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PARKING & TRANSPORTATION STUDY



ST. CLOUD STATE UNIVERSITY
ST. CLOUD, MINNESOTA

Prepared for:
PUBLIC SAFETY DEPARTMENT
PARKING AND TRANSPORTATION

APRIL 3, 2014; REVISED JUNE 4, 2014



WALKER
PARKING CONSULTANTS

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

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April 3, 2014
Revised: June 4, 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".

Jon Efroymsen
Senior Parking Consultant

Enclosure

cc: Tammy McGee, Vice President, Finance and Administration, SCSU
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

TABLE OF CONTENTS

Executive Summary ii
 Integrated Phasing Plan iv

Introduction 1
 Project Understanding 1
 Scope of Services 2

Background 4

User Group Projections 6
 Enrollment 6
 Residential Students 8
 Commuter Students 11
 Employees 12

Supply/Demand Analysis 13
 Parking Space Inventory 13
 Effective Parking Supply 16
 Parking Occupancy 18
 User Group Demand Ratios 18
 Fall 2013 Design Day Adequacy 19
 Fall 2018 Design Day Adequacy 21
 Fall 2023 Design Day Adequacy 22
 Supply/Demand Conclusions 23

Organizational Review 24
 Operations and Customer Relations 26
 Parking Coordinator Position Description 28
 Performance Task Assignments and Evaluation Matrix 33
 Parking Coordinator Support Positions 34
 Parking Enforcement Officer Ratios 35
 Enterprise Fund Recommendation 36
 Employee Retention Benefits 37
 Parking Identity Program 41
 “Ambassador” Approach to Customer Contact and Parking Enforcement 43
 Parking Space Replacement Policy Recommendation 44
 Sinking Fund Recommendation 45
 Class Leveling Recommendation 46

Review of Parking Rules and Regulations 47

Permit Fee Analysis 62

Transit Analysis 64
 System Constraints 64
 Level of Service Approach to Shuttle/Transit Analysis 66
 Transit Cost Analysis 68
 Metro Bus Contract 71

Statement of Limiting Conditions 76

Appendix 77

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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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 FY2014 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.

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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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

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;

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

Walker Parking Consultants was selected to conduct this study. In defining the scope, various additional services were considered, 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, but were not included due to price considerations. To achieve the goals of the study, the following agreed 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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

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.

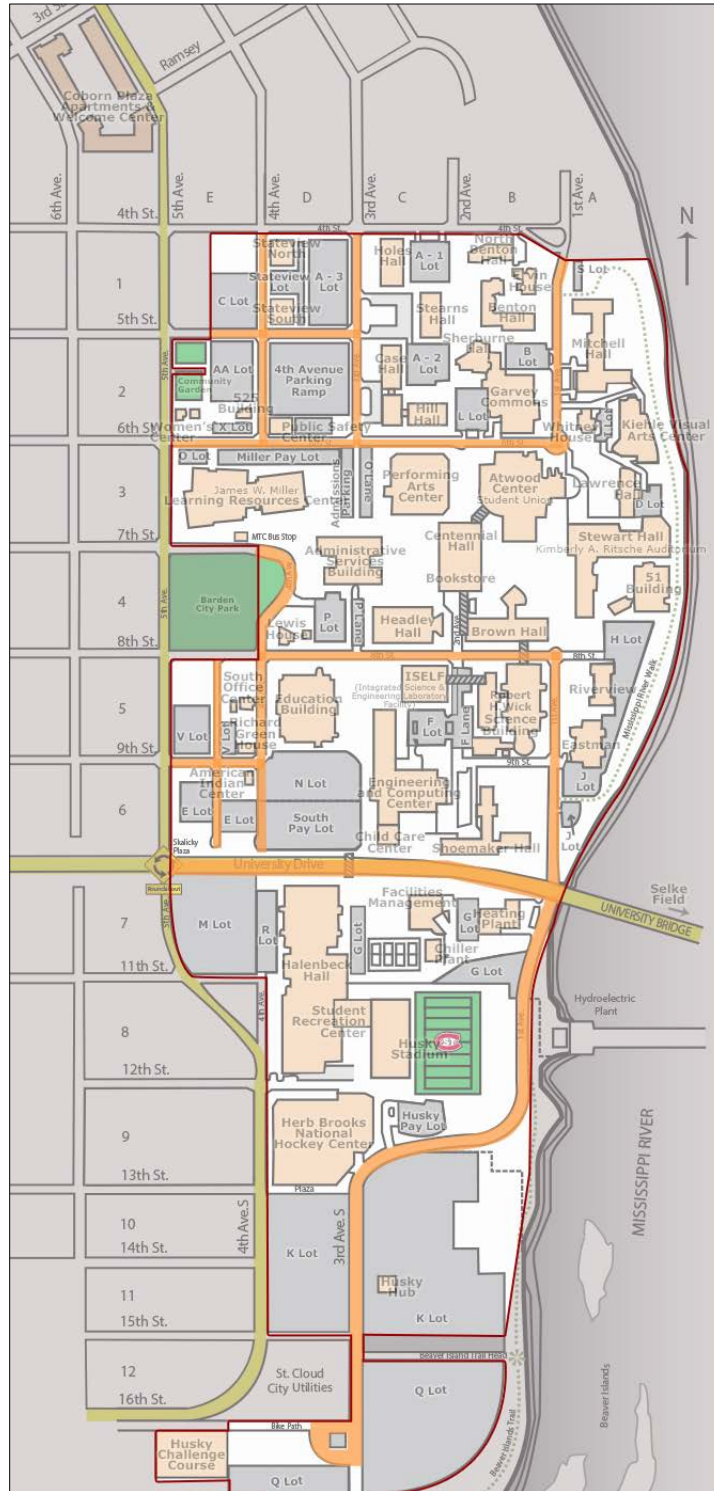
There are approximately 2,500 campus parking spaces located south of University Drive. Lots K and Q comprise about 2,100 of these spaces, which function as the remote shuttle parking reservoir. The paved portions of Lot K are well utilized, but the unpaved portion of Lot K and all of Lot Q was lightly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

