143	\$ 143	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10 Stearns Hall	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11 W.W.Holes Hall	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12 Coborn Plaza	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
System Coverage	\$ 2,592	\$ 2,564	\$ 2,581	\$ 2,573	\$ 2,573	\$ 2,553	\$ 2,566	\$ 2,208	\$ 6,587	\$ 6,587	\$ 6,598	\$ 6,603	\$ 6,601	\$ 6,600	\$ 6,585

2015-16 (FY16) CFP 95% Draft (11/05 draft)

FYE Ending June 30:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
RENTAL RATES - SINGLES															
1 Benton Hall	4,762	4,976	5,200	5,408	5,625	5,850	6,084	6,327	6,580	6,843	7,117	7,402	7,698	8,006	8,326
2 Case Hall	4,193	4,382	4,579	4,762	4,953	5,151	5,357	5,571	5,794	6,026	6,267	6,517	6,778	7,049	7,331
3 Hill Hall	4,193	4,382	4,579	4,762	4,953	5,151	5,357	5,571	5,794	6,026	6,267	6,517	6,778	7,049	7,331
4 Lawrence Hall	2,344	2,450	2,560	2,662	2,769	2,880	2,995	3,114	3,236	3,362	3,493	3,629	3,770	3,916	4,066
5 Mitchell Hall	3,386	3,538	3,698	3,846	3,999	4,159	4,326	4,499	4,666	4,838	5,014	5,194	5,377	5,563	5,751
6 Sherburne Hall	8,386	8,764	9,158	9,524	9,905	10,302	10,714	11,142	11,588	12,052	12,534	13,035	13,556	14,099	14,663
7 Shoemaker North	8,386	8,764	9,158	9,524	9,905	10,302	10,714	11,142	11,588	12,052	12,534	13,035	13,556	14,099	14,663
8 Shoemaker East & West	5,876	6,140	6,417	6,673	6,940	7,218	7,507	7,807	8,119	8,444	8,782	9,133	9,498	9,878	10,273
9 Stateview Apts	1,896	1,981	2,071	2,153	2,240	2,329	2,422	2,519	2,620	2,725	2,834	2,946	3,061	3,178	3,297
10 Stearns Hall	1,935	2,019	2,107	2,197	2,289	2,383	2,479	2,577	2,677	2,779	2,883	2,989	3,096	3,204	3,313
11 W.W.Holes Hall	6,836	7,109	7,392	7,684	7,985	8,295	8,614	8,941	9,277	9,621	9,973	10,333	10,701	11,076	11,458
12 Coborn Plaza	6,836	7,109	7,392	7,684	7,985	8,295	8,614	8,941	9,277	9,621	9,973	10,333	10,701	11,076	11,458
Average Single Rate	\$ 4,745	\$ 5,201	\$ 5,412	\$ 5,608	\$ 5,812	\$ 6,024	\$ 6,244	\$ 6,486	\$ 6,787	\$ 7,157	\$ 7,794	\$ 8,081	\$ 8,380	\$ 8,690	\$ 9,400
RENTAL RATES - DOUBLES															
1 Benton Hall	6,043	6,315	6,600	6,864	7,138	7,424	7,721	8,029	8,351	8,685	9,032	9,393	9,769	10,160	10,566
2 Case Hall	6,043	6,315	6,600	6,864	7,138	7,424	7,721	8,029	8,351	8,685	9,032	9,393	9,769	10,160	10,566
3 Hill Hall	6,043	6,315	6,600	6,864	7,138	7,424	7,721	8,029	8,351	8,685	9,032	9,393	9,769	10,160	10,566
4 Lawrence Hall	4,890	5,110	5,340	5,554	5,776	6,007	6,247	6,497	6,757	7,027	7,308	7,600	7,905	8,221	8,547
5 Mitchell Hall	4,890	5,110	5,340	5,554	5,776	6,007	6,247	6,497	6,757	7,027	7,308	7,600	7,905	8,221	8,547
6 Sherburne Hall	6,043	6,315	6,600	6,864	7,138	7,424	7,721	8,029	8,351	8,685	9,032	9,393	9,769	10,160	10,566
7 Shoemaker North	6,043	6,315	6,600	6,864	7,138	7,424	7,721	8,029	8,351	8,685	9,032	9,393	9,769	10,160	10,566
8 Shoemaker East & West	6,043	6,315	6,600	6,864	7,138	7,424	7,721	8,029	8,351	8,685	9,032	9,393	9,769	10,160	10,566
9 Stateview Apts	4,890	5,110	5,340	5,554	5,776	6,007	6,247	6,497	6,757	7,027	7,308	7,600	7,905	8,221	8,547
10 Stearns Hall	4,890	5,110	5,340	5,554	5,776	6,007	6,247	6,497	6,757	7,027	7,308	7,600	7,905	8,221	8,547
11 W.W.Holes Hall	6,043	6,315	6,600	6,864	7,138	7,424	7,721	8,029	8,351	8,685	9,032	9,393	9,769	10,160	10,566
12 Coborn Plaza	6,043	6,315	6,600	6,864	7,138	7,424	7,721	8,029	8,351	8,685	9,032	9,393	9,769	10,160	10,566
Average Double Rate	\$ 5,470	\$ 5,792	\$ 6,052	\$ 6,294	\$ 6,546	\$ 6,808	\$ 7,080	\$ 7,487	\$ 7,857	\$ 8,335	\$ 8,688	\$ 9,015	\$ 9,376	\$ 9,751	\$ 10,406
REVENUE INFLATION FACTOR															
1 Benton Hall	0.00%	4.50%	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
2 Case Hall	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3 Hill Hall	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
4 Lawrence Hall	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
5 Mitchell Hall	0.00%	4.50%	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	33.68%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
6 Sherburne Hall	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
7 Shoemaker North	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
8 Shoemaker East & West	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
9 Stateview Apts	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
10 Stearns Hall	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
11 W.W.Holes Hall	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
12 Coborn Plaza	7.08%	6.95%	6.82%	6.70%	6.57%	6.45%	6.33%	6.21%	6.10%	5.98%	5.87%	5.76%	5.66%	5.55%	5.45%

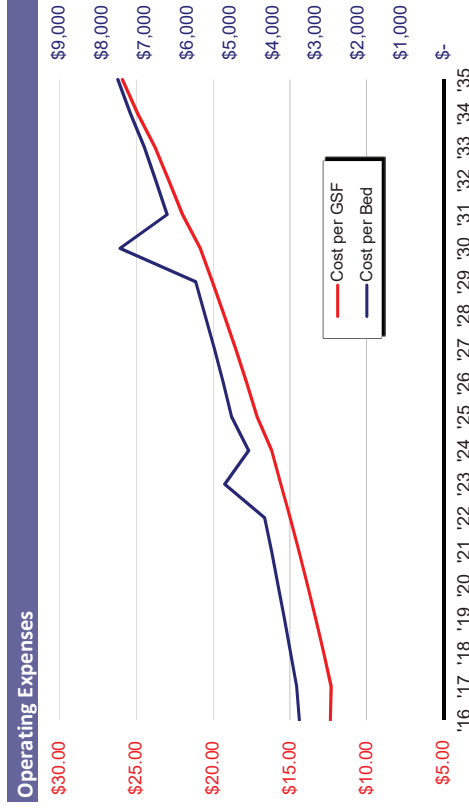
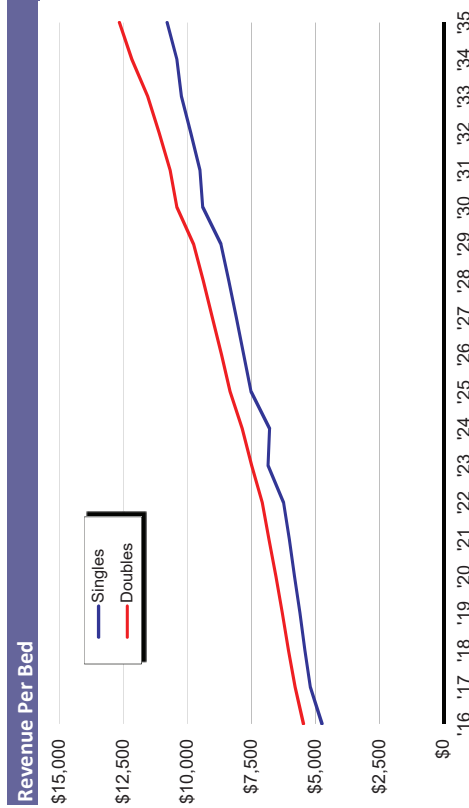
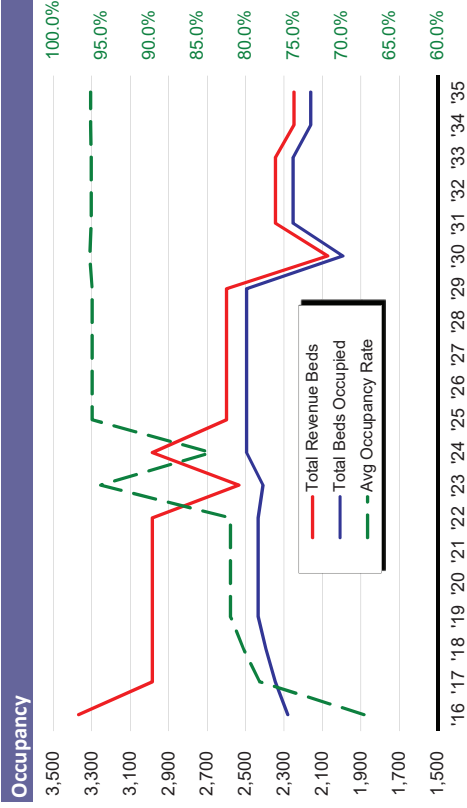
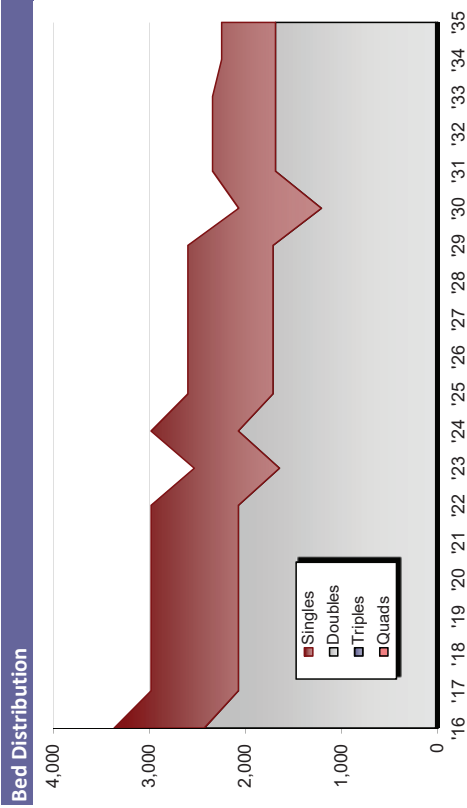


St. Cloud State University
 COMPREHENSIVE HOUSING PLAN
 Phasing Summary

2015-16 (FY16) CFP 95% Draft (11/05 draft)

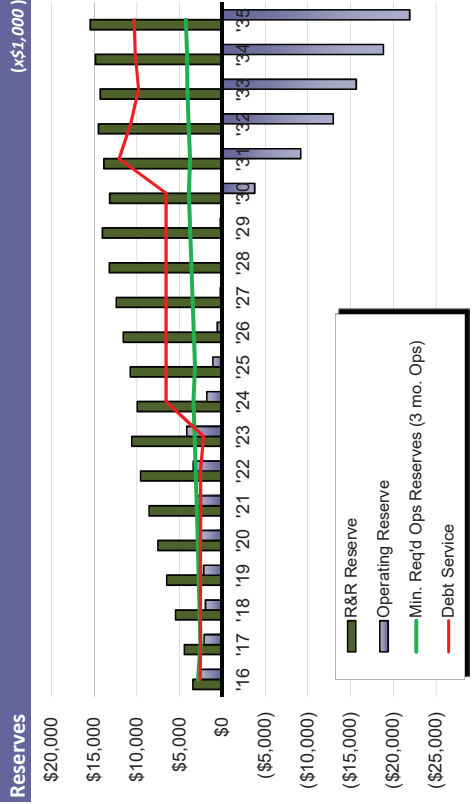
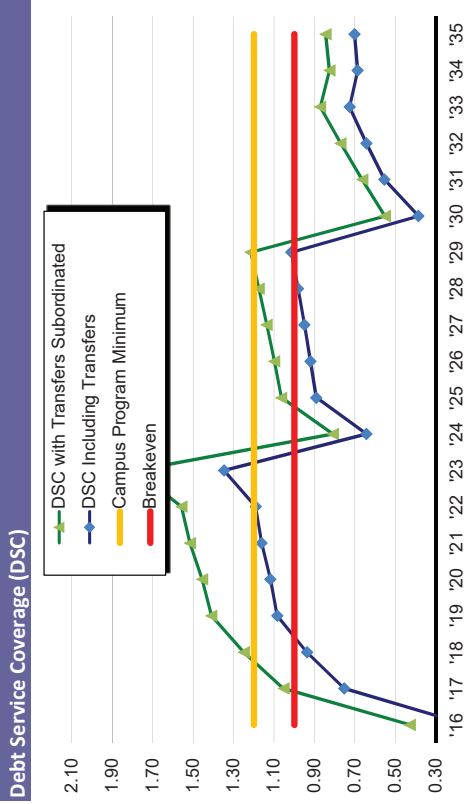
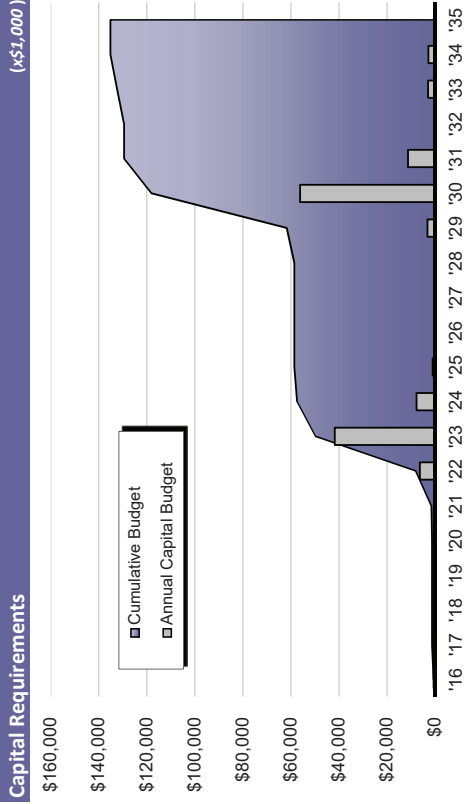
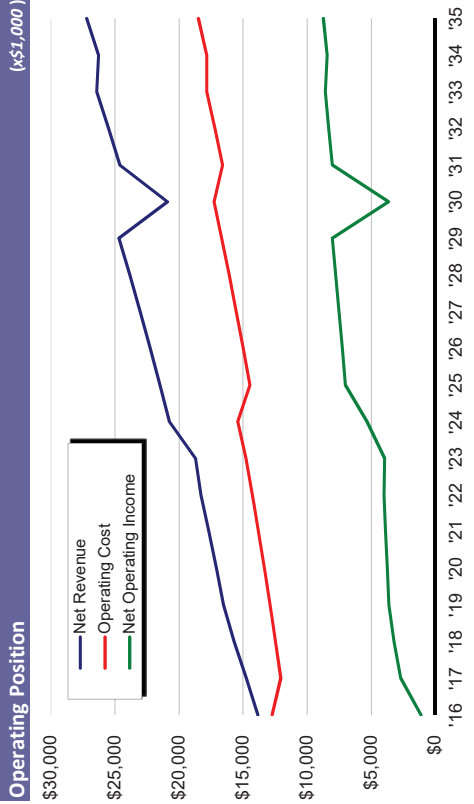
FYE Ending June 30:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
EXPENSE INFLATION FACTOR															
1 Benton Hall	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
2 Case Hall	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
3 Hill Hall	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
4 Lawrence Hall	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
5 Mitchell Hall	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
6 Sherburne Hall	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
7 Shoemaker North	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
8 Shoemaker East & West	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
9 Stateview Apts	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
10 Stearns Hall	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
11 W.W.Holes Hall	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
12 Coborn Plaza	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
CAPITAL COST INFLATION FACTOR															
1 Benton Hall	4.12%	4.63%	5.16%	5.68%	6.05%	4.86%	5.08%	5.24%	5.35%	5.38%	5.33%	5.21%	5.26%	5.29%	5.30%
2 Case Hall	4.12%	4.63%	5.16%	5.68%	6.05%	4.86%	5.08%	5.24%	5.35%	5.38%	5.33%	5.21%	5.26%	5.29%	5.30%
3 Hill Hall	4.12%	4.63%	5.16%	5.68%	6.05%	4.86%	5.08%	5.24%	5.35%	5.38%	5.33%	5.21%	5.26%	5.29%	5.30%
4 Lawrence Hall	4.12%	4.63%	5.16%	5.68%	6.05%	4.86%	5.08%	5.24%	5.35%	5.38%	5.33%	5.21%	5.26%	5.29%	5.30%
5 Mitchell Hall	4.12%	4.63%	5.16%	5.68%	6.05%	4.86%	5.08%	5.24%	5.35%	5.38%	5.33%	5.21%	5.26%	5.29%	5.30%
6 Sherburne Hall	4.12%	4.63%	5.16%	5.68%	6.05%	4.86%	5.08%	5.24%	5.35%	5.38%	5.33%	5.21%	5.26%	5.29%	5.30%
7 Shoemaker North	4.12%	4.63%	5.16%	5.68%	6.05%	4.86%	5.08%	5.24%	5.35%	5.38%	5.33%	5.21%	5.26%	5.29%	5.30%
8 Shoemaker East & West	4.12%	4.63%	5.16%	5.68%	6.05%	4.86%	5.08%	5.24%	5.35%	5.38%	5.33%	5.21%	5.26%	5.29%	5.30%
9 Stateview Apts	4.12%	4.63%	5.16%	5.68%	6.05%	4.86%	5.08%	5.24%	5.35%	5.38%	5.33%	5.21%	5.26%	5.29%	5.30%
10 Stearns Hall	4.12%	4.63%	5.16%	5.68%	6.05%	4.86%	5.08%	5.24%	5.35%	5.38%	5.33%	5.21%	5.26%	5.29%	5.30%
11 W.W.Holes Hall	4.12%	4.63%	5.16%	5.68%	6.05%	4.86%	5.08%	5.24%	5.35%	5.38%	5.33%	5.21%	5.26%	5.29%	5.30%
12 Coborn Plaza	4.12%	4.63%	5.16%	5.68%	6.05%	4.86%	5.08%	5.24%	5.35%	5.38%	5.33%	5.21%	5.26%	5.29%	5.30%
OCCUPANCY															
1 Benton Hall	79.24%	81.00%	81.00%	81.00%	81.00%	81.00%	81.00%	85.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
2 Case Hall	95.25%	96.07%	96.07%	96.07%	96.07%	96.07%	96.07%	96.07%	96.07%	96.07%	96.07%	96.07%	96.07%	96.07%	96.07%
3 Hill Hall	97.78%	98.61%	98.61%	98.61%	98.61%	98.61%	98.61%	98.61%	98.61%	98.61%	98.61%	98.61%	98.61%	98.61%	98.61%
4 Lawrence Hall	99.15%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
5 Mitchell Hall	95.20%	96.01%	96.01%	96.01%	96.01%	96.01%	96.01%	0.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
6 Sherburne Hall	90.33%	90.33%	90.33%	90.33%	90.33%	90.33%	90.33%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
7 Shoemaker North	97.27%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%
8 Shoemaker East & West	97.27%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%	98.10%
9 Stateview Apts	86.76%	86.76%	86.76%	86.76%	86.76%	86.76%	86.76%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
10 Stearns Hall	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
11 W.W.Holes Hall	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
12 Coborn Plaza	64.02%	75.06%	86.09%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%

2015-16 (FY16) CFP 95% Draft (11/05 draft)



St. Cloud State University
 COMPREHENSIVE HOUSING PLAN UPDATE
Performance Charts

2015-16 (FY16) CFP 95% Draft (11/05 draft)