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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

Figure 1: Main Campus Map



Source: St. Cloud State University

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

USER GROUP PROJECTIONS

ENROLLMENT

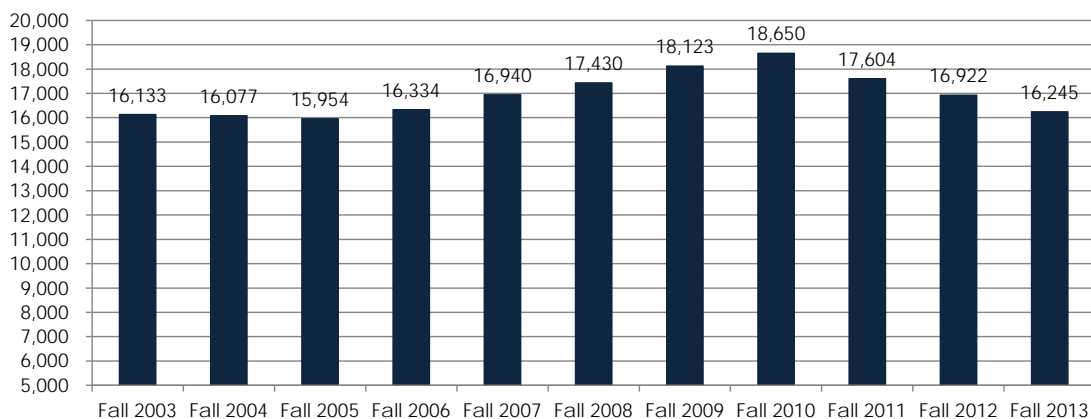
This study examines parking supply and demand over the 5-year and 10-year planning horizons. A history of enrollment headcounts from fall 2003 to the present is shown in the following table. Enrollment has increased and declined over the period since 2003. Total fall 2013 enrollment is reported at 16,245 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%



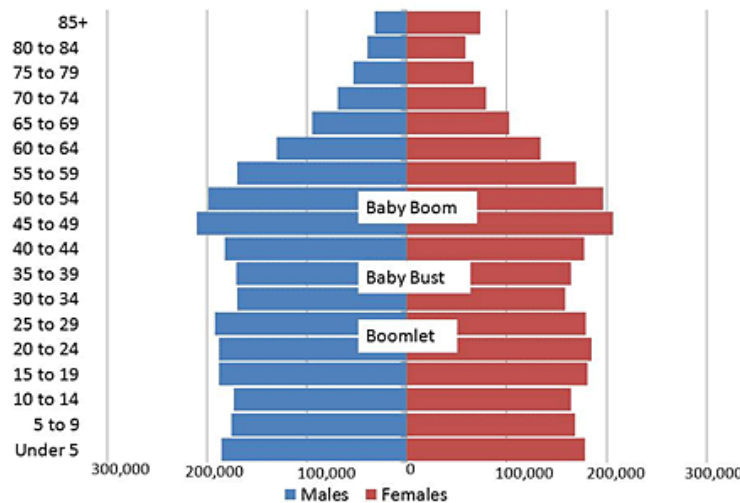
Source: Office of Strategy, Planning & Effectiveness

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.

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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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%		-1.6% CAGR (2010 - 2014)
2015	59,754	-1.9%	Flat >	
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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

Table 3: Residence Hall Design Capacity

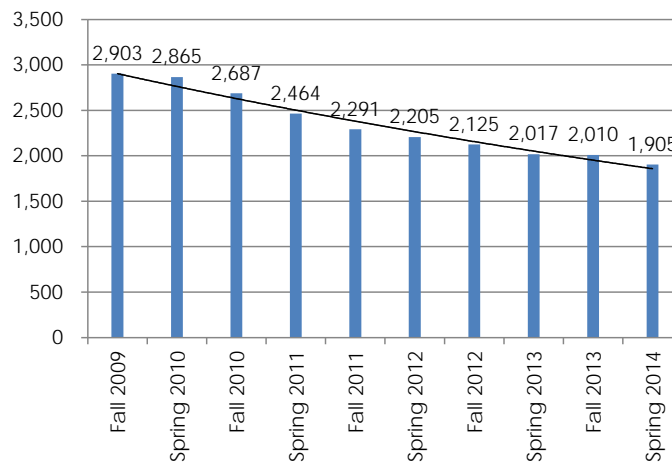
Residence Hall	Bed Capacity
Lawrence	100
Mitchell	460
Sherburne	550
Shoemaker	500
Benton	280
Stateview	96
Case-Hill	326
Stearns	400
W.W. Holes	400
Total	3,112

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

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 Daniel T. 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 hosing 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.

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.

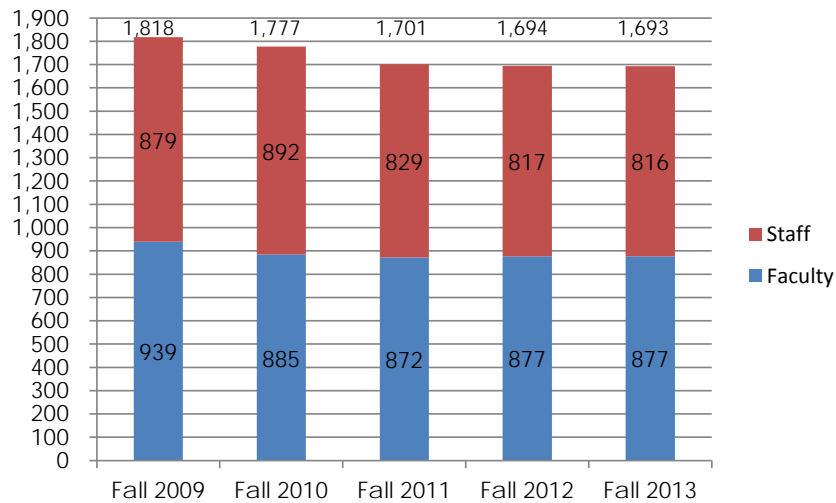
APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

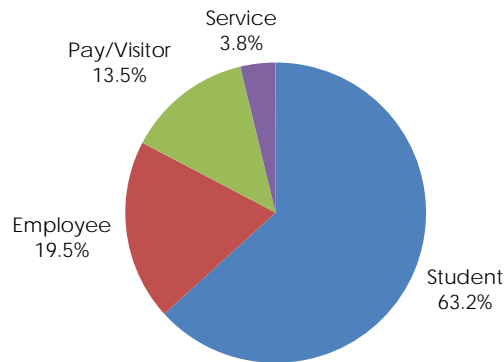
The previous parking space inventory is summarized for the purposes of this analysis as shown in the following table and figure.

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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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

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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

ORGANIZATIONAL REVIEW

Figure 6: SCSU Organization Chart

President: Earl H. Potter III

- *Provost/Vice President for Academic Affairs
- *Vice President for Finance and Administration
- *Vice President for Student Life and Development
- *Vice President for University Advancement
- *Special Advisor to the President
- *Equity and Affirmative Action Officer
- *Director of Athletics
- *Director of University Relations/Legislative Relations
- *Associate Vice President /Associate Provost for Strategy, Planning and Effectiveness
- *Assistant Vice President for Marketing and Communications
- *Associate Vice President for Technology/Chief Information Officer
- * 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.