Program Description	Existing Units-Planned		Existing Beds-Planned		New Units-Planned		New Beds-Planned		Development Budget (\$51,000)		Operating Budget		Renovate		Demolish		UW Modified								
	Units	Beds	Units	Beds	Units	Beds	Units	Beds	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
Renetable Capacity	462	1,066	938	1,066	106	1,066	106	1,066																	
Singles	1,205	834	2,410	1,669	614	2,366	2,366	2,366																	
Doubles	7	7	7	7	21	21	21	21																	
Triples	-	-	-	-	-	-	-	-																	
Quads	-	-	-	-	-	-	-	-																	
Total	1,674	947	3,369	1,796	1,796	3,369	3,369	3,369																	
Program Components	Existing	Beds-Planned	Existing	Beds-Planned	Area-Planned	Existing	Beds-Planned	Area-Planned																	
100 Units - Traditional	2,491	1,742	2,491	1,742	414,422	2,491	1,742	414,422																	
200 Units - Semi-Suites	20	12	20	12	3,453	20	12	3,453																	
300 Units - Suites	223	-	223	-	60,992	223	-	60,992																	
400 Units - Apartments	549	-	549	-	159,741	549	-	159,741																	
500 Units - Staff	86	41	86	41	23,650	86	41	23,650																	
600 Residential Commons	-	-	-	-	14,308	-	-	14,308																	
700 Tenant Space	-	-	-	-	-	-	-	-																	
800 Support Space	-	-	-	-	2,862	-	-	2,862																	
900 Unassigned/Circulation	-	-	-	-	42,924	-	-	42,924																	
Total	3,369	1,796	9,181,142	4,711,058	471,058	3,369	1,796	4,711,058																	

Operating Pro Forma	Fiscal Year:												2028	2029	2030
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027			
1.1 Capital Cost	\$ 693	\$ 663	\$ -	\$ -	\$ -	\$ 240	\$ 6,389	\$ 41,774	\$ 7,785	\$ 1,077	\$ -	\$ -	\$ -	\$ 3,223	\$ 56,266
1.2 Revenue Beds	938	910	910	910	910	910	910	884	910	885	885	885	885	885	861
1.21 Singles Beds	2,410	2,054	2,054	2,054	2,054	2,054	2,054	1,632	2,054	1,632	1,632	1,632	1,632	1,632	1,190
1.22 Doubles Beds	21	21	21	21	21	21	21	18	21	21	21	21	21	21	21
1.23 Triples Beds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.24 Quads Beds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.25 Total Revenue Beds	3,369	2,985	2,985	2,985	2,985	2,985	2,985	2,534	2,985	2,600	2,600	2,600	2,600	2,600	2,072
1.3 Revenue Beds by Unit Type	2,491	2,127	2,127	2,127	2,127	2,127	2,127	2,127	2,127	1,767	1,767	1,767	1,767	1,767	1,263
1.31 Traditional Beds	20	20	20	20	20	20	20	20	20	13	13	13	13	13	1
1.32 Semi-Suites	223	223	223	223	223	223	223	223	223	223	223	223	223	223	223
1.33 Suites	549	549	549	549	549	549	549	549	549	549	549	549	549	549	549
1.34 Apartments	920,186	834,473	834,473	834,473	834,473	834,473	834,473	834,473	841,590	753,535	753,535	753,535	753,535	753,535	753,535
1.4 Gross Area in Service	771,223	691,010	691,010	691,010	691,010	691,010	691,010	691,010	698,127	610,072	610,072	610,072	610,072	610,072	610,072
2 PRO FORMA SUMMARY															
2.1 Total Net Revenue	\$ 13,845	\$ 14,752	\$ 15,686	\$ 16,518	\$ 17,081	\$ 17,867	\$ 18,275	\$ 18,720	\$ 20,748	\$ 21,477	\$ 22,234	\$ 23,021	\$ 23,838	\$ 24,688	\$ 20,899
2.2 Total Operating Expenses	12,734	12,051	12,462	12,889	13,334	13,796	14,277	14,777	15,413	16,077	16,762	17,477	18,223	19,000	17,261
2.3 Net Operating Income	1,111	2,701	3,224	3,629	3,747	3,871	3,998	3,943	5,334	5,400	5,466	5,544	5,615	5,688	3,638
2.4 Total Transfers	731	770	804	836	870	905	941	967	1,092	1,135	1,181	1,228	1,277	1,328	1,090
2.5 Total Debt Service	2,592	2,564	2,581	2,573	2,573	2,553	2,566	2,208	2,587	2,587	2,587	2,587	2,587	2,587	6,585
2.6 Net Cash Flow	(2,213)	(633)	(161)	219	304	414	492	769	(2,344)	(712)	(527)	(328)	(116)	102	(4,937)
3.1 Less: Capital Expenses	(1,100)	-	-	-	-	-	-	-	(1,703)	-	-	-	-	-	(1,651)
3.2 Transfer from Operating Reserve	1,354	1,776	1,776	1,776	1,776	1,776	1,776	1,776	1,794	1,568	1,568	1,568	1,568	1,568	1,568
4 DEBT SERVICE COVERAGE RATIO															
4.1 DSC Including Transfers	0.15	0.75	0.94	1.09	1.12	1.16	1.19	1.35	0.64	0.89	0.92	0.95	0.98	1.02	0.39
4.2 DSC with Transfers Subordinated	0.43	1.05	1.25	1.41	1.46	1.52	1.56	1.79	0.81	1.06	1.10	1.14	1.18	1.22	0.55
4.3 Campus Program Minimum	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20
4.4 Break-even	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

St. Cloud State University
 COMPREHENSIVE HOUSING PLAN UPDATE
 Housing System Pro Forma

2015-16 (FY16) CFP 95% Draft (11/05 draft)

Fiscal Year:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
2 PRO FORMA DETAIL															
2.1 Revenues															
2.11 AV Rent - Singles Beds	\$ 5,364	\$ 5,317	\$ 5,451	\$ 5,578	\$ 5,709	\$ 5,844	\$ 5,984	\$ 6,048	\$ 6,299	\$ 6,386	\$ 6,544	\$ 6,707	\$ 6,875	\$ 7,050	\$ 7,088
2.12 AV Rent - Doubles Beds	12,629	11,378	11,890	12,366	12,860	13,375	13,910	11,724	15,718	13,816	14,369	14,944	15,342	16,163	12,501
2.13 AV Rent - Triples Beds	114	119	124	129	134	139	145	131	162	168	175	182	189	197	205
2.14 AV Rent - Quads Beds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.15 Gross Rental Income	18,107	16,813	17,465	18,072	18,703	19,359	20,039	17,904	22,178	20,370	21,088	21,833	22,606	23,410	19,794
2.16 Less: Vacancy (\$)	(5,513)	(3,388)	(3,179)	(3,021)	(3,137)	(3,259)	(3,383)	(841)	(3,275)	(803)	(859)	(888)	(918)	(918)	(728)
2.18 Other Income	1,251	1,326	1,400	1,466	1,515	1,566	1,619	1,657	1,845	1,910	1,977	2,047	2,120	2,196	1,833
2.19 Total Net Revenue	13,845	14,752	15,686	16,518	17,081	17,667	18,275	18,720	20,748	21,477	22,234	23,021	23,838	24,688	20,899
2.2 Operating Expenses															
2.21 CPA Lease and Operating Costs	4,019	3,519	3,660	3,806	3,958	4,117	4,281	4,452	4,631	4,816	5,008	5,209	5,417	5,634	5,859
2.22 R&R Budget Frozen	1,354	1,776	1,776	1,776	1,776	1,776	1,776	1,776	1,794	1,568	1,568	1,568	1,568	1,568	1,568
2.23 Operating Costs	7,362	6,756	7,026	7,307	7,600	7,903	8,220	8,548	8,989	8,083	8,406	8,742	9,092	9,455	9,834
2.24 Total Operating Expenses	12,734	12,051	12,462	12,889	13,334	13,796	14,277	14,777	15,413	14,466	14,982	15,519	16,077	16,657	17,261
2.3 Net Operating Income	\$ 1,111	\$ 2,701	\$ 3,224	\$ 3,628	\$ 3,748	\$ 3,871	\$ 3,999	\$ 3,943	\$ 5,334	\$ 7,011	\$ 7,252	\$ 7,502	\$ 7,762	\$ 8,031	\$ 3,638
2.4 Non-Operating Transfers															
2.42 Mandatory Transfers	731	770	804	836	870	905	941	967	1,092	1,135	1,181	1,228	1,277	1,328	1,090
2.44 Total Transfers	731	770	804	836	870	905	941	967	1,092	1,135	1,181	1,228	1,277	1,328	1,090
2.5 Debt Service															
2.51 Existing Debt Service	2,592	2,564	2,581	2,573	2,573	2,553	2,566	2,208	2,161	2,161	2,172	2,177	2,175	2,174	2,159
2.52 New Debt Service	-	-	-	-	-	-	-	-	4,426	4,426	4,426	4,426	4,426	4,426	4,426
2.53 Total Debt Service	2,592	2,564	2,581	2,573	2,573	2,553	2,566	2,208	6,587	6,587	6,598	6,603	6,601	6,600	6,585
2.60 Net Cash Flow	\$ (2,213)	\$ (633)	\$ (1,611)	\$ 219	\$ 304	\$ 414	\$ 492	\$ 769	\$ (2,344)	\$ (712)	\$ (527)	\$ (328)	\$ (116)	\$ 102	\$ (4,037)
3 RESERVE FUNDS															
3.1 Capital Renewal Backlog	Escalation														
3.11 Beginning Backlog	1,00	1,05	1,10	1,16	1,23	1,29	1,36	1,43	1,51	1,59	1,67	1,76	1,85	1,95	2,05
3.12 Scheduled Renewals	48,274	98,452	156,146	222,314	300,855	385,904	483,664	596,411	726,714	875,355	1,000,040	1,142,952	1,310,367	1,506,612	1,736,887
3.13 Less: Capital Expenses	(1,100)	51,468	55,422	59,943	65,022	69,704	74,848	80,459	86,536	48,286	52,958	57,924	63,299	69,100	75,343
3.14 Less: Budget Frozen R&R	(1,354)	(1,776)	(1,776)	(1,776)	(1,776)	(1,776)	(1,776)	(1,776)	(1,794)	(1,568)	(1,568)	(1,568)	(1,568)	(1,568)	(1,651)
3.15 Ending Backlog	\$ 94,094	\$ 148,144	\$ 209,792	\$ 281,081	\$ 364,101	\$ 453,832	\$ 556,736	\$ 675,094	\$ 809,753	\$ 922,073	\$ 1,051,430	\$ 1,199,308	\$ 1,372,099	\$ 1,574,143	\$ 1,809,011
2.6 Operating Reserve Fund Activity															
2.62 Balance Forward	\$ 4,997	2,785	2,152	1,990	2,210	2,514	2,928	3,419	4,188	1,843	1,132	605	277	161	263
2.63 Net To (From) Reserves	(859)	1,143	1,615	1,995	2,080	2,190	2,267	2,545	(550)	856	1,041	1,240	1,452	1,670	(2,469)
2.64 Transfer to R&R Reserve	(1,354)	(1,776)	(1,776)	(1,776)	(1,776)	(1,776)	(1,776)	(1,776)	(1,794)	(1,568)	(1,568)	(1,568)	(1,568)	(1,568)	(1,651)
2.71 Ending Balance	\$ 2,785	\$ 2,152	\$ 1,990	\$ 2,210	\$ 2,514	\$ 2,928	\$ 3,419	\$ 4,188	\$ 1,843	\$ 1,132	\$ 605	\$ 277	\$ 161	\$ 263	\$ (3,774)
3.2 R&R Reserve Fund Activity															
3.21 Balance Forward	4,291	3,445	4,471	5,497	6,522	7,548	8,574	9,600	10,626	9,968	10,786	11,603	12,421	13,239	14,057
3.22 Transfer from Operating Reserve	1,354	1,776	1,776	1,776	1,776	1,776	1,776	1,776	1,794	1,568	1,568	1,568	1,568	1,568	1,568
3.23 R&R Funded Capital Expenses	(1,100)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)
3.24 Capital Expenses (Demolition)	(1,100)	-	-	-	-	-	-	-	(1,703)	-	-	-	-	-	(1,651)
3.30 Ending Balance	\$ 4,451	\$ 4,471	\$ 5,497	\$ 6,522	\$ 7,548	\$ 8,574	\$ 9,600	\$ 10,626	\$ 9,968	\$ 10,786	\$ 11,603	\$ 12,421	\$ 13,239	\$ 14,057	\$ 13,224
3.31 Restricted for Debt Coverage	2,000	376	-	-	-	-	-	-	2,570	894	666	421	159	-	4,264



3 Hill Hall

2015-16 (FY16) CFP 95% Draft (11/05 draft)

Program Description		2016 Rent		Existing Units Planned		Existing Beds Planned		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026		2027		2028		2029		2030				
Design Capacity																																						
Singles	6	\$5,812	6	6	6	6	6																															
Doubles	69	\$5,494	69	138	138	138	138																															
Triples	50																																					
Quads	50																																					
Total	75		75	144	144	144	144																															
Program Components																																						
100 Units - Traditional	141		141	34,042	34,042	34,042	34,042																															
200 Units - Semi-Suites																																						
300 Units - Suites																																						
400 Units - Apartments																																						
500 Units - Staff	3		3	825	825	825	825																															
600 Residential Commons																																						
700 Tenant Space																																						
800 Support Space																																						
900 Unassigned/Circulation																																						
Total	144		144	34,867	34,867	34,867	34,867																															
Parking																																						
Displaced:	0 spaces																																					
Displaced:	0 sf																																					
Tenants																																						

Development Budget		Operating Budget		Capitalization		Expense	
Construction Cost	\$ -						
Land and Infrastructure							
Permits and Fees							
Furniture and Fixtures							
Design and Soft Costs							
Development Costs							
Project Contingency							
Financing Costs							
Total Budget							
Project Type							
Renovation Scope							
Capital Cost Inflation Rate							
Capital Cost Inflation Rate							
Financing Rate							
Financing Period							
Issuance Costs							
Years							
per WNSCU							
0.00%							
0							
0.00%							

Operating Budget		Revenue Assumptions		Operating Expense Assumptions	
Current Occupancy	60.5%				
Completion Occupancy	95.0%				
Completion Adjustment	10.0%				
Inflation Rate	4.50%				
Other Revenues	10.5%				
Staff Beds	0.00%				
Tenant Lease	\$0.00				
Allocated Expense	per GSF				
Operating and R&R Costs	\$10.10				
Completion Adjustment	0.0%				
Inflation Rate	4.00%				
Vacant Operating Cost Ratio	50.0%				

Schedule		Date		Fiscal Yr		Duration	
Design Start	Nov-10	2011	2011	9			
Construction Start	Aug-11	2012	2012	12			
Project Completion	Aug-12	2013	2013	21			

5 Mitchell Hall

2015-16 (FY16) CFP 95% Draft (11/05 draft)

Program Description		2016 Rent		Existing Units/Planned		Existing Beds/Planned		Existing Area/Planned	
Design Capacity	2016 Rent	52,344	26	26	26	451	451	77,398	77,398
Singles		211	211	422	422	3	3		
Doubles		54,890	1	1	1	3	3		
Triples		54,890	1	1	1	3	3		
Quads	\$0								
Total	238	238	238	451	451	451	451	77,398	77,398
Program Components	Existing Units/Planned	Existing Beds/Planned	Existing Area/Planned	Existing Units/Planned	Existing Beds/Planned	Existing Area/Planned	Existing Units/Planned	Existing Beds/Planned	Existing Area/Planned
100 Units - Traditional	433	433	109,748	77,398	433	433	153		
200 Units - Semi-Suites	1	1	275		1	1			
300 Units - Suites	-	-	-	-	-	-	-	-	-
400 Units - Apartments	-	-	-	-	-	-	-	-	-
500 Units - Staff	17	17	4,675	2,603	17	17	19,520		
600 Residential Commons	-	-	-	-	-	-	-	-	-
700 Tenant Space	-	-	-	-	-	-	-	-	-
800 Support Space	-	-	-	-	-	-	-	-	-
900 Unassigned/Circulation	-	-	-	-	-	-	-	-	-
Total	451	451	114,698	121,815	451	451	16,620	121,815	121,815
Parking	Displaced:	0 spaces	0 spaces	0 spaces	0 spaces	0 spaces	0 spaces	0 spaces	0 spaces
Tenants	Displaced:	0 sf	0 sf	0 sf	0 sf	0 sf	0 sf	0 sf	0 sf

Development Budget (\$451,000)

Construction Cost	\$ 28,017
Land and Infrastructure	2,802
Permits and Fees	308
Furniture and Fixtures	1,015
Design and Soft Costs	1,929
Development Costs	1,022
Project Contingency	1,755
Financing Costs	1,734
Total Budget	\$ 38,581
Project Type	Replacement
Renovation Scope	Replacement

Capitalization

Capital Cost	per MNSCU
Inflation Rate	5.00%
Financing Period	20
Issuance Costs	0.00%

Operating Budget

Revenue Assumptions	
Current Occupancy	60.5%
Completion Occupancy	95.0%
Completion Adjustment	23.6%
Inflation Rate	4.50%
Other Revenues	10.5%
Staff Beds	0.00%
Tenant Lease	\$0.00
Operating Expense Assumptions	
Allocated Expense	per GSF
Operating and R&R Costs	\$10.10
Completion Adjustment	0.0%
Inflation Rate	4.00%
Vacant Operating Cost Ratio	0.0%

Schedule	Date	Fiscal Yr	Duration
Design Start	May-21	2021	12
Construction Start	May-22	2022	15
Project Completion	Aug-23	2024	27

Fiscal Year:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1 PROGRAM PARAMETERS															
1.1 Capital Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240	\$ 6,389	\$ 41,774	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1.3 Revenue Beds by Unit Type															
1.31 Traditional Beds	433	433	433	433	433	433	433	433	433	433	433	433	433	433	433
1.32 Semi-Suites	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
1.33 Suites	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.34 Apartments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.4 Gross Area in Service	95.2%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
	114,698	114,698	114,698	114,698	114,698	114,698	114,698	114,698	121,815	121,815	121,815	121,815	121,815	121,815	121,815
2 PRO FORMA DETAIL															
2.1 Revenues															
2.11 AY Rent - Singles Beds	61	64	67	69	72	75	78	78	104	108	113	117	122	127	132
2.12 AY Rent - Doubles Beds	2,064	2,156	2,253	2,344	2,437	2,535	2,636	2,636	3,524	3,665	3,812	3,964	4,123	4,288	4,459
2.13 AY Rent - Triples Beds	15	15	16	17	17	18	19	19	25	26	27	28	29	30	32
2.14 AY Rent - Quads Beds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.15 Gross Rental Income	\$ 2,139	\$ 2,235	\$ 2,336	\$ 2,430	\$ 2,527	\$ 2,628	\$ 2,733	\$ 2,838	\$ 3,653	\$ 3,799	\$ 3,951	\$ 4,109	\$ 4,274	\$ 4,445	\$ 4,623
2.16 Less: Vacancy (\$)	(103)	(89)	(93)	(97)	(101)	(105)	(109)	(109)	(183)	(190)	(198)	(205)	(214)	(222)	(231)
2.18 Other Income	213	225	235	244	254	264	275	275	363	378	393	409	425	442	460
2.19 Total Net Revenue	\$ 2,250	\$ 2,371	\$ 2,478	\$ 2,577	\$ 2,680	\$ 2,787	\$ 2,898	\$ 2,998	\$ 3,834	\$ 3,987	\$ 4,147	\$ 4,313	\$ 4,485	\$ 4,664	\$ 4,851
2.2 Operating Expenses															
2.21 CPA Lease and Operating Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.23 Operating Costs	1,158	1,205	1,253	1,303	1,355	1,409	1,466	1,524	1,684	1,751	1,821	1,894	1,970	2,048	2,130
2.24 Total Operating Expenses	\$ 1,158	\$ 1,205	\$ 1,253	\$ 1,303	\$ 1,355	\$ 1,409	\$ 1,466	\$ 1,524	\$ 1,684	\$ 1,751	\$ 1,821	\$ 1,894	\$ 1,970	\$ 2,048	\$ 2,130
2.3 Net Operating Income	\$ 1,091	\$ 1,166	\$ 1,225	\$ 1,274	\$ 1,325	\$ 1,378	\$ 1,433	\$ 1,524	\$ 2,150	\$ 2,236	\$ 2,326	\$ 2,419	\$ 2,515	\$ 2,616	\$ 2,721
2.5 Debt Service															
2.51 Existing Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.52 New Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.53 Total Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2.60 Debt Service Coverage	NA	NA	NA	NA	NA	NA	NA	NA	0.49	0.51	0.53	0.55	0.57	0.59	0.61
2.6 Net Cash Flow	\$ 1,091	\$ 1,166	\$ 1,225	\$ 1,274	\$ 1,325	\$ 1,378	\$ 1,433	\$ 1,524	\$ 2,276	\$ 2,290	\$ 2,300	\$ 2,407	\$ 2,511	\$ 2,616	\$ 2,721