Devinder Malhotra
Tammy L.H. McGee
Wanda Overland
Matt Andrew
Judith Siminoe
Ellyn Barges
Heather Weems
Bernie Omann
Lisa Foss
Loren Boone
Henry May

Provost/Vice President for Academic Affairs: Devinder Malhotra

- Herberger Business School
- School of Education
- School of Health & Human Services
- College of Liberal Arts; School of the Arts
- School of Public Affairs
- College of Science & Engineering; School of Computing, Engineering & Environment
- Continuing Studies
- Learning Resources
- Associate Provost for Research and Dean of Graduate Studies
- University College and Associate Provost for Student Success
- Admissions
- Financial Aid
- Special Advisor to the Provost for Faculty and Student Relations
- Associate Vice President for International Studies
- Associate Vice President/Associate Provost for Strategy, Planning and Effectiveness

Diana Lawson, Dean
Osman Alawiye, Dean
Monica Devers, Dean
Mark Springer, Dean
Orn Bodvarsson, Dean
Dan Gregory, Interim Dean
John Burgeson, Dean
Mark Vargas, Dean
Patricia Hughes, Interim Dean
Miguel Martinez-Saenz, Dean
Richard Shearer, Director
Michael Uran, Director
Phil Godding
Margaret Vos
Lisa Foss

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

- *Associate Vice President for Financial Management and Budget
- Business Services
- Campus Dining Services
- Facilities Management
- *Human Resources
- Husky Bookstore
- Public Safety (Includes Parking & Transportation)

Patrick Jacobson-Schulte
Jeff Wagner (Director)
Gene Wescott (Food Services Director)
John Frischmann (Interim Director)
Holly Schoenherr (Director)
Ted Mears (Store Manager)
Jennifer Furan Super

Vice President for Student Life and Development: Wanda Overland

- Associate Dean of Students
- Assistant Dean of Students
- American Indian Center
- Atwood Center
- Campus Involvement
- Career Services
- Counseling and Psychological Services
- LGBT Resource Center
- Lindgren Child Care Center
- Multicultural Student Services
- Residential Life (Housing)
- Student Disability Services
- Student Health Services
- Women's Center

Gerald Bulisco
Jen Sell Matzke
Jim Knutson-Kolodzne (Director)
Jessica Ostman (Interim Director)

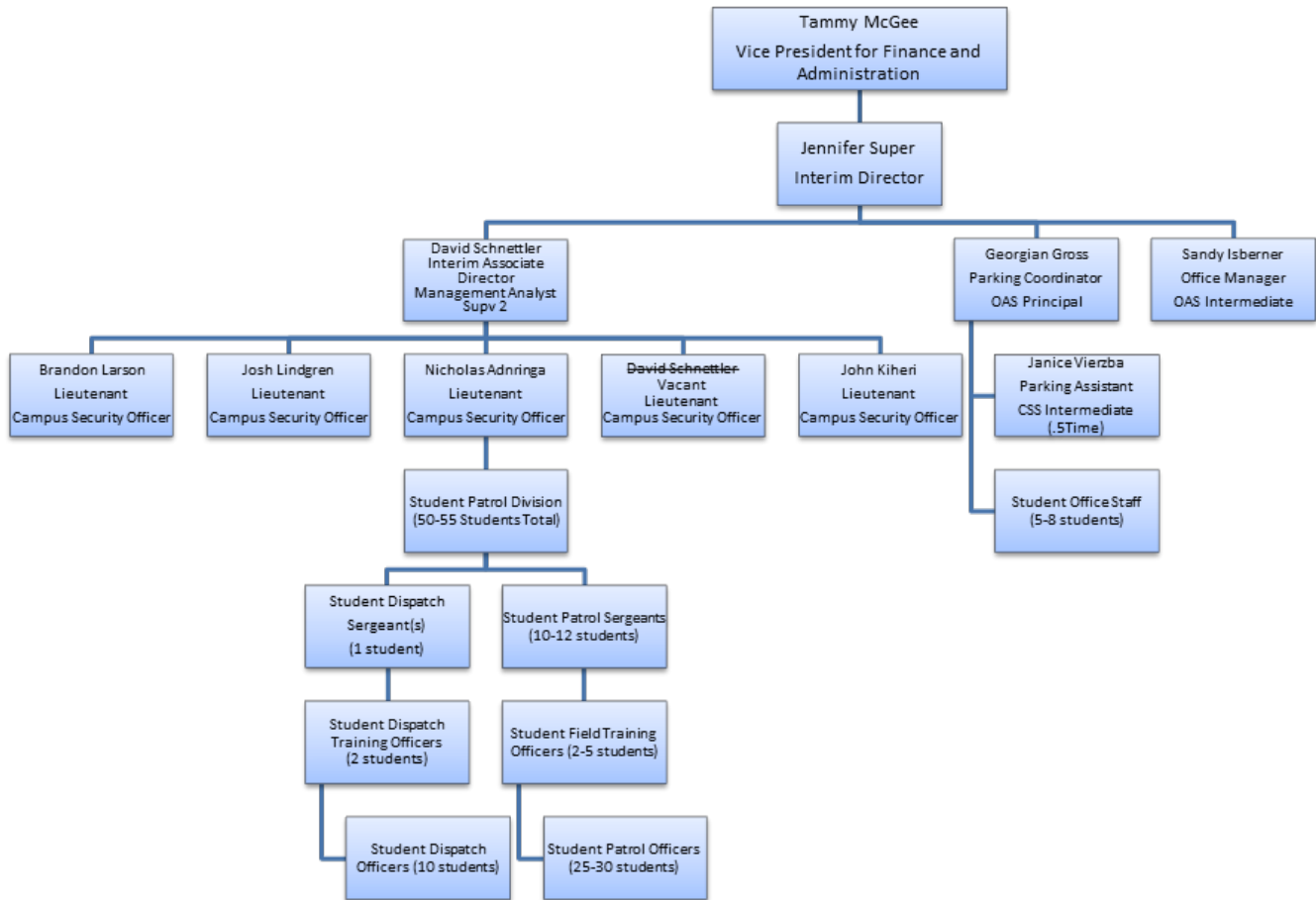
Addie Turkowski (Director)
John Eggers (Director)
Brandon Johnson (Director)
Debra Carlson (Director)
Shahzad Ahmad (Director)
Dan Pedersen (Director)
Owen Zimpel (Director)
Corie Beckermann (Director)
Jane Olsen (Director)

Vice President for University Advancement: Matt Andrew

- Alumni and Constituent Engagement
- University Development
- Development - Athletics
- Development - Annual Giving
- University Advancement - Finance
- University Advancement - Research
- University Advancement - Data

Terri Mische (Director)
Bob Beumer (Director)
Kurt Stelten (Director)
Dottie Seamans (Director)
Roger Lewis (Director)
Sharon Carter (Director)
Paula Eckerman (Director)

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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

- 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.

[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.

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.)

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

- 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.

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Source: Public Safety Dept. and Walker Parking Consultants

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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 MITC.	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%

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?"

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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."

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

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.

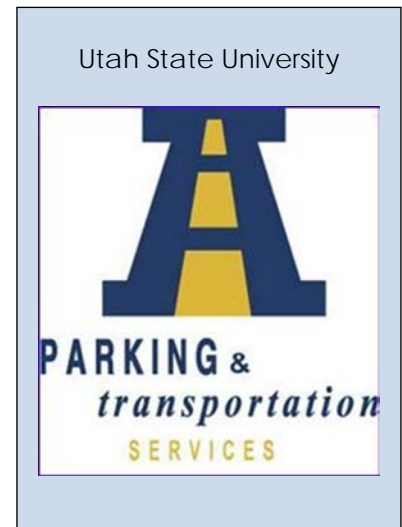
APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.



APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

Not even a Husky can
park for free, but...



...the shuttle is FREE for
everyone!