Program Description		Units Planned		Beds Planned		Development Budget		Operating Budget	
Design Capacity	2016 Rent	Existing	Planned	Existing	Beds	Planned	(\$61,000)	Revenue Assumptions	Schedule
Singles	57,624	7	7	7	7	7		Current Occupancy	Design Start
Doubles	55,494	48	96	96	96	96		Completion Occupancy	Nov-10
Triples	50	-	-	-	-	-		Completion Adjustment	Aug-11
Quads	50	-	-	-	-	-		Inflation Rate	2012
		-	-	-	-	-		Other Revenues	2013
		-	-	-	-	-		Staff Beds	2013
		-	-	-	-	-		per GSF	2030
Total		55	103	103	103	103		Operating Expense Assumptions	
Program Components		Existing	Beds	Planned				Allocated Expense	
100 Units - Traditional		103	103	34,791	34,791			Operating and R&R Costs	
200 Units - Semi-Suites		-	-	-	-	-		Completion Adjustment	
300 Units - Suites		-	-	-	-	-		Inflation Rate	
400 Units - Apartments		-	-	-	-	-		Vacant Operating Cost Ratio	
500 Units - Staff		-	-	-	-	-			
600 Residential Commons		-	-	-	-	-			
700 Tenant Space		-	-	-	-	-			
800 Support Space		-	-	-	-	-			
900 Unassigned/Circulation		-	-	-	-	-			
Total		103	103	34,791	36,835	2,044			
Parking		Displaced:	0 spaces	New:	0 spaces				
Tenants		Displaced:	0 sf	New:	0 sf				

Fiscal Year:	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Existing	Planned	Existing	Planned	Existing	Planned	Existing	Planned	Existing	Planned	Existing	Planned	Existing	Planned	Existing
1 PROGRAM PARAMETERS															
1.1 Capital Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1.3 Revenue Beds by Unit Type															
1.31 Traditional Beds	103	103	103	103	103	103	103	103	103	103	103	103	103	103	103
1.32 Semi-Suites	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.33 Suites	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.34 Apartments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.4 Gross Area in Service	97.3%	98.1%	98.1%	98.1%	98.1%	98.1%	98.1%	98.1%	98.1%	98.1%	98.1%	98.1%	98.1%	98.1%	98.1%
	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835	36,835
2 PRO FORMA DETAIL															
2.1 Revenues															
2.11 AY Rent - Singles Beds	59	61	64	67	69	72	75	78	81	84	88	91	95	99	103
2.12 AY Rent - Doubles Beds	580	606	634	659	685	713	741	771	802	834	867	902	938	975	1,014
2.13 AY Rent - Triples Beds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.14 AY Rent - Quads Beds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.15 Gross Rental Income	639	668	698	726	755	785	816	849	883	918	955	993	1,033	1,074	1,117
2.16 Less: Vacancy (\$)	(17)	(13)	(13)	(14)	(14)	(15)	(15)	(16)	(17)	(17)	(18)	(19)	(20)	(20)	(21)
2.18 Other Income	65	69	72	75	77	81	84	87	91	94	98	102	106	110	115
2.19 Total Net Revenue	686	724	756	786	818	850	885	920	957	995	1,035	1,076	1,119	1,164	1,211
2.2 Operating Expenses															
2.21 CPA Lease and Operating Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.23 Operating Costs	372	387	402	418	435	453	471	490	509	529	551	573	596	619	644
2.24 Total Operating Expenses	372	387	402	418	435	453	471	490	509	529	551	573	596	619	644
2.3 Net Operating Income	315	337	354	368	383	398	414	430	448	465	484	503	524	545	566
2.5 Debt Service															
2.51 Existing Debt Service	404	396	401	401	401	395	391	387	386	386	385	386	387	387	387
2.52 New Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.53 Total Debt Service	404	396	401	401	401	395	391	387	386	386	385	386	387	387	387
2.60 Debt Service Coverage	0.78	0.85	0.88	0.92	0.96	1.01	1.06	1.11	1.16	1.21	1.26	1.30	1.35	1.41	1.46
2.6 Net Cash Flow	(90)	(60)	(47)	(33)	(18)	3	22	43	62	80	99	117	136	157	180

9 Stateview Apts

2015-16 (FY16) CFP 95% Draft (11/05 draft)

Program Description		Units		Beds		Planned	
Design Capacity	2016 Rent	Existing	Planned	Existing	Planned	Existing	Planned
Singles	\$5,876	24	-	96	-	367	-
Doubles	\$0	-	-	-	-	-	-
Triples	\$0	-	-	-	-	-	-
Quads	\$0	-	-	-	-	-	-
Total		24		96			
Program Components		Existing	Beds-Planned	Existing	Area Planned		
100 Units - Traditional		-	-	-	-		
200 Units - Semi-Suites		-	-	-	-		
300 Units - Suites		-	-	-	-		
400 Units - Apartments		96	-	28,600	-		
500 Units - Staff		-	-	-	-		
600 Residential Commons		-	-	-	-		
700 Tenant Space		-	-	-	-		
800 Support Space		-	-	-	-		
900 Unassigned/Circulation		-	-	-	-		
Total		96		28,600			
Parking		Displaced:	0 spaces	New:	0 spaces		
Tenants		Displaced:	0 sf	New:	0 sf		

Development Budget		Expense	
	(\$51,000)		per MNSCU
Construction Cost	\$ 367		0.00%
Land and Infrastructure	-		
Permits and Fees	4		
Furniture and Fixtures	-		
Design and Soft Costs	22		
Development Costs	12		
Project Contingency	40		
Financing Costs	(3)		
Total Budget	\$ 443		
Project Type	\$ 1,090		
Renovation Scope	Vacate (Demo/Not Renew)		
	No Renovation		

Operating Budget		Revenue Assumptions	
Current Occupancy	60.5%		
Completion Occupancy	0.0%		
Completion Adjustment	0.0%		
Inflation Rate	4.50%		
Other Revenues	10.5%		
Staff Beds	0.00%		
Tenant Lease	\$0.00		
Operating Expense Assumptions			
Allocated Expense	per GSF		
Operating and R&R Costs	\$10.10		
Completion Adjustment	0.0%		
Inflation Rate	4.00%		
Vacant Operating Cost Ratio	0.0%		

Capitalization		Expense	
	per MNSCU		per MNSCU
Capital Cost	0.00%		
Financing Rate	0.00%		
Financing Period	Years		
Issuance Costs	0.00%		

Schedule		Date		Fiscal Yr		Duration	
Design Start	Feb-33	2033	3				
Construction Start	May-33	2033	3				
Project Completion	Aug-33	2034	6				

	Fiscal Year:														
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1 PROGRAM PARAMETERS															
1.1 Capital Cost	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1.3 Revenue Beds by Unit Type															
1.31 Traditional Beds															
1.32 Semi-Suites															
1.33 Suites															
1.34 Apartments															
1.4 Gross Area in Service	86.8%	86.8%	86.8%	86.8%	86.8%	86.8%	86.8%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600
2 PRO FORMA DETAIL															
2.1 Revenues															
2.11 AV Rent - Singles Beds	564	589	616	641	666	693	721	749	779	811	843	877	912	948	986
2.12 AV Rent - Doubles Beds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.13 AV Rent - Triples Beds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.14 AV Rent - Quads Beds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.15 Gross Rental Income	\$ 564	\$ 589	\$ 616	\$ 641	\$ 666	\$ 693	\$ 721	\$ 749	\$ 779	\$ 811	\$ 843	\$ 877	\$ 912	\$ 948	\$ 986
2.16 Less: Vacancy (\$)	(75)	(78)	(82)	(85)	(88)	(92)	(95)	(97)	(99)	(101)	(104)	(107)	(110)	(113)	(116)
2.18 Other Income	51	54	56	58	61	63	65	67	70	72	74	76	78	81	84
2.19 Total Net Revenue	\$ 541	\$ 565	\$ 590	\$ 614	\$ 639	\$ 664	\$ 691	\$ 718	\$ 747	\$ 777	\$ 807	\$ 837	\$ 867	\$ 897	\$ 927
2.2 Operating Expenses															
2.21 CPA Lease and Operating Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.23 Operating Costs	289	300	312	325	338	351	365	380	395	411	428	445	462	481	500
2.24 Total Operating Expenses	\$ 289	\$ 300	\$ 312	\$ 325	\$ 338	\$ 351	\$ 365	\$ 380	\$ 395	\$ 411	\$ 428	\$ 445	\$ 462	\$ 481	\$ 500
2.3 Net Operating Income	\$ 252	\$ 265	\$ 278	\$ 289	\$ 301	\$ 313	\$ 325	\$ 340	\$ 352	\$ 366	\$ 379	\$ 392	\$ 405	\$ 417	\$ 430
2.5 Debt Service	147	146	145	144	144	143	143	143	143	143	143	143	143	143	143
2.51 Existing Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.52 New Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.53 Total Debt Service	\$ 147	\$ 146	\$ 145	\$ 144	\$ 144	\$ 143	\$ 143	\$ 143	\$ 143	\$ 143	\$ 143	\$ 143	\$ 143	\$ 143	\$ 143
2.60 Debt Service Coverage	1.71	1.81	1.92	2.01	2.09	2.18	2.27	2.37	2.46	2.55	2.64	2.73	2.82	2.91	3.00
2.6 Net Cash Flow	\$ 105	\$ 118	\$ 133	\$ 145	\$ 157	\$ 169	\$ 182	\$ 196	\$ 209	\$ 223	\$ 237	\$ 251	\$ 265	\$ 279	\$ 293

St. Cloud State University
COMPREHENSIVE HOUSING PLAN UPDATE

10 Stearns Hall

2015-16 (FY16) CFP 95% Draft (11/05 draft)

Program Description	Development Budget (\$x1,000)				Operating Budget				Schedule	Fiscal Yr	Duration					
	2016	2017	2018	2019	2020	2021	2022	2023				2024	2025	2026	2027	2028
Design Capacity	2016 Rent	Existing Units-Planned	Existing Beds-Planned													
	\$1,896	25	25													
	\$4,890	180	360													
	\$0															
	\$0															
Total		205	385													
Program Components		Existing Beds-Planned	Existing Area-Planned													
100 Units - Traditional		360	81,180													
200 Units - Semi-Suites		7	1,925													
300 Units - Suites																
400 Units - Apartments																
500 Units - Staff		18	4,950													
600 Residential Commons																
700 Tenant Space																
800 Support Space																
900 Unassigned/Circulation																
Total		385	88,055													
Parking		Displaced: 0 spaces	New: 0 spaces													
Tenants		Displaced: 0 sf	New: 0 sf													
1 PROGRAM PARAMETERS																
1.1 Capital Cost		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
1.3 Revenue Beds by Unit Type																
1.31 Traditional Beds		360	360	360	360	360	360	360	360	360	360	360	360	360	360	360
1.32 Semi-Suites		7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
1.33 Suites																
1.34 Apartments																
1.4 Gross Area in Service		88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055	88,055
2 PRO FORMA DETAIL																
2.1 Revenues																
2.11 AY Rent - Singles Beds		47	50	52	54	56	58	61	63	66						
2.12 AY Rent - Doubles Beds		1,760	1,840	1,922	1,999	2,079	2,162	2,249	2,339	2,432						
2.13 AY Rent - Triples Beds																
2.14 AY Rent - Quads Beds																
2.15 Gross Rental Income		1,808	1,889	1,974	2,053	2,135	2,221	2,309	2,402	2,498						
2.16 Less: Vacancy (\$)		(1,808)	(1,889)	(1,974)	(2,053)	(2,135)	(2,221)	(2,309)	(2,402)	(2,498)						
2.18 Other Income									239							
2.19 Total Net Revenue		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2.2 Operating Expenses																
2.21 CPA Lease and Operating Costs			925	962	1,000	1,040	1,082	1,125	1,170	1,217						
2.23 Operating Costs		889	925	962	1,000	1,040	1,082	1,125	1,170	1,217						
2.24 Total Operating Expenses		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2.3 Net Operating Income		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2.5 Debt Service																
2.51 Existing Debt Service																
2.52 New Debt Service																
2.53 Total Debt Service		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2.60 Debt Service Coverage		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2.6 Net Cash Flow		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$



11 W.W.Holes Hall

2015-16 (FY16) CFP 95% Draft (11/05 draft)

Program Description			Development Budget (\$x1,000)			Operating Budget		
Design Capacity	2016 Rent	Existing Units-Planned	Existing Beds-Planned	Construction Cost	Revenue Assumptions	Date	Fiscal Yr	Duration
Singles	\$1,935	28	28	Land and Infrastructure	Current Occupancy	Feb-16	2016	3
Doubles	\$4,890	178	356	Permits and Fees	Completion Occupancy	May-16	2016	3
Triples	\$0	-	-	Furniture and Fixtures	Completion Adjustment	Aug-16	2017	6
Quads	\$0	-	-	Design and Soft Costs	Inflation Rate			
Total		206	384	Development Costs	Other Revenues			
		Existing Beds-Planned	Existing Area-Planned	Project Contingency	Staff Beds			
100 Units - Traditional	364	80,213	-	Financing Costs	Tenant Lease			
200 Units - Semi-Suites	-	-	-	Total Budget	Allocated Expense			
300 Units - Suites	-	-	-	Project Type	Operating and R&R Costs			
400 Units - Apartments	-	-	-	Renovation Scope	Completion Adjustment			
500 Units - Staff	20	5,500	-	Capitalization	Inflation Rate			
600 Residential Commons	-	-	-	Capital Cost	Vacant Operating Cost Ratio			
700 Tenant Space	-	-	-	Financing Rate				
800 Support Space	-	-	-	Financing Period				
900 Unassigned/Circulation	-	-	-	Issuance Costs				
Total	384	85,713	85,713	Years				
Parking	Displaced: 0 spaces	New: 0 spaces		per MNSCU				
Tenants	Displaced: 0 sf	New: 0 sf		Expense				

PROGRAM PARAMETERS	Fiscal Year														
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
1.1 Capital Cost	\$ 693	\$ 663	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1.3 Revenue Beds by Unit Type															
1.31 Traditional Beds	364	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.32 Semi-Suites	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.33 Suites	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.34 Apartments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.4 Gross Area in Service	85,713	85,713	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2 PRO FORMA DETAIL															
2.1 Revenues															
2.11 AY Rent - Singles Beds	54	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.12 AY Rent - Doubles Beds	1,741	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.13 AY Rent - Triples Beds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.14 AY Rent - Quads Beds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.15 Gross Rental Income	\$ 1,795	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2.16 Less: Vacancy (\$)	(1,795)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.18 Other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.19 Total Net Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2.2 Operating Expenses															
2.21 CPA Lease and Operating Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.23 Operating Costs	866	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.24 Total Operating Expenses	\$ 866	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2.3 Net Operating Income	\$ (866)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2.5 Debt Service															
2.51 Existing Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.52 New Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.53 Total Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2.60 Debt Service Coverage	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2.6 Net Cash Flow	\$ (866)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

SOUTH SIDE UNIVERSITY NEIGHBORHOOD MASTER PLAN



Adopted by the St. Cloud City Council on February 9, 2009

The following persons and organizations are to be recognized and commended for their participation in preparing the South Side University Neighborhood Master Plan:

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Master Plan Task Force**

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 Bob Johnson - City Council President
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 Carolyn Garven – 2nd Ward
 John Libert – 3rd Ward
 John Pederson – At Large
 George Hontos – At Large
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CHAPTER I EXECUTIVE SUMMARY

The South Side University Neighborhood Master Plan offers a community based vision and series of strategies for enhancing the neighborhood as a whole and its individual stakeholders. The neighborhood master plan is intended to guide present and future residents and stakeholders in making decisions that will revitalize the neighborhood over the next 20 years.

It is appropriate that the South Side University Neighborhood is the first neighborhood to undertake a targeted neighborhood planning initiative. The historic setting, proximity to downtown and major transportation corridors, and presence of St. Cloud State University create a unique set of assets, challenges, and opportunities to be addressed and built upon in the coming decades. The revitalization of the South Side University Neighborhood is key to continued success of St. Cloud State University, the downtown, and community as a whole.

The commitment of many partners to actively participate in the neighborhood master planning process and prior community building initiatives are vital to successfully implementing this vision. The neighborhood master plan process was led by a diverse team of city staff, consultants, residents, business owners, university officials, students, landlords, religious leaders, and other stakeholders.

The South Side University Neighborhood Master Plan's vision statement is intended to be a long-range description of the neighborhood that can be used to focus decision-making and implementation activities.

South Side University Neighborhood Vision

Welcome to the South Side University of the year 2015! Our safe, secure, and stable community is made up of a diverse social fabric and a rich physical fabric that make our near-downtown neighborhood and its beautiful historic districts the envy of the community and a benefit to surrounding areas. Our location near a highway, a vibrant downtown, churches, university campus, and the Mississippi River and Lake George offers residents amenities to higher levels of recreation and conveniences than those in other neighborhoods.

We offer a pedestrian-friendly environment where residents sit on their front porches, walk their dogs, involve themselves in civic-minded pastimes and seek casual, chance meetings to have conversations and greetings with community members. We celebrate our diversity of residents and integrate renters and homeowners through neighborhood interaction and events. We have enhanced the historically significant aspects of the neighborhood through property owner accountability and City programs that assist with maintaining property appearances and conditions, returning structures to their original uses (e.g. single-family homes being used as multi-family dwellings returned to single-family), and protecting the character of our historic buildings.