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

- 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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

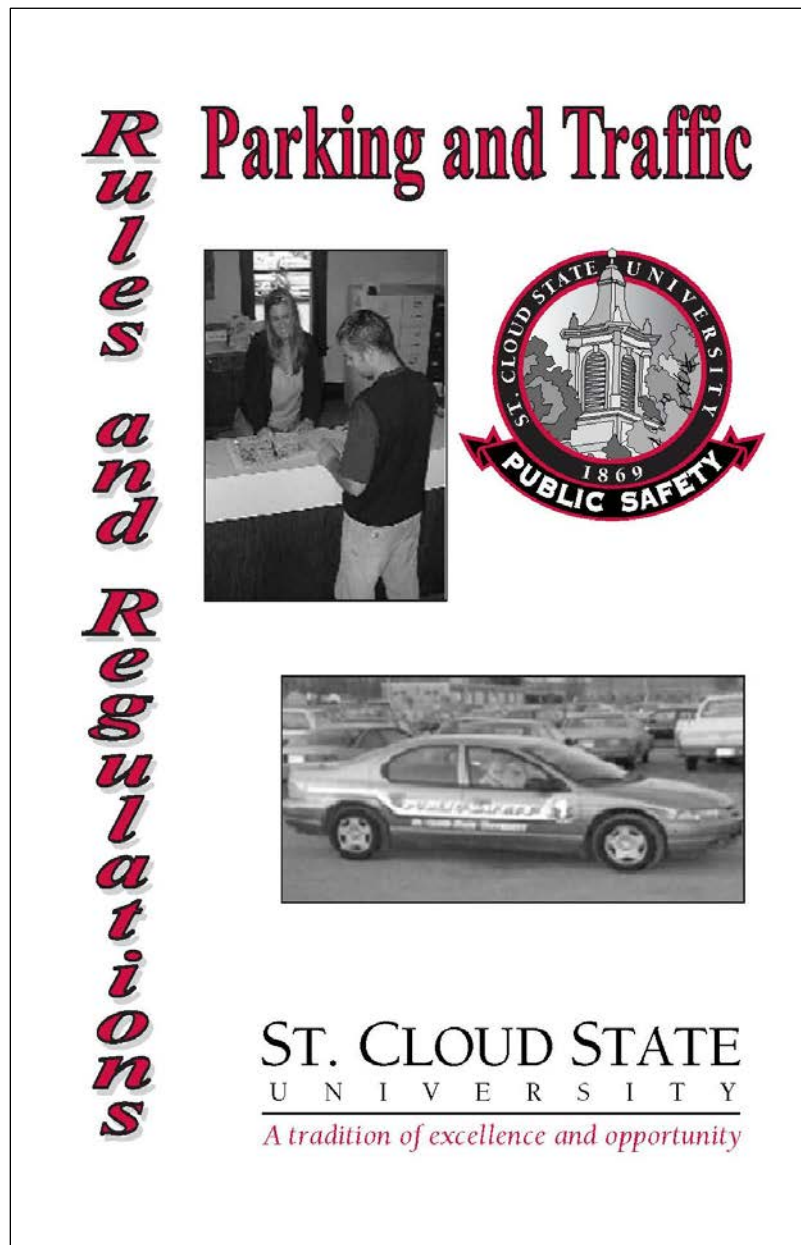
CLASS LEVELING RECOMMENDATION

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.l.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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

- 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.

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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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,

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

- 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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

- 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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

- 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)

- Any vehicle that is being issued it's 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).

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

- 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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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
	Minumum		\$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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

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.

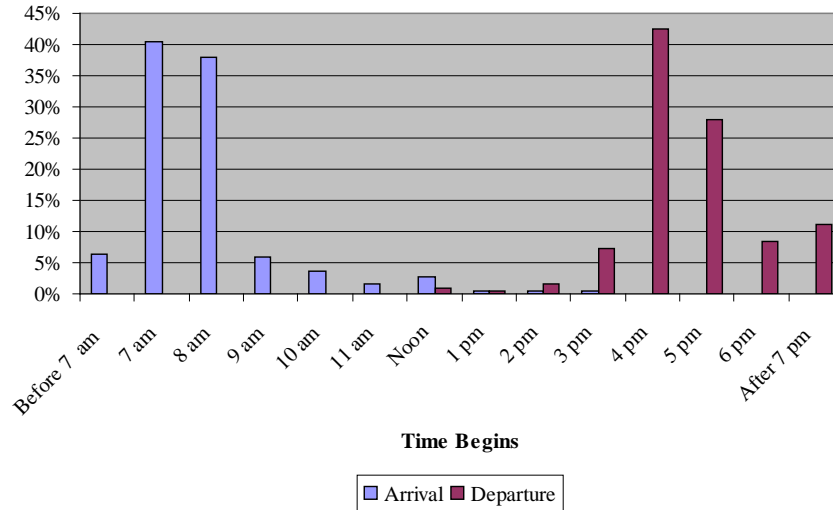
An example of the potential variation of arrival/departure data for two different university user groups is presented in the following figures for faculty staff and commuter students at a typical

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

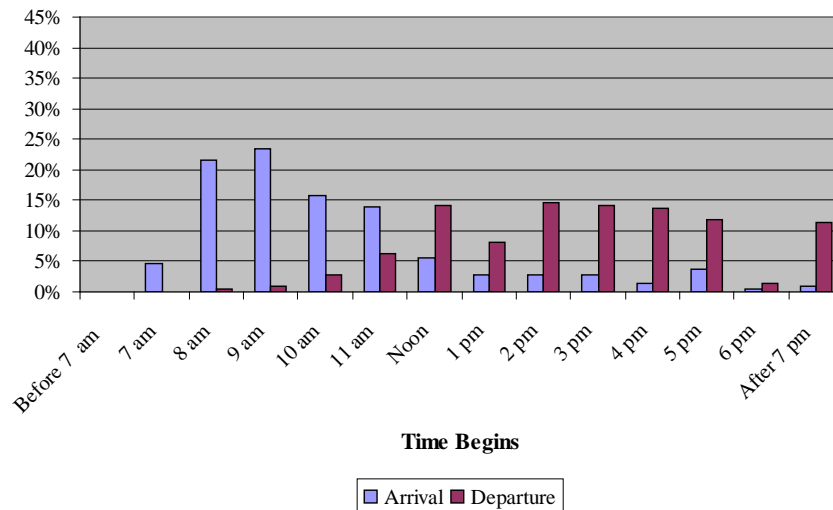
state university. The typical peak faculty/staff arrival is between 7:00 and 8:00 a.m., when about 40% of vehicles arrive; commuter student's peak arrival is between 9:00 and 10:00 a.m.

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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

Several measures of route segment reliability are used by transit systems. The most common of these are:

- On-time performance,
- Headway adherence (consistency of the interval between buses)
- Missed trips, and
- Distance traveled between mechanical breakdowns.

The golden standard for headway is 10 minutes or less. However, there is a considerable difference in service from a passenger’s perspective between a bus that arrives every 10 minutes and three buses that arrive in sequence from one point every 30 minutes, even though both result in six buses per hour serving the stop.

On-time performance is a widely used measure in the transit industry. Most transit systems define a fixed-route vehicle as late when vehicles arrive more than five minutes behind schedule. Early departures are never considered on time. When vehicles run at frequent intervals, headway adherence becomes important to [passengers, as vehicles arriving in bunches causes overcrowding on the lead vehicle and longer waits than expected.

The following table lists reliability LOS grades for transit operating with frequencies of less than six (6) buses per hour scheduled (based on performance reported by 83 transit systems.

Table 19: Reliability LOS for On-Time Performance

LOS	On-Time Percentage	Comments
A	97.5 – 100.0	1 late bus per month
B	95.0 – 97.4	2 late buses per month
C	90.0 – 94.9	1 late bus per week
D	85.0 – 89.9	
E	80.0 – 84.9	2 late buses per week or 1 late bus per direction per week
F	< 80.0	

Source: Highway Capacity Manual 2000, page 27-8

For transit services, headway adherence (coefficient of variation) is usually used to judge reliability.