St. Cloud State University

St. Cloud, Minnesota

06.12.2015 Final

EXTERIOR DESIGN INTENT DOCUMENT

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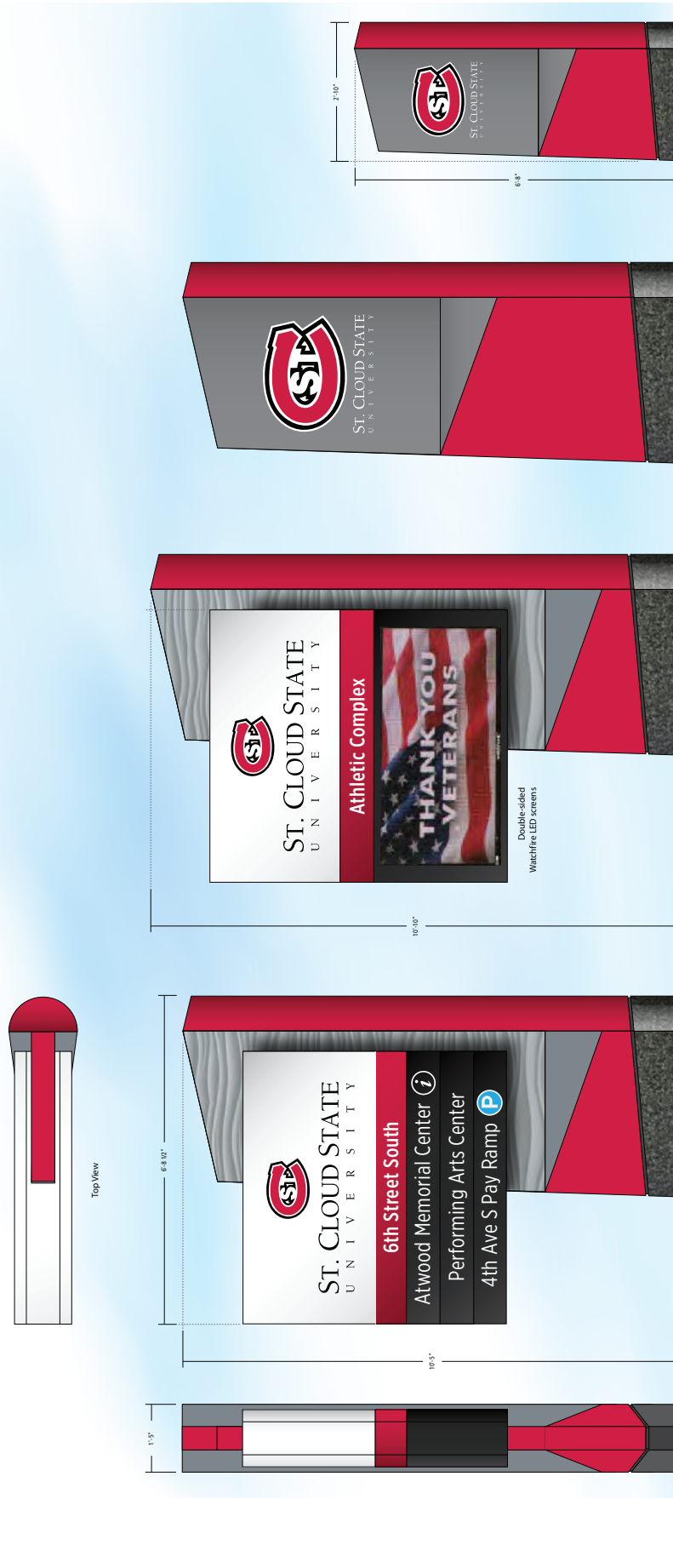
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ST. CLOUD STATE
UNIVERSITY

St. Cloud State University – Exterior Sign Array



Side View

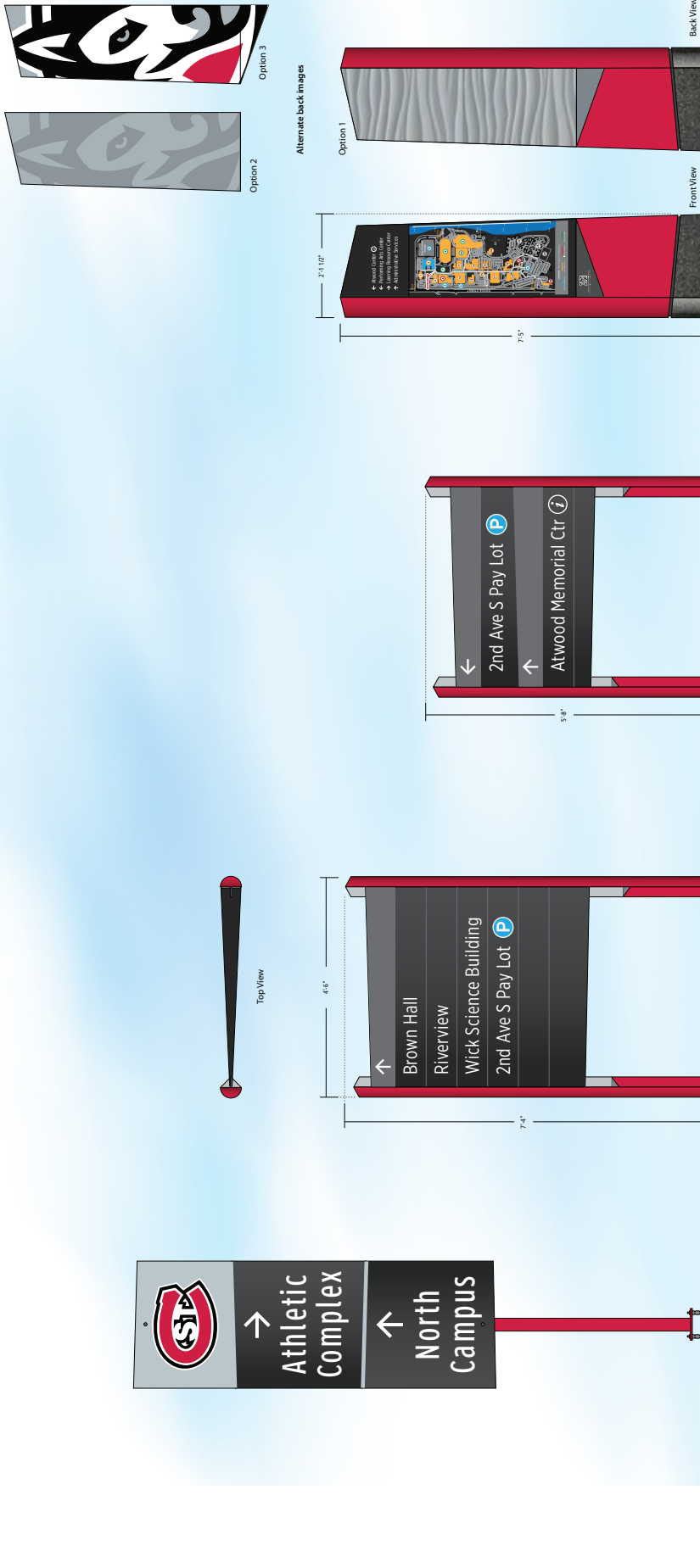
Gx-1
Entrance Identifier/Guide
Illuminated

Gx-2
Entrance Identifier/Guide (LED)
Illuminated

Gx-1a
Boundary Marker, Large
Non-illuminated

Gx-1b
Boundary Marker, Small
Non-illuminated

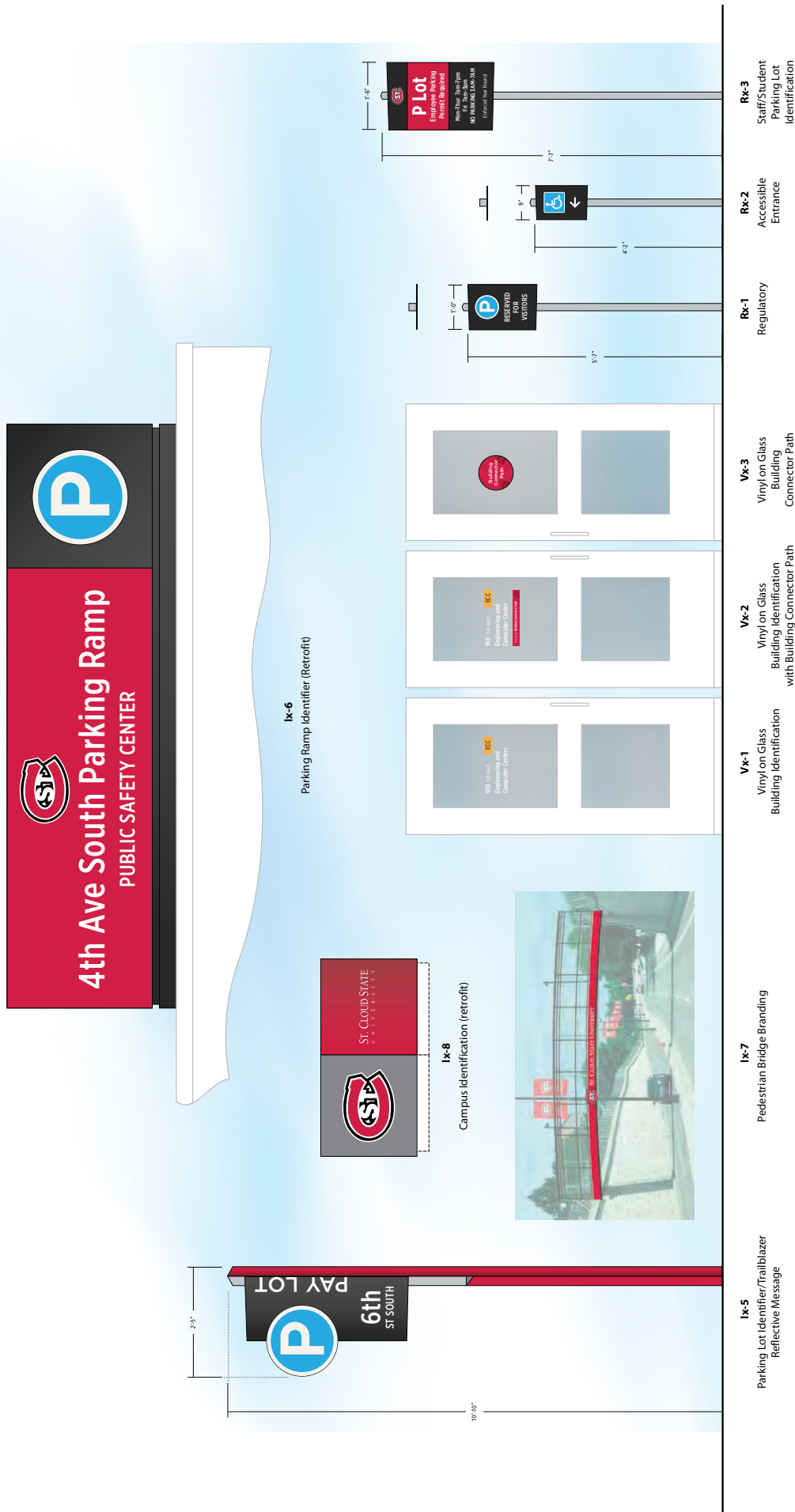
St. Cloud State University – Exterior Sign Array



4
corbindesign



St. Cloud State University – Exterior Sign Array



Ix-5 Parking Lot Identifier/Trailblazer Reflective Message	Ix-7 Pedestrian Bridge Branding	Ix-1 Vinyl on Glass Building Identification	Vx-2 Vinyl on Glass Building Identification with Building Connector Path	Vx-3 Vinyl on Glass Building Connector Path	Rx-1 Regulatory	Rx-2 Accessible Entrance	Rx-3 Staff/Student Parking Lot Identification
---	---	--	--	---	---------------------------	---------------------------------------	---



FABRICATION SPECIFICATIONS: EXTERIOR SIGNAGE

A. Quality Standards

The materials, products, equipment and performance specifications described within establish a standard of quality to meet by the Fabricator.

B. Structural Design

Details on design intent drawings indicate a design approach for sign structure but do not necessarily include all fabrication details required for the complete structural integrity of the signs, including consideration for static, dynamic and erection loads during handling, erecting, and service at the installed locations, nor do they necessarily consider the preferred shop practices of the individual Fabricator. Therefore, it shall be the responsibility of the Fabricator to perform the complete structural design and engineering of the signs and to incorporate all the safety features necessary to adequately support the sign for its intended use and purpose and to protect SCSU. Fabricator shall also be responsible for ensuring that all signs meet local, state and federal codes.

C. Vandalism and Design

Fabrication and installation design is to withstand severe abuse and souvenir theft vandalism, but not less than the equivalent of resisting simple hand implements and tools (screwdrivers, knives, keys, and similar items), and adult physical force. All hardware and fasteners within reach shall be vandal resistant.

D. Substitution

No substitution will be considered unless SCSU has received written request for approval. Fabricator may recommend equal or better equipment or method, but will be required to provide full documentation establishing such a substitution's equality or superiority as measured in the following:

- compliance with the visual design intent;
- cost;
- ease of maintenance; and
- performance.

The burden of proof of the merit of the proposed substitute is upon the Fabricator. SCSU's decision of approval or disapproval of a proposed substitution shall be final.

E. Material Handling

The Fabricator is to pack, wrap, crate, bundle, box, bag, or otherwise package, handle, transport, and store all fabricated work as necessary to provide protection from damage by every cause. Fabricator shall provide clear and legible identifying information on all product packaging to ensure proper on-site identification and installation.

F. Sign Specifications: Construction Methodology

The drawings call for a variety of fabrication techniques. Fabricators are given leeway to fabricate the signs to meet the intent of the designs depicted by the drawings.

1. Because different systems of extrusions may result in slightly different dimensional requirements, the total height and width dimensions described in the sign construction on the drawings may be considered "nominal" for the purposes of cost quote.
2. Sign faces are to be fabricated using aluminum plate of varying thicknesses, as specified on design intent drawings, with a minimum thickness of .125" unless otherwise noted.
3. Unless otherwise noted on the design intent drawings, all cut-out push-through copy is to be routed from a single sheet of white acrylic, with a minimum thickness of 3/8" and pushed through 1/16". Routed letters and shapes that are bonded to a separate acrylic sheet are not acceptable; they must be routed from a single sheet.
- Acrylic is to be attached to the back of the sign using adhesive, mechanical fasteners, or both depending on the design specifications.
- All letter knock-outs (interior of letter forms) are to be stud mounted through the acrylic.
- When illuminating the acrylic face with Fluorescent or Neon, 7328 shall be the standard white acrylic.
- When illuminating the acrylic face with LED, 2447 shall be the standard white acrylic.
- Acceptable spacing between the push-through acrylic and the cut-out aluminum is 1/32" to 1/16" depending on the copy height (if the copy is larger than 32", alternate spacing may be used to allow for the change in material expansion).

4. Sign cabinet seams shall be sealed to ensure they are watertight.

5. All finishes are to be satin finish, free from fading, peeling or cracking. Paint preparation of all exterior metal surfaces of the sign to include removal of all scratches and imperfections sanding and chemical etching. Substrate cleaning, preparation, paint application and paint thickness to be in strict compliance with Matthews Paint or AkzoNobel published recommendations. Acceleration of the drying process is not allowed. Clear final top coat is required

6. Except where approved otherwise by SCSU, conceal fasteners.

7. Any sign faces smaller than 8" by 20" are to be fabricated from 1 piece of seamless material.

8. On welded joints, dimensional and structural welding defects will not be accepted, including but not limited to: poor weld contours, including excessive bead convexity and reinforcement, and considerable concavity or under-sized welds; cracks; undercutting; porosity; incomplete fusion; inadequate penetration; spatter; and non-metallic inclusions. Welding is to be performed by AWS (or similar) certified personnel, following AWS Standard Welding Procedure Specifications (SWPSS) for steel, aluminum, and stainless steel as appropriate.

9. Non-welded joints between various portions of signs must have a tight, hairline-type appearance, without gaps. Provide sufficient fastenings to preclude looseness, racking, or similar movement.

10. Provide drain holes as needed to prevent accumulation of water within signs. Holes must be inconspicuous and be in inconspicuous locations; holes must be located such that drainage does not occur onto signs, or other surfaces subject to staining. Provide internal system of baffles to prevent "light leaks" through drain holes of illuminated signs. Provide color-coordinated insect screening over drain holes.

11. Non-illuminated sign faces are to have lettering and graphics created as silk-screening or as surface-applied vinyl typography using Oracal exterior grade, minimum 5-year warranty, as noted in the design intent drawings.

12. Visible metal joints must adhere to a fit tolerance of .01".

13. Unlit channel letter faces must be .25" aluminum. Channel letter returns must be .080" aluminum.

G. Sign Specifications: Illumination & Electrical
It shall be the responsibility of the Fabricator to perform the complete electrical design for illuminated signs. Illuminated signs shall be designed by an electrical engineer and shall be fabricated and wired to be compliant with current UL listing requirements, and shall be UL certified.

1. All internally illuminated sign cabinets are to have an access panel that is tight fitting, lightproof and water-proof. Access panels are to be in an accessible location, out of sight, and shall be shown on shop drawings.

2. Internally illuminated signs are to have an adequate internal system of ventilation to assure a uniform dissipation of heat from electrical components of electrically powered and illuminated signs, heat (solar) absorption by sign and other sources. Any openings in exterior surfaces

must be internally baffled to prevent light leaks and prevent entry of rain, snow, wind-blown debris, and other foreign matter, and are to be covered with interior color-coordinated insect screen.

3. Only labels required by law are permitted to be mounted on the exterior of the sign face, and they shall be located in a position that is as discreet as possible.

4. All internally illuminated interior metal surfaces shall be painted white using Matthews' reflective white paint, or shall be lined with 3M's Matte White Light Enhancement Film, to enhance and evenly distribute light.

5. All electrical components shall be built to be housed within sign cabinets. All wiring and raceways within the sign are to be completely enclosed. Internal illumination by LED is required to provide adequate and even illumination over the face of the sign without hot spots or shadows. "Halo" effects, "spreading" or similar light spill due to excessive transmission of the backlight source shall be minimized.

6. Illumination to be provided by LED as specified on design intent drawings. Internal hardware must not be visible through the translucent letterforms and graphics.

7. All internally illuminated exterior signs are to have their own electric eye on/off control to turn the sign on at night and off in the morning, unless SCSU specifies a need for a timer. Location of eye to be shown on shop drawings.

8. Verify location of power provided by others prior to sign fabrication.

9. Face-lit channel letters with a 16" or shorter cap height shall be trimless. Face-lit channel letters taller than 16" may use a low-profile trim cap. Internally illuminated channel letters shall be illuminated using LED, unless otherwise noted on the design intent drawings. Transformers for channel letters shall be remote transformers wherever possible. If remote transformers are not applicable, then all electrical components shall be contained within the channel letter itself. Raceways are not acceptable unless specifically noted on the design intent drawing or if approved by SCSU. All raceways must be painted the same color as the wall on which the sign will be mounted. Channel letters to be painted on the inside with Matthews' reflective white paint, or lined with 3M's Matte White Light Enhancement Film to enhance and evenly distribute light.

FABRICATION SPECIFICATIONS: EXTERIOR SIGNAGE

I. Fonts/Typefaces

The fonts used for this project were selected specifically for this project by UNO, and include those listed in the graphic standards. It is the responsibility of the fabricator to purchase the fonts.

No substitution of any other typefaces may be made. Under no circumstances are typefaces to be electronically distorted ("squeezed" or "extended") for purposes of fitting to the specified sign or general alteration of the sign face composition unless noted in the drawings. This includes (but is not limited to) stretching, squeezing, tilting, outlining or shadowing.

- All letterforms, symbols or graphics shall be reproduced either by photographic or computer-generated means. Hand-cut characters are not acceptable. Cutting shall be done in such manner that edges and corners of finished letterforms will be sharp and true. Letterforms with nicked, cut, ragged, rounded corners, and similar disfigurements will not be acceptable.

- All letterforms shall be made from material and gauge as indicated on design intent drawings. Typefaces shall be replicated as indicated on the drawing.

- Ligatures are to be turned off.

- Apostrophes are to be used, not footmarks. Note that there is a difference in most fonts.

- Silk-screened and vinyl copy is to match the sheen of the copy panel background (satin). Edges of letters shall be straight and corners sharp. Surface of letters shall be uniform in color finish, and free from pinholes and other imperfections.

- Silk-screened images shall be executed with photo screens prepared from original art. No hand-cut screens will be accepted. Original art shall be defined as artwork that is a first generation reproduction of the specified art.

- Silk-screening shall be highest quality, with sharp lines and no sawtooths or uneven ink coverage. Screens shall be photographically produced. Application of inks through screens shall consist of one flood pass and one print pass. Images shall be uniform in color and ink thickness. Images shall be free from squeeze marks and lines resulting from improper print stroke or screen off contact height. Signs shall be placed in adequate drying racks with minimum of 2 inches between racks for ample airflow. Sign racks shall have system of forced airflow between layers to provide proper drying and curing of inks. After signs have dried completely according to the ink manufacturer's time allowance, signs may be packaged.

- The edges and corners of routed letterforms shall be sharp and true. Letterforms with nicked, cut, ragged, rounded (positive or negative) corners, and similar disfigurements will not be acceptable.

- Letterforms shall be aligned so as to maintain a base line parallel to the sign format, with margins and layout as indicated on design intent drawings and approved shop drawings. Vertical strokes shall be plumb.

- Vinyl graphics and letterforms shall be computer-cut.

J. Permits and Variances

Fabricator shall be knowledgeable of relevant local code requirements and honor same in fabrication and installation. Where applicable, it is the responsibility of the Fabricator to secure any and all necessary permits for signage installation. It is the responsibility of UNO to secure variances, should any be required. It is UNO's responsibility to call the appropriate agency to have all underground utilities properly located and marked. Any damage to below-grade utilities or structures for which UNO has provided adequate location information is the responsibility of the Fabricator.

K. Site Visit

Prior to installation of the signs, the Fabricator is to visit the proposed sites to observe existing conditions and verify all signage required and its location with UNO. At this time the locations shall be staked using a non-permanent visible device such as spray chalk or non-permanent paint. Certain signs may be located on sloped grades and may require uneven footings for each post. Site-verify all locations to determine special requirements for footing templates, if required.

The final Sign Message Schedule and Sign Location Plan shall be consulted together and shall be approved by UNO to determine the precise location for each sign. Any necessary adjustments will be made with the approval of UNO.

L. Masonry/Footings

Any concrete bases for signage are to be poured in place and footings are to extend beneath the frost line, or deeper to meet local code. All footings or bases should be poured within a form and level with grade unless otherwise specified in the design intent drawings. Foundation/footings should be level with grade unless otherwise noted or as specified by state or local code. Foundation/footings should not extend above grade more than 2" and exposed edges should be finished with a bevel to prevent chipping. It's recommended that the concrete be floated by machine or hand before finishing in order to embed larger aggregates especially when part of the footing or base extends above

ground. Concrete surface should have a smooth or brushed finish grade appearance. All concrete bases and footings should be edged to break any bond with the form and create a neat appearance. All forms should be removed once the concrete has properly cured. Concrete and reinforcement specifications shall be shown on shop drawing submittals. The Fabricator is responsible for the necessary templates, mounting plates and hardware for concrete and masonry bases. A minimum 1" rock bed with landscape edging or concrete pad must be added around each concrete base as protection from landscaping maintenance.

All masonry (concrete block, poured concrete, brick, slab, veneer, mortar, etc.) is to be properly treated and protected to maintain the structural integrity of the masonry work with exposure to all environmental conditions found at the site. For exposed or visible masonry, this shall include the application of protective sealers or similar finishes to diminish the effects of close-proximity sprinkling or irrigation systems.

Signs are to be mounted on J-bolt footings, centered on the concrete base or footing, and engineered per code, unless otherwise specified in the design intent drawings.

M. Wind Load

Signs, banners and mounting devices shall be engineered to withstand a minimum 30-psf wind load normal to the sign, or greater as per local code, in addition to the weight of the sign. The Fabricator shall determine appropriate method of anchoring signs to the locations specified to meet these requirements as well as all local code requirements.

N. Mounting

All signs are to be mounted level and true. All exposed hardware is to be touch-up painted on site as required. It is preferred that all bolts, nuts, washers, or other fasteners be stainless steel. However, galvanized steel is acceptable, so long as all exposed surfaces are sealed.

While sign type drawings may specify or indicate possible mounting and/or mounting hardware details, the Fabricator will be able to substitute equal or better hardware and mounting situations and as long as the visual appearance of the sign is not compromised from that shown in the design intent drawings.

All signage products must be installed such that there are no misalignments between visible components. Sign elements intended to be removable or changeable after installation must function as intended without binding, sticking or blocking. It will be the responsibility of the Fabricator to correct any installation misalignments at no charge.

Fabricator and their installers are expected to have knowledge of ADA mounting guidelines and city zoning codes, general sign locating practices, and any particular unique installation methods defined by UNO. It is the desire of UNO that the Fabricator follow these guidelines as well as architectural codes in installing for the best visual placement, keeping a reasonable distance from protruding objects. Any signage that is improperly located is to be moved to the proper location by the Fabricator, and repairs to wall surfaces and signage are to be completed at the Fabricator's expense.

If the installers are unable to make a decision about any sign locations, they can contact UNO, providing a graphic representation of the questionable area, or for on-site options.

O. Electrical

UNO will be responsible for providing a power source to within 10 feet of the base of each sign requiring power (either at grade or below grade). Power is to be 120 or 277 (LED illumination should be 120) volts at 60 cycles unless otherwise noted in the documents. It is the responsibility of the Fabricator to manipulate the existing conduit to its proper location, install an external disconnect, extend the conduit through the concrete base (or posts) to align with the point of hookup, and run the power supply through it. Conduit running from the disconnect to the sign shall travel within the concrete base, not on its surface. The Fabricator will be responsible for the final electrical connection.

P. Punchlist

It is required that the successful Bidder complete a walk through with UNO immediately following installation to identify any errors, such as construction or installation issues. Such errors are to be corrected in a timely manner, and to the satisfaction of UNO.

Q. Site Safety and Restoration

During the installation period, successful Bidders and subcontractors are responsible for their own safety, and are expected to maintain a safe environment for pedestrians. Successful Bidders and subcontractors are to keep UNO's premises and the adjoining premises, driveways, and streets clean and clear. Job site shall be left safe, neat and clean at the completion of each day's operation. Successful Bidders and subcontractors are also expected to temporarily maintain old signs in order to continue their directional and identification functions, as well as to maintain signage that meets MUTCD standards during the installation period. At the completion of work, successful Bidder and subcontractors shall remove all rubbish, tools, equipment, and surplus materials, from and about the premises, and shall leave the site as originally found. Successful Bidder shall be responsible for repairing or correcting damage to other contractors' work resulting from successful Bidder's work.

FABRICATION SPECIFICATIONS: EXTERIOR SIGNAGE

R. Signage Warranty

The successful Bidder is to provide a written five (5) year full replacement warranty to UNO that all signs will be free of defects due to craft work including, but not limited to:

1. Bubbling, chalking, rusting or other disintegration of the sign panel, graphics or of the edges.
2. Corrosion appearing beneath paint and vinyl surfaces, on sign panels, brackets, posts or other support assemblies (except as an obvious result of vandalism or other external damage).
3. Corrosion of fasteners.
4. The assemblies not remaining true and plumb on their supports.
5. Peeling, delamination or warping ("oil canning").
6. Repair and reinstallation of signage due to failed mountings.

Successful Bidder shall also extend in writing to UNO all manufacturers' warranties for materials and components used within the signs. It is the Successful Bidder's responsibility to obtain extended 5-year manufacturer warranties on all paint and powder coat applications.

S. Repair or Replacement

Without additional cost to UNO, the successful Bidder shall repair or replace, including installation, any defective signs or hardware which develop during the warranty period and repair any damage to other work due to such imperfections. The successful Bidder will be required to fully replace all signs that are in error relative to the working documents (sign message schedule and sign type drawings) that will be submitted to the successful Bidder upon award of contract.

T. Pre-fabrication Submittals

Upon award of contract, the successful Bidder must submit a copy of the following items to UNO for their review prior to fabrication of the prototypes and rest of the fabrication package:

1. Detailed engineered shop drawings for each sign type are to be submitted as electronic PDF no larger than 11"x 17". Final Shop Drawings are to be stamped by an Engineer licensed in the State of Nebraska. The shop drawings for each sign type shall illustrate/describe the following:

- i. Elevations and cross sections – front, sides, top and back (if necessary); side sections; internal structure section/details; enlarged details such as of extrusions, push-through letter mounting, mounting plate, etc.; with all final dimensions and call-outs for:
 - Components – construction details/information related to individual elements
 - Materials – color, type, gauge, and thickness (including substrates and overlays)
 - Finishes – color, type of product, manufacturer, and sheen
 - Fonts, graphics specifications and message fields
 - ii. Exploded view (optional) – isometric view with components, materials, and finishes.
 - iii. Cross-section of corners – one illustration for each corner condition. Items to be illustrated: seams, joints, layers, internal support and fasteners.
 - iv. Mounting/installation details – provide foundation cross-sections (including hardware), bracket/post details, elevations, materials, finishes and fasteners.
 - v. Electrical details, are to be provided for all elements that require electricity. Specific items to be listed are:
 - Light source and/or fixture type and manufacturer
 - Power supply (transformer)
 - Amperage and voltage per sign
 - Electrical service required (source)
 - Lighting detail – provide an internal view of light fixtures, LED layout, transformers, external cut-off switch, light sensor, and timer.
 - vi. Engineering for wind load
 - vii. Removable panels (where applicable)
 - viii. Identify any dimensional or other changes in the overall sign required by virtue of the fabrication materials, techniques and/or engineering.
2. Two (2) samples of each material (paint, vinyl, acrylic veneer, masonry, metal, etc.) to be used on the sign using actual substrate materials. One sample will be returned, one sent to UNO.
 3. A proofing document of final production keystroking for all sign messages to verify line breaks, character and word spacing, and interline spacing. The proofs are to be scaled production art files, not full sized. Each layout is to be identified with the sign number.

SIGN TYPE
Graphic Standards
 Color Palette, Typography,
 Symbols and materials

Fabricator is responsible for matching all colors and materials to the actual sign and providing the Owner color and material samples for approval.

CAUTION: IT IS NOT AN ACCURATE COLOR REPRESENTATION IN THIS DOCUMENT. COLOR REPRODUCTION CANNOT BE ASSURED DUE TO THE LIMITATIONS OF COLOR COPYING TECHNOLOGY.

This Coated Printable Matching System® Also Model Paint System and Matthews Acrylic Polyurethane are used for specifying signage color matches. (In the absence of actual sign material color chip reference and color matching system, color swatches should be referenced for color matching.)

Shown here are approximations of the primary colors. Actual color finishes on signage may be matte or low luster (not shiny or glossy) and exclusively a premium acrylic polyurethane. Except for the anti-graffiti coating (Glebeln, LV and Anti Graffiti Clear).

Signage paints produced by Matthews Paint and Aesopel Paint Company are to be the standard reference.

Vinyl Films from 3M, Oracal and Avery Graphics are to be the standard.

Color application varies per sign type. Refer to specific design intent drawings for application details.

DATE	DESCRIPTION
	Final Client Review



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Materials Palette



Material Process:
 High Pressure Laminate
 Direct Embel Powder Coating
 www.directembel.com

Material:
 ColorPlex
 Board, Co. (Spring, MI)
 colorplex.com

Material:
 Granite
 Cold Spring Black, Diamond 8

Color Palette

① Red Pantone®: 202 Paint: MP1837 Oracal Series 5700 Reflective Vinyl: ... Oracal Series 850 Translucent Vinyl: ... Oracal Series 751 Opaque Vinyl: ...	② Dark Gray 439 MP42359 Oracal Series 751 Opaque Vinyl: ...	③ Medium Gray Cool Gray 9 MP1561 Oracal Series 751 Opaque Vinyl: ...	④ Light Gray Cool Gray 7 MP0295 Oracal Series 751 Opaque Vinyl: ...	⑤ Yellow 124 MP0015 Oracal Series 751 Opaque Vinyl: ...

⑥ Cautious Red 405 MP0363 Oracal Series 751 Opaque Vinyl: 226 Signal Red	⑦ Black Black MP0833 Oracal Series 751 Opaque Vinyl: 226 Signal Red	⑧ White White MP2136 MP0009 Oracal Series 751 Opaque Vinyl: 226 Signal Red	⑨ Parking Blue 2925 MP0309 Oracal Series 751 Opaque Vinyl: 226 Signal Red

Typography

Gotham X Narrow Light

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz 1234567890

Gotham X Narrow Book

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz 1234567890

Gotham X Narrow Medium

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz 1234567890

Gotham Book

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz 1234567890

Gotham Medium

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz 1234567890

Symbols



Standard Arrow



Parking P



Barrier-Free



No Parking



No Smoking



No Entry

Logos




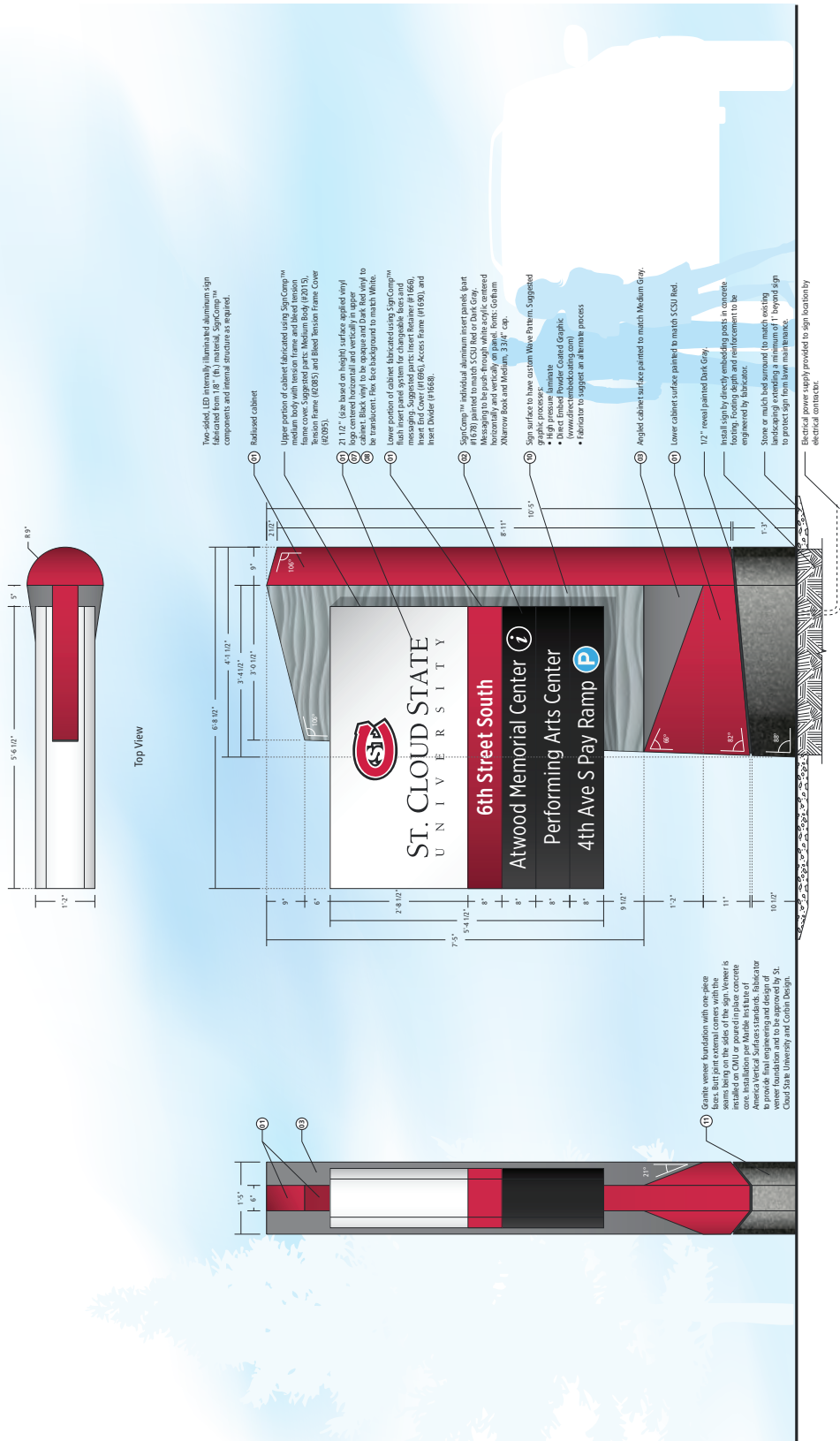
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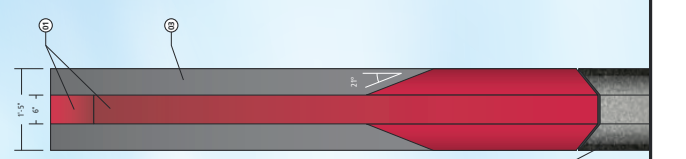
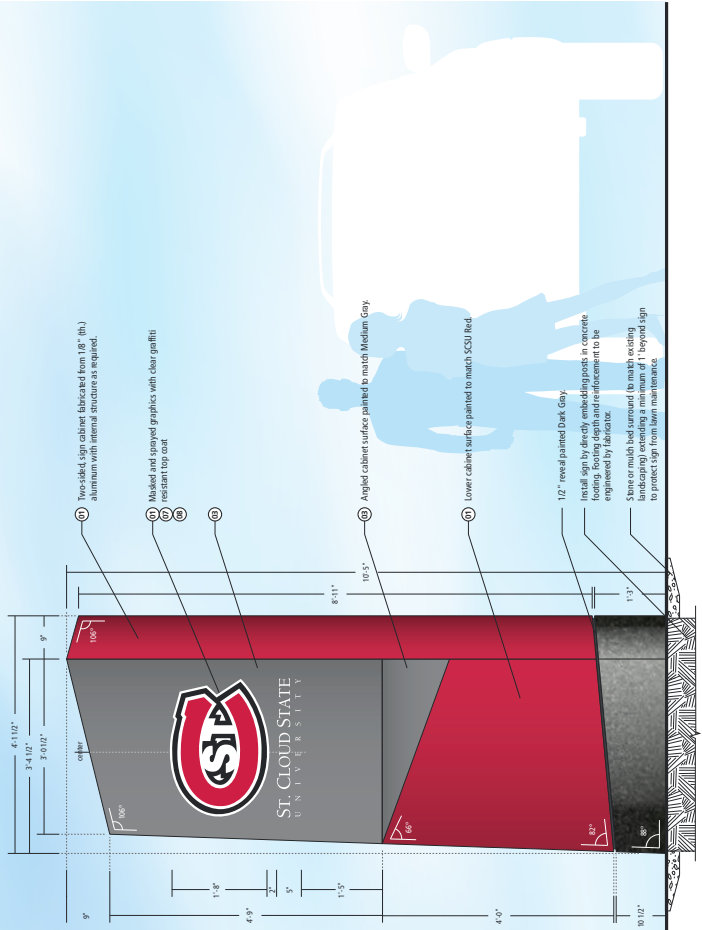
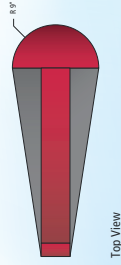
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DESIGN INTENT DRAWINGS



SIGN TYPE	
Gx-1	Entrance Identifier/Guide Illuminated
COLOR	<ul style="list-style-type: none"> ① Red ② Dark Gray ③ Medium Gray ④ Light Gray ⑤ Yellow ⑥ Caution Red ⑦ Black ⑧ White ⑨ Parking Blue ⑩ Wave Pattern ⑪ Granite
DATE	04.28.15
DESCRIPTION	Final Client Review
SCALE	1/2" = 1'-0" (on a 11" x 17" paper)
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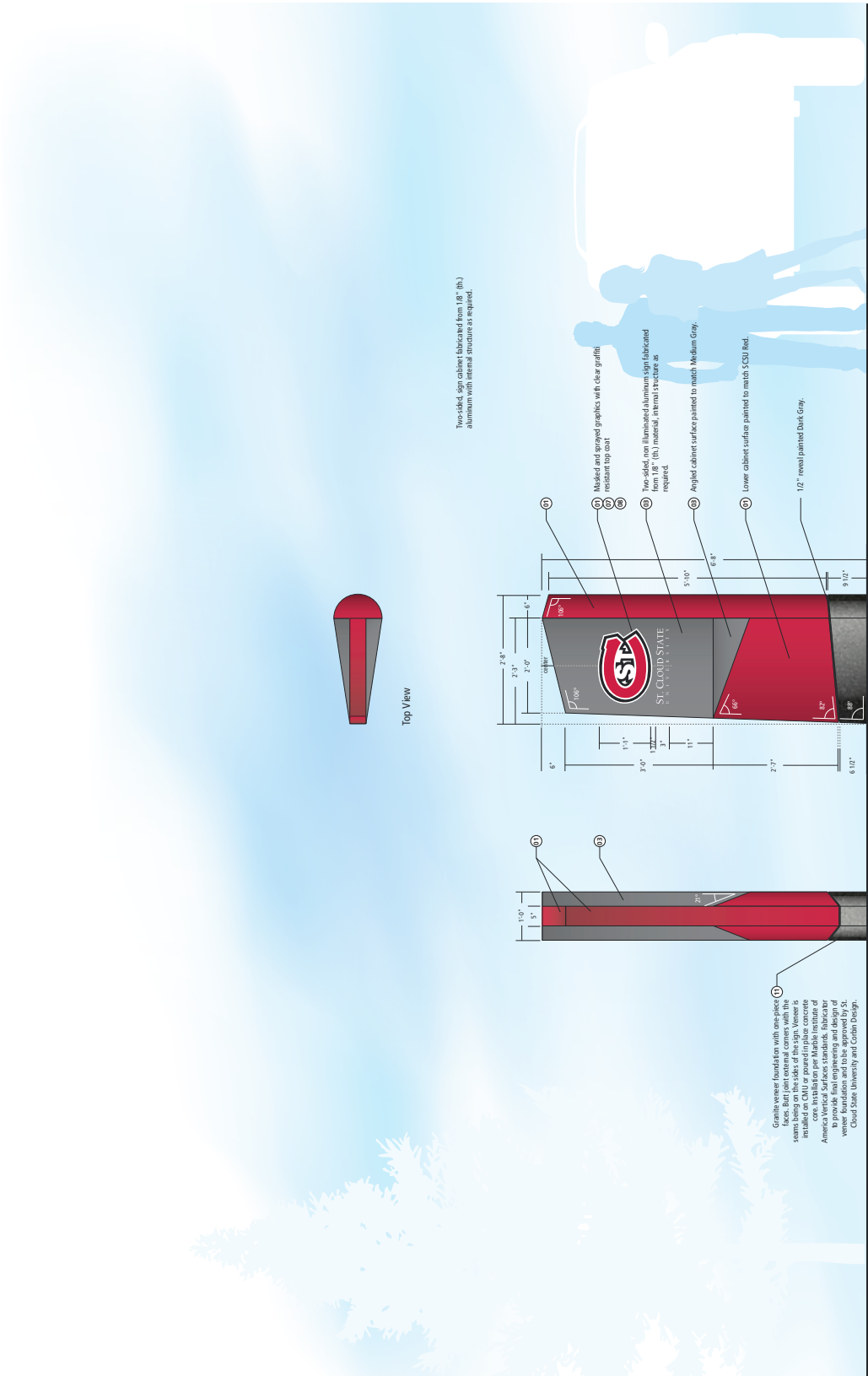


SIGN TYPE	Gx-1a Large Boundary Marker Non-Illuminated
COLOR	<ul style="list-style-type: none"> (A) Red (B) Dark Gray (C) Medium Gray (D) Light Gray (E) Yellow (F) Caution Red (G) Black (H) White (I) Parking Blue (J) Wave Pattern (K) Granite
DATE	04.28.15
DESCRIPTION	Final Client Review
SCALE	1/2" = 1'-0" (on a 11" x 17" paper)
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(K) Granite veneer foundation with one-piece Base. But joint external comes with the inside. Installation per Marble Institute of America Vertical Surfaces standards. Fabricator to provide final engineering and design of granite veneer foundation for St. Cloud State University and Corbin Design.

SIGN TYPE	Gx-1b Small Boundary Marker Non-Illuminated
COLOR	<ul style="list-style-type: none"> ① Red ② Dark Gray ③ Medium Gray ④ Light Gray ⑤ Yellow ⑥ Caution Red ⑦ Black ⑧ White ⑨ Parking Blue ⑩ Wave Pattern ⑪ Granite
DATE	04.28.15
DESCRIPTION	Final Client Review
SCALE	1/2" = 1'-0" (on a 11" x 17" paper)
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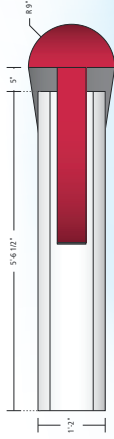


SIGN TYPE

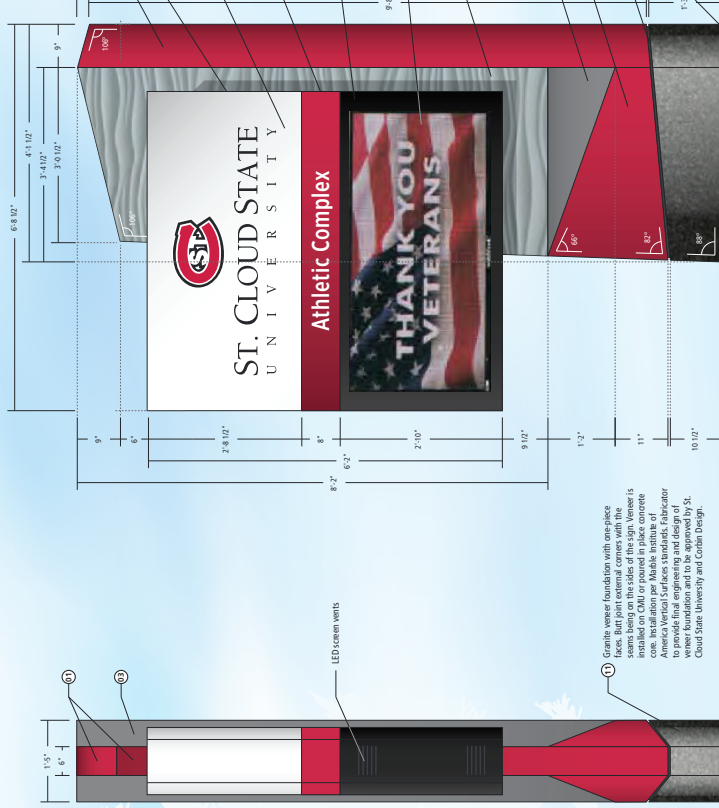
Gx-2
Entrance Identifier/Guide
Illuminated
LED Message Board

COLOR

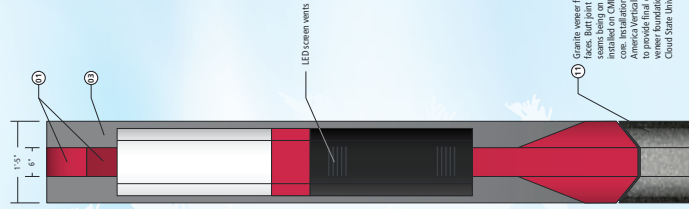
- ① Red
- ② Dark Gray
- ③ Medium Gray
- ④ Light Gray
- ⑤ Yellow
- ⑥ Caution Red
- ⑦ Black
- ⑧ White
- ⑨ Parking Blue
- ⑩ Wave Pattern
- ⑪ Granite



Top View



Front View



Side View

- ① Two-sided, LED internally illuminated aluminum sign fabricated using 5/8" extruded aluminum. Sign components and frame fabricated in light gray.
- ② Reduced cabinet
- ③ Upper portion of cabinet fabricated using SignComp™ aluminum extrusion. Sign components fabricated using aluminum frame covers. Segmented parts: Medium Body (M0315), Transition Frame (M2085) and Beveled Transition Frame Cover (M2095).
- ④ 2 1/2" (size based on height) surface applied vinyl logo on black horizontal area vertically centered. (See Note 1) to be translucent. Fill face background to match White.
- ⑤ Lower portion of cabinet fabricated using SignComp™ aluminum extrusion. Sign components fabricated using aluminum frame covers. Segmented parts: Medium Body (M0315), Insert End Cover (M1694), Access Frame (M1690), and Insert Divider (M1668).
- ⑥ Double-sided SignComp™ aluminum cabinet. Messaging to be push-through white acrylic centered horizontally and vertically on panel. Font: Gotham X Narrow Book and Medium. 3.34" cap.
- ⑦ Double-sided Vactrol™ LED screens (Approximately 2'6" x 2'0") 11mm pitch. Dist. connection to be determined.
- ⑧ Sign surface to have custom Wave Pattern. Suggested:
 - High pressure laminate
 - Direct Emboid Powder Coated Graphic
 - Direct Emboid Powder Coated Aluminum
 - Fabricator to suggest an alternate process
- ⑨ Angled cabinet surface painted to match Medium Gray.
- ⑩ Lower cabinet surface painted to match Medium Gray.
- ⑪ 1/2" reveal painted Dark Gray.
- ⑫ Metal sign by directly embedding sign to concrete footing. Footing depth and reinforcement to be engineered by fabricator.
- ⑬ Stone or much bed surround (to match existing landscaping) extending a minimum of 1' beyond sign to protect sign from lawn maintenance.
- ⑭ Electrical power supply provided to sign location by electrical contractor.

DATE **DESCRIPTION**


04.28.15 Final Client Review

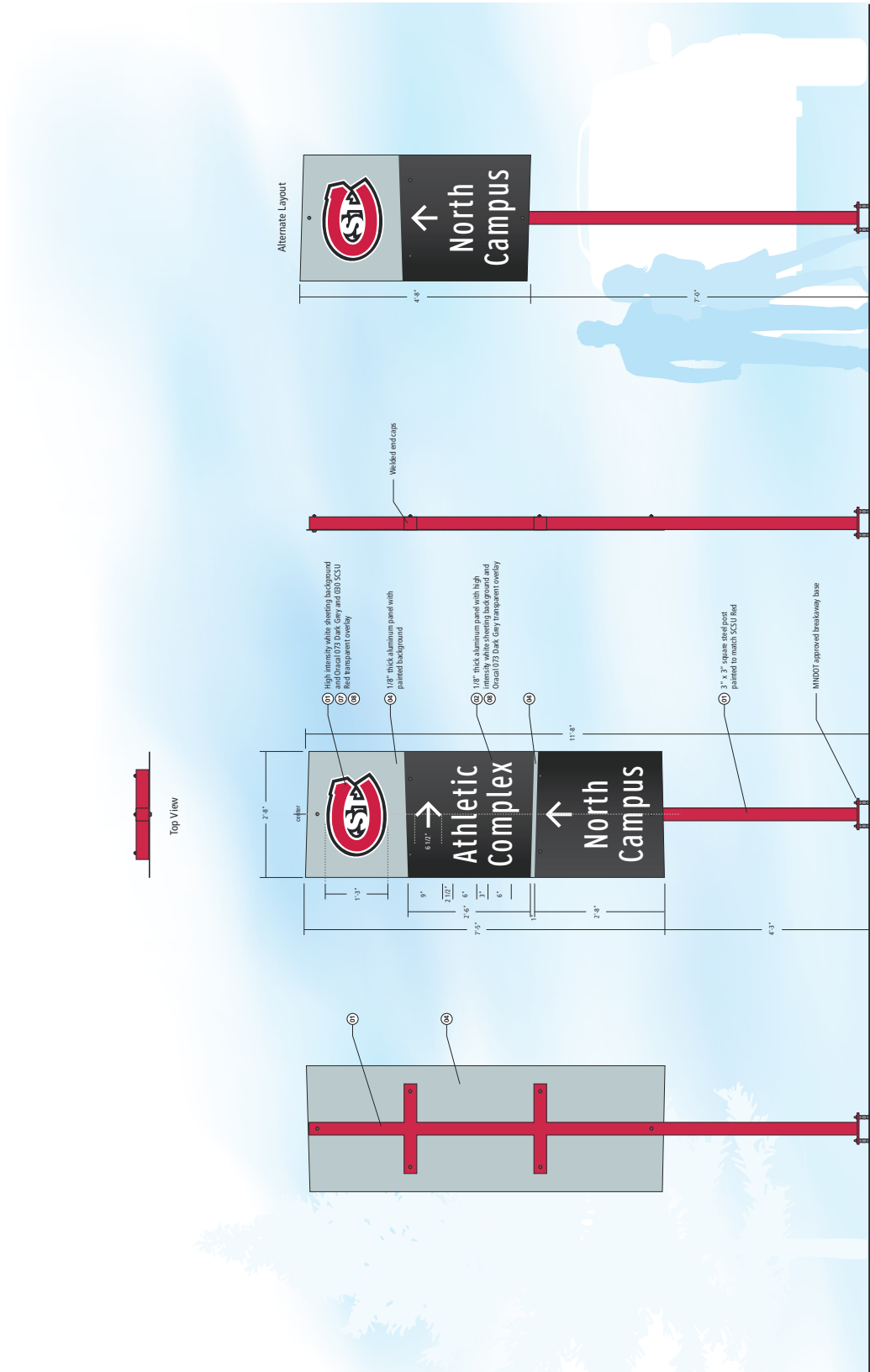
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1/2" = 1'-0"
(on a 11" x 17" paper)

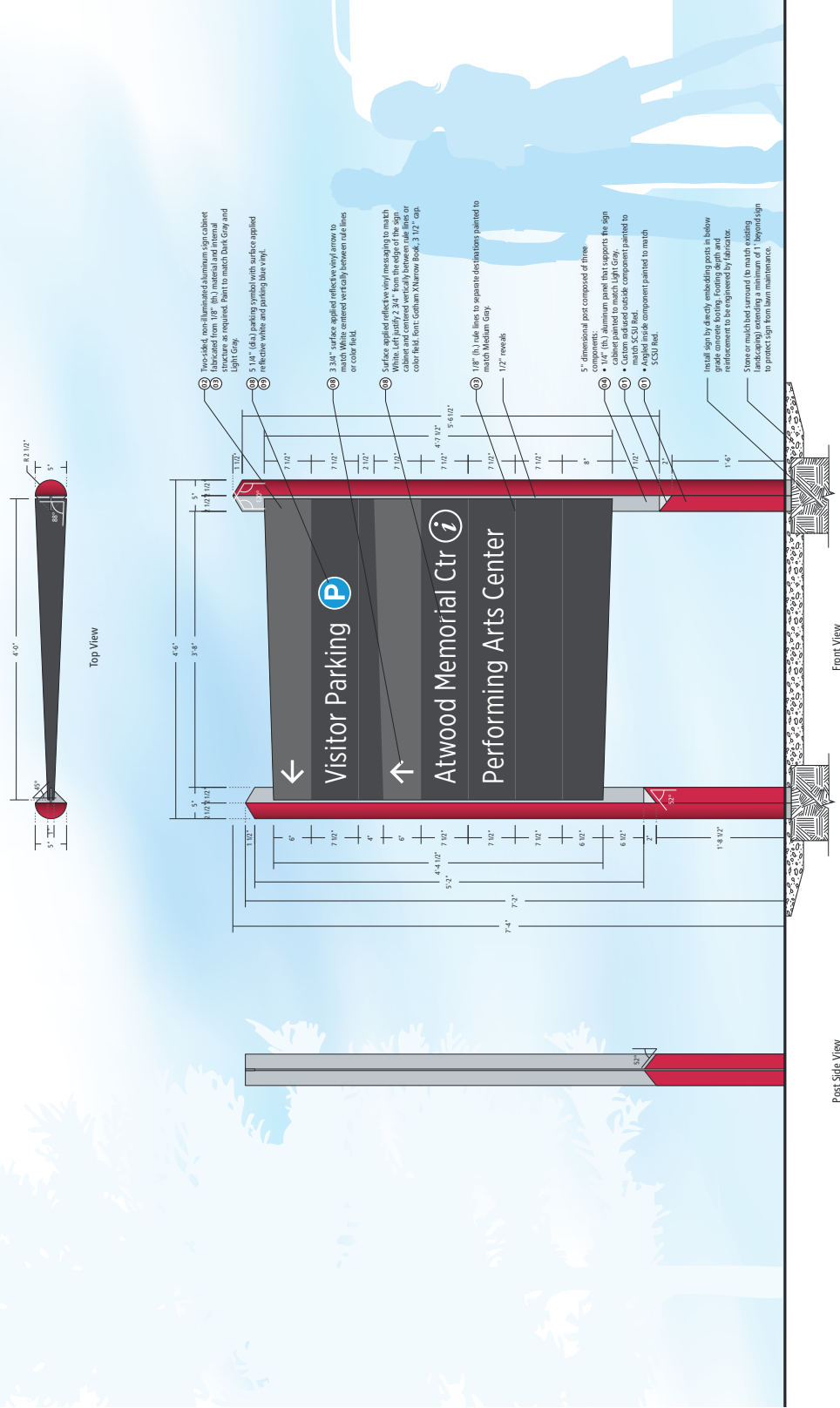




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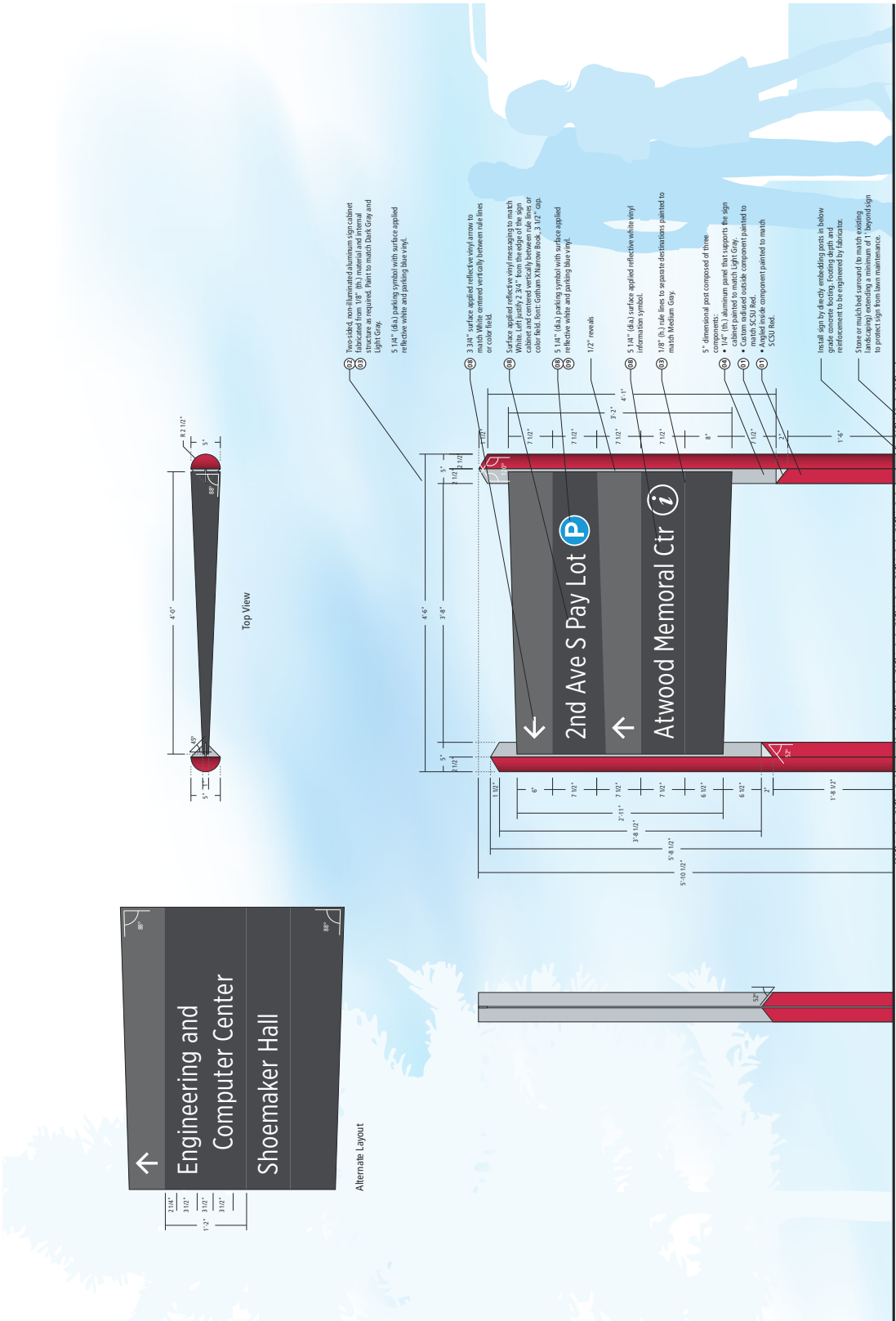
SIGN TYPE	GX-4 Vehicular Roundabout Guide, 6in tall Copy Non-Illuminated
COLOR	<ul style="list-style-type: none"> ① Red ② Dark Gray ③ Medium Gray ④ Light Gray ⑤ Yellow ⑥ Custom Red ⑦ Black ⑧ White ⑨ Parking Blue ⑩ Wave Pattern ⑪ Granite
DATE	DESCRIPTION
04.28.15	Final Client Review
SCALE	1/2" = 1'-0" (on a 11" x 17" paper)
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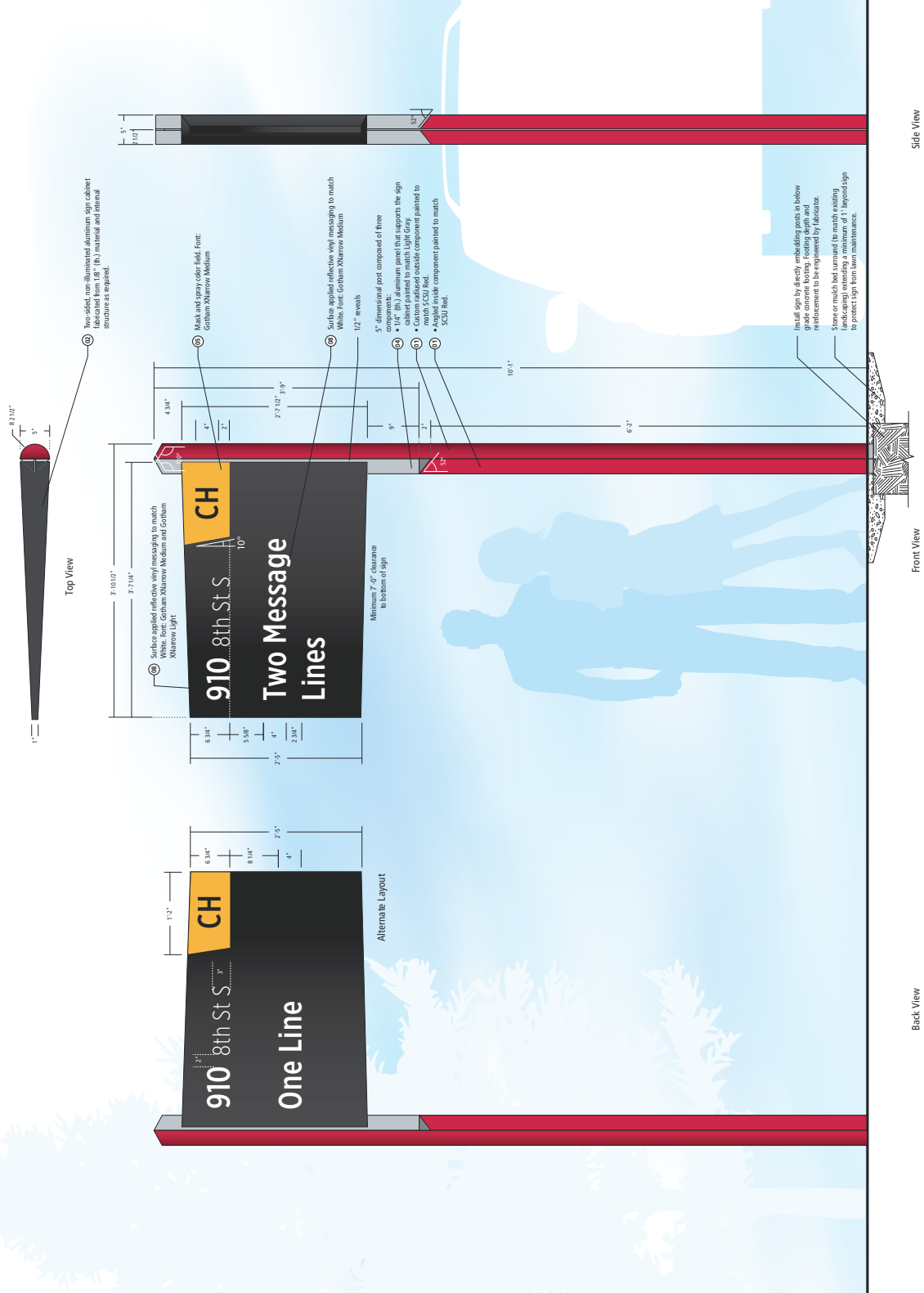
SIGN TYPE	
Gx-5	Primary Vehicular Guide Non-Illuminated
COLOR	
①	Red
②	Dark Gray
③	Medium Gray
④	Light Gray
⑤	Yellow
⑥	Caution Red
⑦	Black
⑧	White
⑨	Parking Blue
⑩	Wave Pattern
⑪	Granite
DATE DESCRIPTION	
04.28.15	Final Client Review
SCALE	
3/4" = 1'-0" (on a 11" x 17" paper)	
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SIGN TYPE	
Gx-6 Secondary Vehicular Guide Non-Illuminated	
COLOR	<ul style="list-style-type: none"> ① Red ② Dark Gray ③ Medium Gray ④ Light Gray ⑤ Yellow ⑥ Caution Red ⑦ Black ⑧ White ⑨ Parking Blue ⑩ Wave Pattern ⑪ Granite
DATE	DESCRIPTION
04/28/15	Final Client Review
SCALE	3/4" = 1'-0" (on a 11" x 17" paper)
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SIGN TYPE	IX-1a Building Identification Freestanding, Overhead Non-Illuminated
COLOR	<ul style="list-style-type: none"> ① Red ② Dark Gray ③ Medium Gray ④ Light Gray ⑤ Yellow ⑥ Caution Red ⑦ Black ⑧ White ⑨ Parking Blue ⑩ Wave Pattern ⑪ Granite
DATE	04.28.15
DESCRIPTION	Final Client Review
SCALE	3/4" = 1'-0" (on a 11" x 17" paper)
ST. CLOUD STATE UNIVERSITY	
corbindesign 109 East Front Suite 304 Traverse City, MI 49684 231.947.1236	

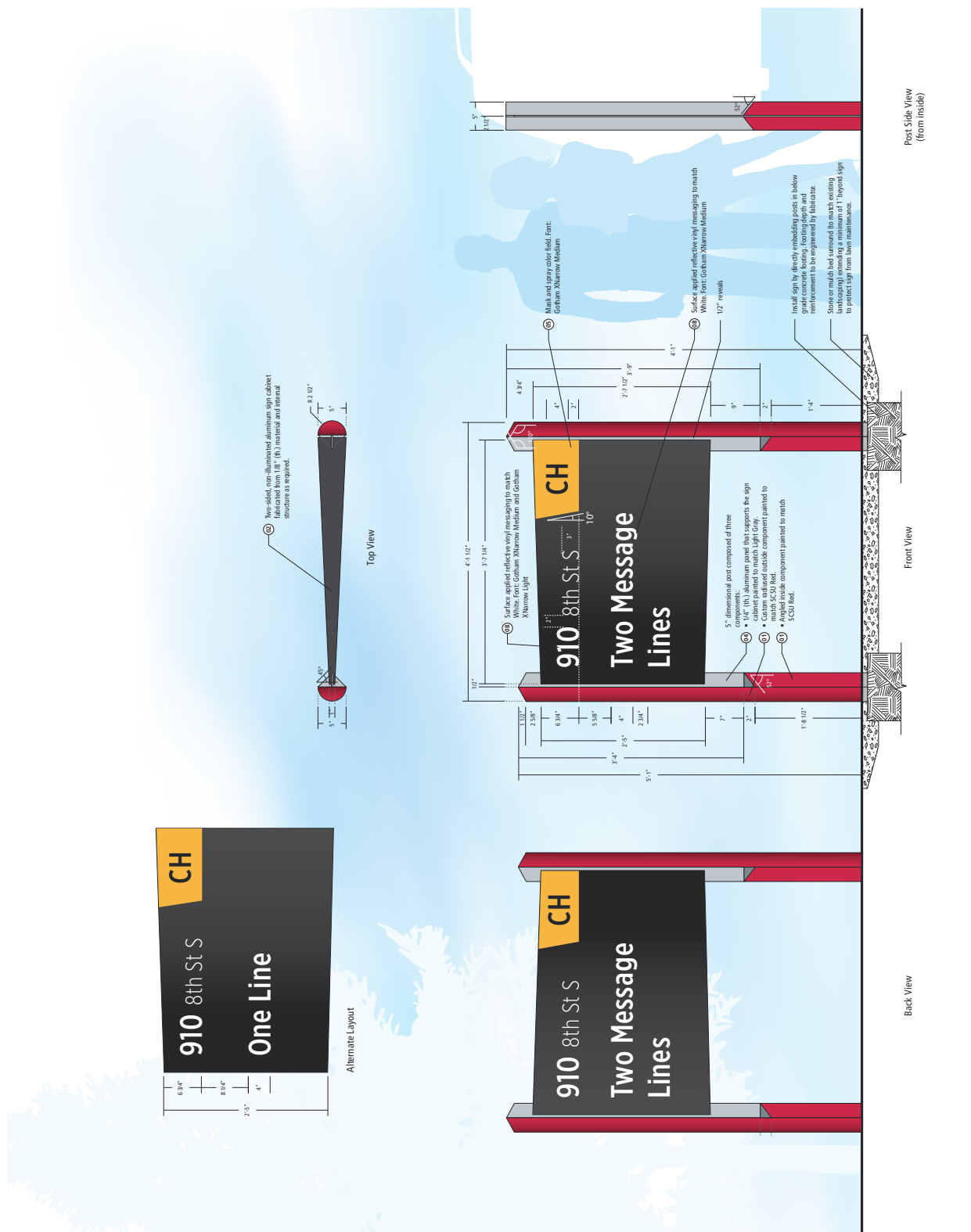



Side View

Front View


Back View

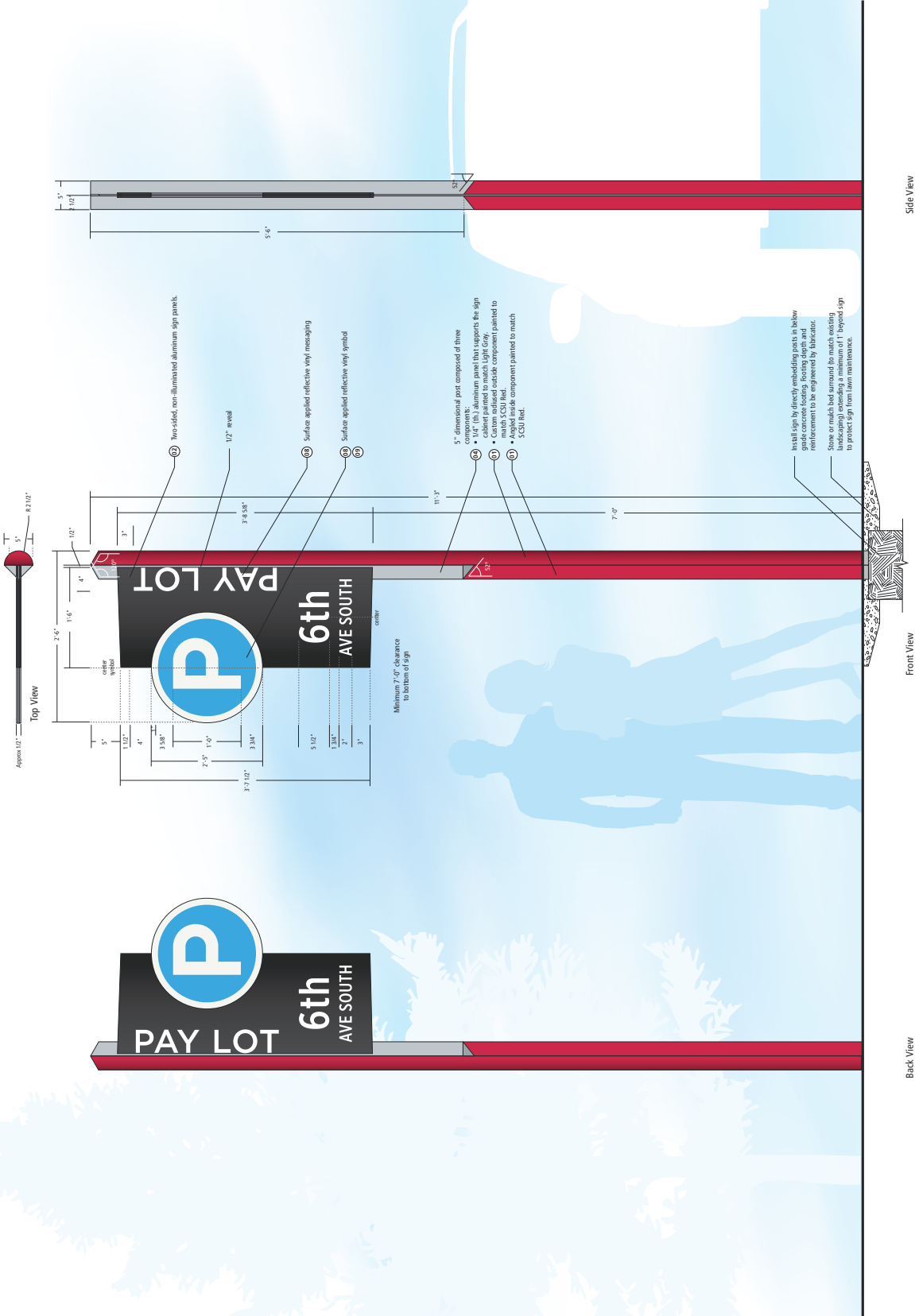
SIGN TYPE	Ix- 1b Building Identification Freestanding, Low Non-Illuminated
COLOR	
DATE	04.28.15
DESCRIPTION	Final Client Review
SCALE	3/4" = 1'-0" (on a 11" x 17" paper)
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SIGN TYPE	Ix-2 Building ID - Well-mounted, Large Non-illuminated
COLOR	<ul style="list-style-type: none"> ① Red ② Dark Gray ③ Medium Gray ④ Light Gray ⑤ Yellow ⑥ Caution Red ⑦ Black ⑧ White ⑨ Parking Blue ⑩ Wave Pattern ⑪ Granite
DATE	04.28.15
DESCRIPTION	Final Client Review
SCALE	3/4" = 1'-0" (on a 11" x 17" paper)
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SIGN TYPE	IX-5 Parking Lot Identification Non-Illuminated
COLOR	<ul style="list-style-type: none"> ① SCU Red ② Dark Gray ③ Medium Gray ④ Light Gray ⑤ Yellow ⑥ Caution Red ⑦ Black ⑧ White ⑨ Parking Blue ⑩ Wave Pattern ⑪ Granite
DATE	04.28.15
DESCRIPTION	Final Client Review
SCALE	3/4" = 1'-0" (on a 11" x 17" paper)
 ST. CLOUD STATE UNIVERSITY	
corbindesign 109 East Front Suite 304 Traverse City, MI 49684 231.947.1236	
23	



SIGN TYPE

Ix-6
 Custom Parking Garage Identification
 (Retrofit existing sign cabinet)

ILLUMINATED

COLOR

- Ⓐ Red
- Ⓑ Dark Gray
- Ⓒ Medium Gray
- Ⓓ Light Gray
- Ⓔ Yellow
- Ⓕ Caution Red
- Ⓖ Black
- Ⓗ White
- Ⓘ Parking Blue
- Ⓚ Wave Pattern
- Ⓛ Granite

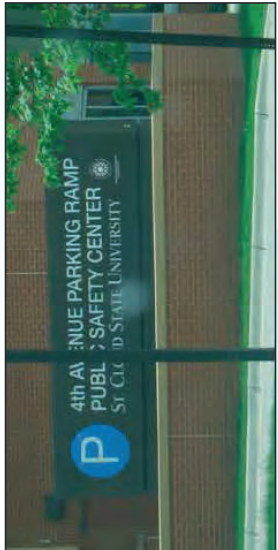


Photo of existing sign

ALL LETTER APPROXIMATE FABRICATOR TO FIELD VERIFY SIZES



Front View

DATE	DESCRIPTION
04.28.15	Final Client Review

SCALE
1/2" = 1'-0" (on a 11" x 17" paper)

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SIGN TYPE

Ix-7

Pedestrian Bridge Branding

COLOR

- ① SCU Red
- ② Dark Gray
- ③ Medium Gray
- ④ Light Gray
- ⑤ Yellow
- ⑥ Caution Red
- ⑦ Black
- ⑧ White
- ⑨ Parking Blue
- ⑩ Wave Pattern
- ⑪ Granite

DATE DESCRIPTION

1 04.20.15 Final Client Review

SCALE

Not to scale



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1/4" minimum plate logo with painted bridge. Logo to appear on both sides of bridge.

- ① Painted both sides of concrete bridge. Use SCU Red for concrete paint to match SCU Red.
- ② 1/4" minimum plate logo with painted bridge. Logo to appear on both sides of bridge.

SIGN TYPE
Ix-8
 Campus Identification (retrofit)

COLOR

①	Red
②	Dark Gray
③	Medium Gray
④	Light Gray
⑤	Yellow
⑥	Custom Red
⑦	Black
⑧	White
⑨	Parking Blue
⑩	Wave Pattern
⑪	Granite

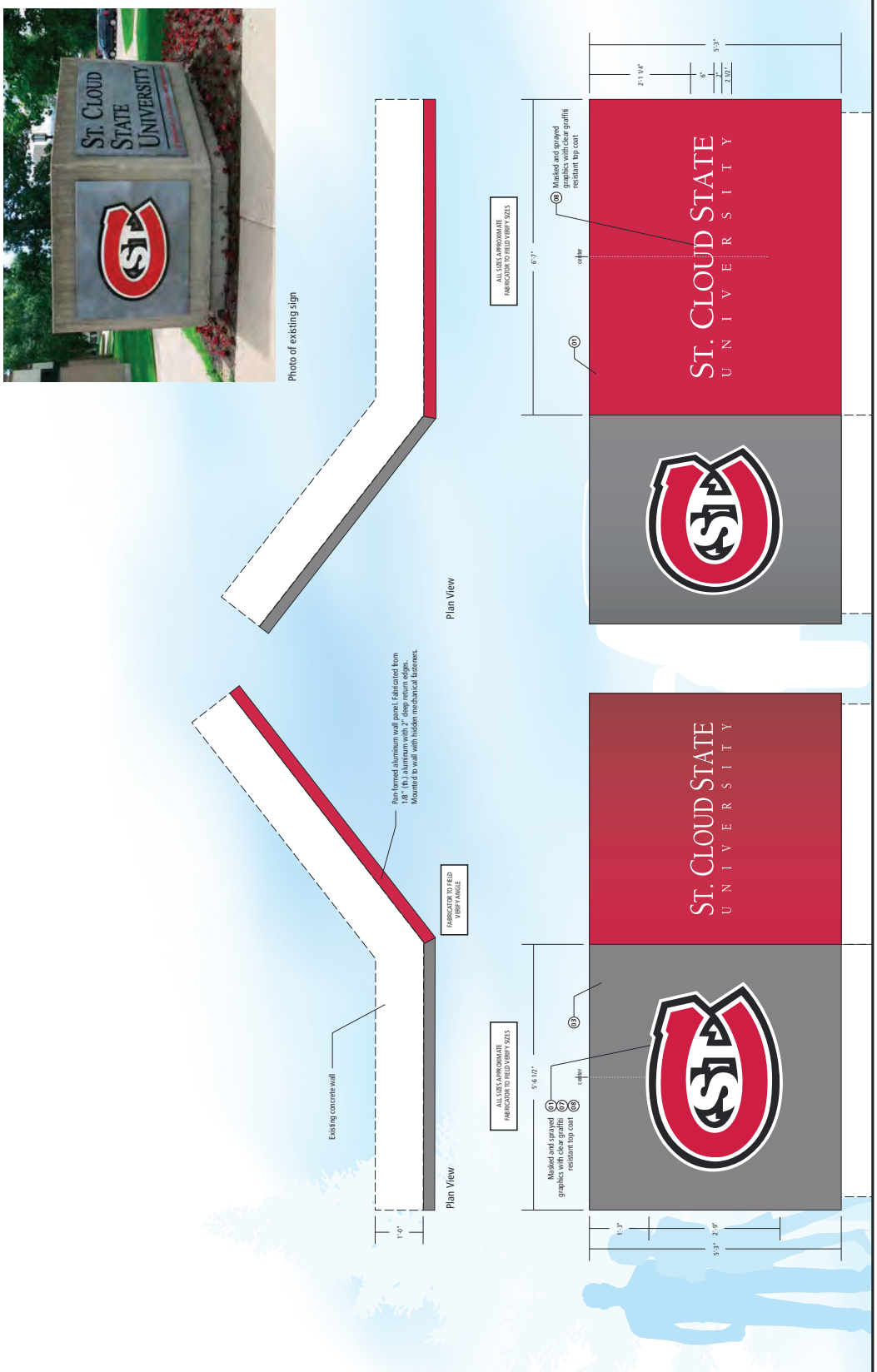
DATE 05.08.15



DESCRIPTION New Sign Type

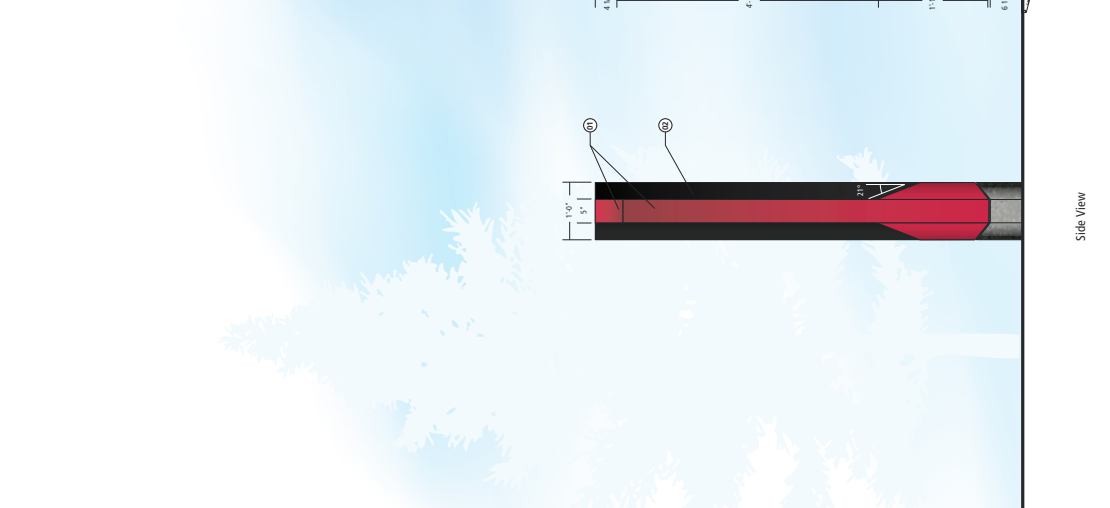
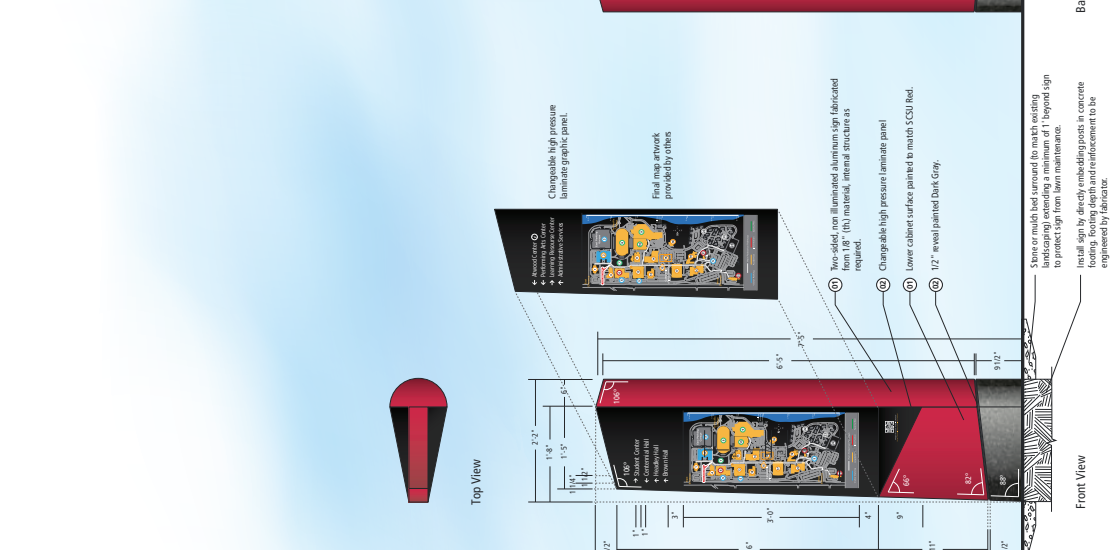
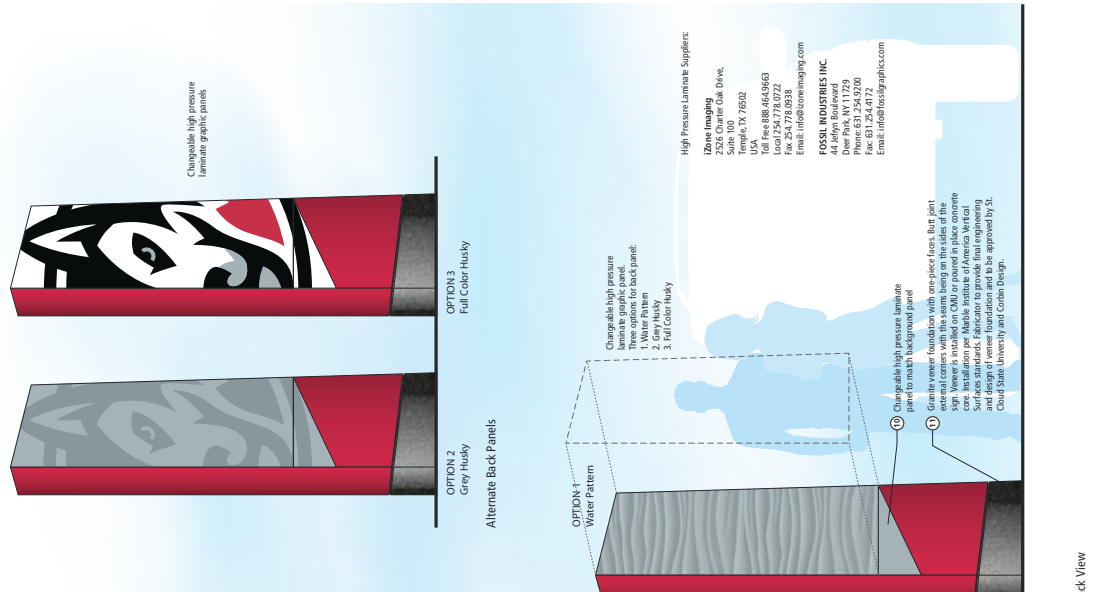
SCALE 1/2" = 1'-0"
 (on a 11" x 17" paper)



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SIGN TYPE	Dx-1 Pedestrian Map Kiosk Non-Illuminated
COLOR	<ul style="list-style-type: none"> (A) SCU Red (B) Dark Gray (C) Medium Gray (D) Light Gray (E) Yellow (F) Caution Red (G) Black (H) White (I) Parking Blue (J) Wave Pattern (K) Granite
DATE	04.28.15
DESCRIPTION	Final Client Review
SCALE	1/2" = 1'-0" (on a 11" x 17" paper)
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SIGN TYPE
Dx-2
 Pedestrian Map Kiosk (retrofit)

COLOR

①	SCU Red
②	Dark Gray
③	Medium Gray
④	Light Gray
⑤	Yellow
⑥	Caution Red
⑦	Black
⑧	White
⑨	Parking Blue
⑩	Wave Pattern
⑪	Granite

DATE **DESCRIPTION**

04.28.15	Final Client Review
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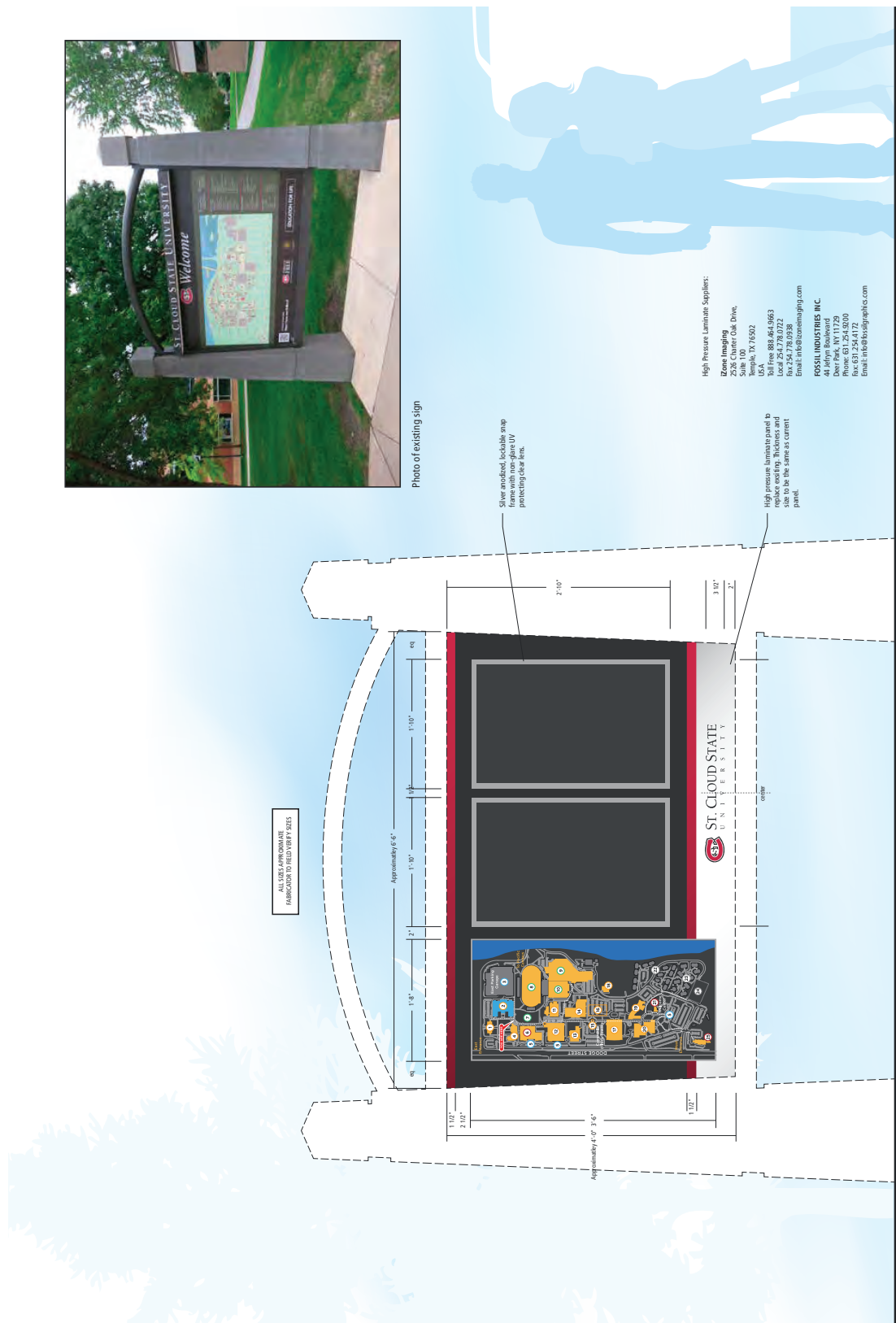
SCALE
 3/4" = 1'-0"
 (on 11" x 17" paper)



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Photo of existing sign



High Pressure Laminate Suppliers:
Zone Imaging
 2000 West Oak Drive,
 Suite 100
 Temple, TX 76782
 USA
 Phone: 817.465.4863
 Local: 254.778.0722
 Fax: 254.778.0938
 Email: info@zoneimaging.com

ROSS INDUSTRIES INC.
 44 Jollyn Boulevard
 Ross, MI 49783
 Phone: 631.254.5200
 Fax: 631.254.4172
 Email: info@rossgraphics.com

SIGN TYPE

Vx-1, Vx-2 and Vx-3

Vinyl on glass

COLOR

- (01) Red
- (02) Dark Gray
- (03) Medium Gray
- (04) Light Gray
- (05) Yellow
- (06) Caution Red
- (07) Black
- (08) White
- (09) Parking Blue
- (10) Wave Pattern
- (11) Granite

DATE

04.28.15

DESCRIPTION

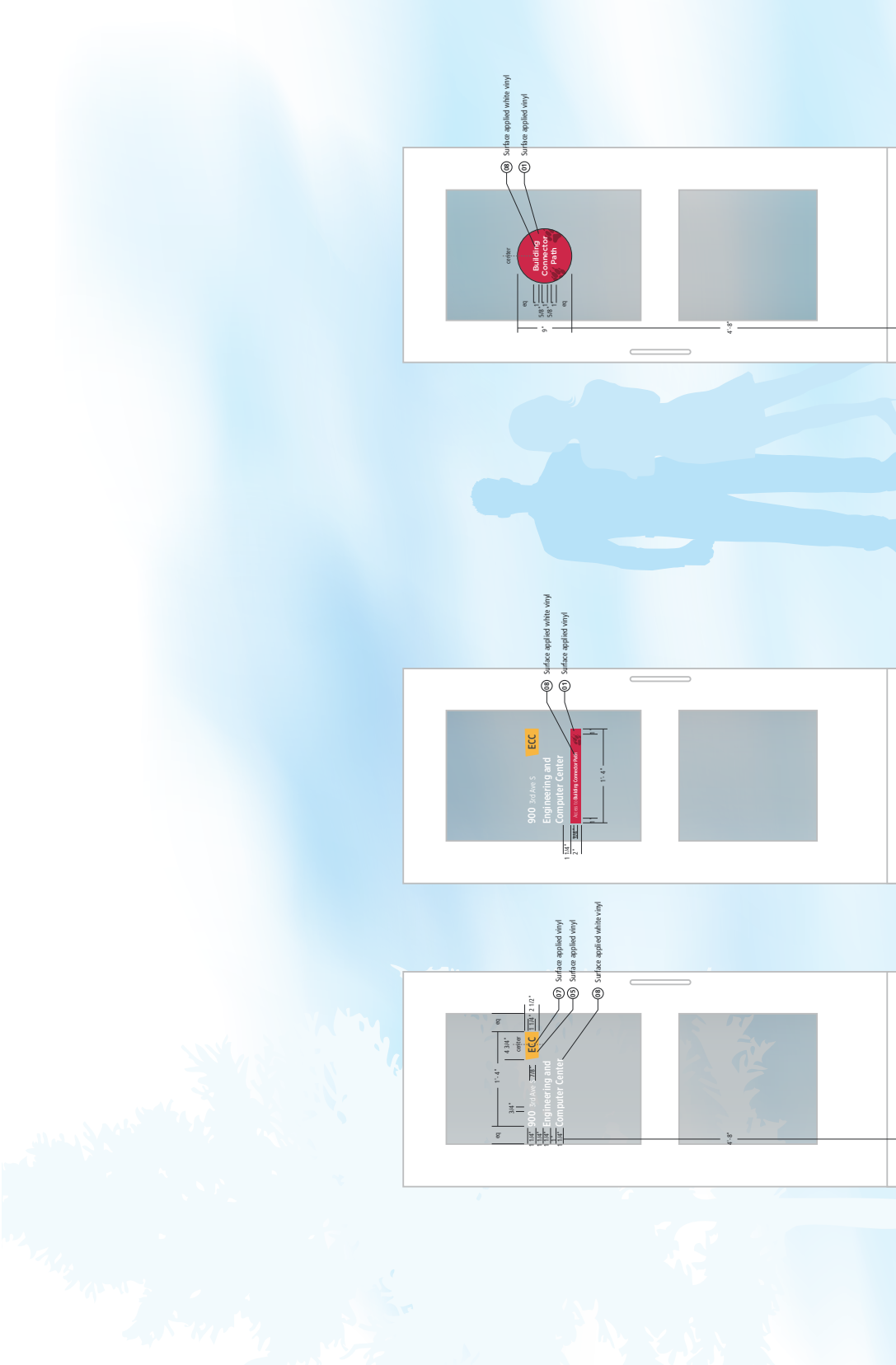
Final Client Review

SCALE

3/4" = 1'-0"
(on a 11" x 17" paper)



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Vx-1

Vinyl on Glass
Building Identification
with Building Identification

Vx-2

Vinyl on Glass
Building Identification
with Building Connector Path

Vx-3

Vinyl on Glass Building
Connector Path

SIGN TYPE
Rx-1, Rx-2 & Rx-3
 Regulatory, Accessible Entrance Guide and Staff/Student Parking
 Non-Illuminated

COLOR

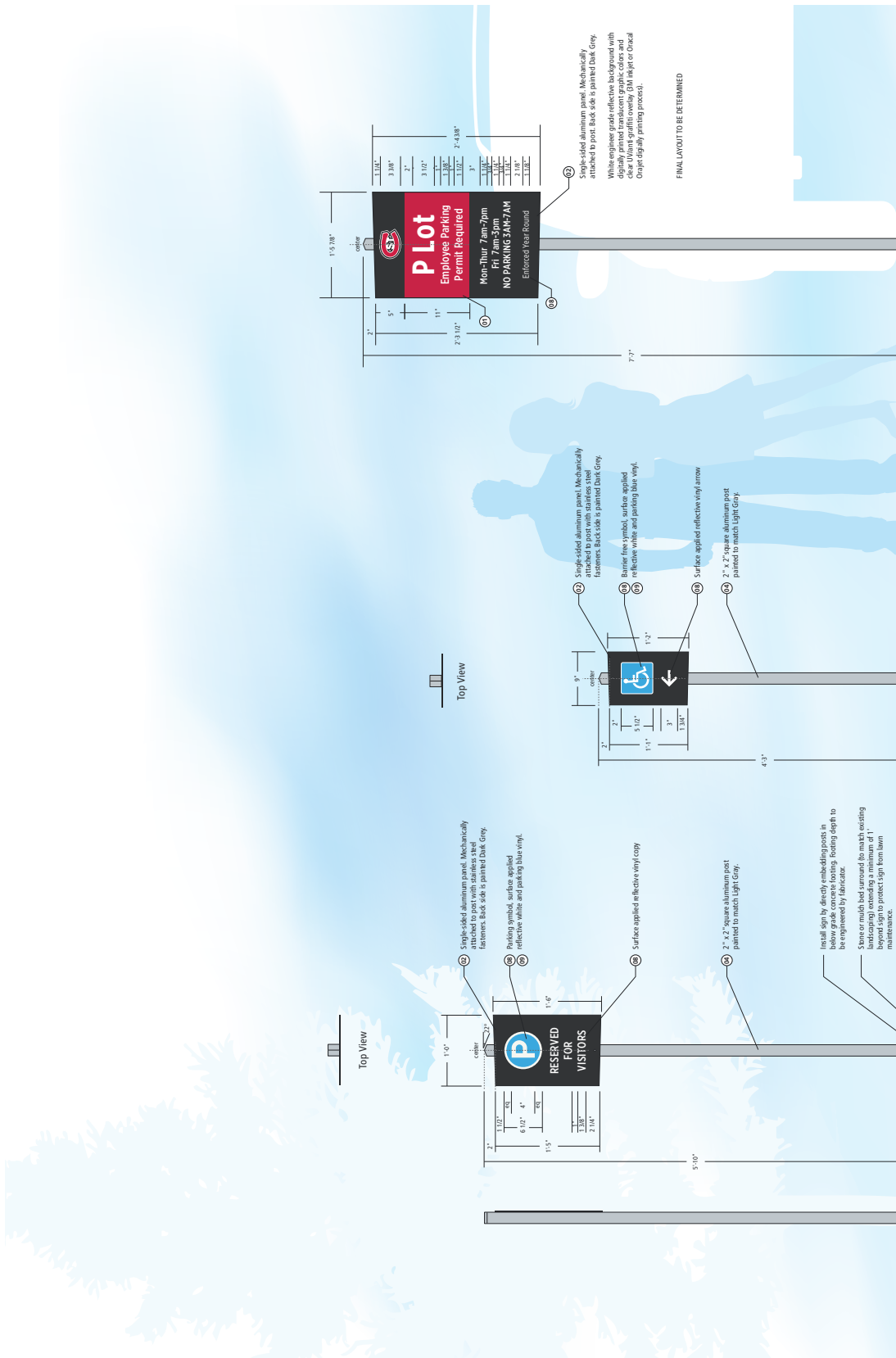
- (1) Red
- (2) Dark Gray
- (3) Medium Gray
- (4) Light Gray
- (5) Yellow
- (6) Caution Red
- (7) Black
- (8) White
- (9) Parking Blue
- (10) Wave Pattern
- (11) Granite

DATE DESCRIPTION
 04.29.15 Final Client Review
 05.08.15 New Sign Type

SCALE
 3/4" = 1'-0"
 (on a 11" x 17" paper)

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SIGN TYPE	
MNDOT Signs Proposed layouts	
COLOR	
① Red	⑩ Granite
② Dark Gray	⑪ Parking Blue
③ Medium Gray	⑫ Wave Pattern
④ Light Gray	⑬ White
⑤ Yellow	⑭ Black
⑥ Caution Red	⑮ Caution Red
⑦ Black	⑯ Yellow
⑧ White	⑰ Dark Gray
⑨ Parking Blue	

DATE	DESCRIPTION
04.28.15	Final Client Review
05.08.15	Revised Layout

SCALE
Not to scale (on a 11" x 17" paper)

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