Travel speed also is a useful route segment performance measure because it reflects how long a trip may take without depending on how long a route segment might be. Transit priority measures, improvements to fare collection procedures, use of low-floor buses, and other similar actions implemented along a route segment will usually be reflected as improvements in travel speed.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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)	FY'07 Total (3)	Fall Semester (4)	Spring Semester (5)	FY'08 Total (6)	Fall Semester (7)	Spring Semester (8)	FY'09 Total (9)	Fall Semester (10)	Spring Semester (11)	FY'10 Total (12)	Fall Semester (13)	Spring Semester (14)	FY'11 Total (15)	Fall Semester (16)	Spring Semester (17)		
Route 1 - Student Senate's Campus Express - Off campus 22 minute run.							Nighttime Svc. Starts			Nighttime Svc. Included			Nighttime Svc. Included			Nighttime Svc. Included			
Route 1 Total Costs	\$56,712	\$60,588	\$117,300	\$58,181	\$67,452	\$125,633	\$59,496	\$89,170	\$148,666	\$82,308	\$91,580	\$173,888	\$84,277	\$87,117	\$171,394	\$86,112	\$86,112		
Less Bus Pass Sales	(10,730)	(15,184)	(25,914)	(11,784)	(19,490)	(31,274)	(14,934)	(25,614)	(40,548)	(18,041)	(25,109)	(43,150)	(21,582)	(25,780)	(47,362)	(23,147)	(23,147)		
Less State/Federal Aid	(39,131)	(39,382)	(78,513)	(38,981)	(39,122)	(78,103)	(38,672)	(47,707)	(86,379)	(52,834)	(51,336)	(104,170)	(50,536)	(52,270)	(102,806)	(51,666)	(51,666)		
Less Cash Fares	(2,769)	(4,199)	(6,968)	(4,033)	(5,308)	(9,341)	(4,236)	(6,315)	(10,551)	(4,522)	(5,318)	(9,840)	(4,441)	(6,042)	(10,483)	(4,853)	(4,853)		
Less Ad and Miscellaneous Revenues	(305)	(288)	(593)	(503)	(503)	(1,006)	(525)	(450)	(975)	(460)	(498)	(958)	(475)	(525)	(1,000)	(475)	(475)		
Route 1 Subtotal	\$3,777	\$1,535	\$5,312	\$2,880	\$3,029	\$5,909	\$1,129	\$9,084	\$10,213	\$6,451	\$9,319	\$15,770	\$7,243	\$2,500	\$9,743	\$5,971	\$5,971		
Route 8 - Parking Funded Campus Circulator - On-campus 12 minute run.							Nighttime Svc. Starts			Nighttime Svc. Included			Nighttime Svc. Included			Nighttime Svc. Included			
Route 8 Total Costs	\$59,092	\$62,832	\$121,924	\$69,861	\$71,832	\$141,693	\$71,040	\$72,742	\$143,782	\$72,884	\$74,784	\$147,668	\$67,947	\$69,864	\$137,811	\$68,256	\$68,256		
Less Bus Pass Sales	(3,672)	(968)	(4,640)	(5,752)	(1,590)	(7,342)	(2,072)	(794)	(2,866)	(2,995)	(1,835)	(4,830)	(2,616)	(1,751)	(4,367)	(4,646)	(4,646)		
Less State/Federal Aid	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Less Cash Fares	(4,288)	(6,096)	(10,384)	(1,258)	(7,571)	(8,829)	(5,654)	(8,084)	(13,738)	(5,208)	(6,843)	(12,051)	(5,246)	(8,429)	(13,675)	(1,253)	(1,253)		
Less Ad and Miscellaneous Revenues	(305)	(288)	(593)	(503)	(503)	(1,006)	(525)	(450)	(975)	(460)	(498)	(958)	(475)	(525)	(1,000)	(475)	(475)		
Route 8 Subtotal	\$50,827	\$55,480	\$106,307	\$62,348	\$62,168	\$124,516	\$62,789	\$63,414	\$126,303	\$64,221	\$65,608	\$129,829	\$59,610	\$59,139	\$118,769	\$61,882	\$61,882		
Total Cost to MSU	\$54,604	\$57,015	\$111,619	\$65,228	\$65,197	\$130,425	\$63,918	\$72,498	\$136,416	\$70,672	\$74,927	\$145,599	\$66,853	\$61,659	\$128,512	\$67,853	\$67,853		
Service Hours Purchased	at \$68 hr.			at \$73 hr.			at \$74 hr.			at \$76 Hour			at \$71 Hour			at \$72 Hour			
Campus Express Rt. #1 to Apts.	890.50	1,725.00	2,615.50	797.00	923.00	1,720.00	804.50	1,205.00	2,009.50	1,083.00	1,205.00	2,288.00	1,087	1,227	2,314	1,190	1,190		
Campus Express Rt. #8 Campus Circulator	869.25	923.00	1,792.25	957.00	983.25	1,940.25	959.25	983.25	1,942.50	959.00	984.00	1,943.00	984	984	1,968	948	948		
Total Hours Purchased	1,759.75	2,648.00	4,407.75	1,754.00	1,906.25	3,660.25	1,763.75	2,188.25	3,952.00	2,042.00	2,189.00	4,231.00	2,044	2,211	4,282	2,144	2,144		
Routes 1 & 8 Rides Given	60,287	77,898	138,185	64,132	96,903	161,035	67,058	121,975	189,033	82,544	107,822	190,366	82,159	113,945	196,104	79,400	106,482		
MSU Payment History																			
Amount	\$54,604	\$57,015	\$111,619	\$65,228	\$65,197	\$130,425	\$63,918	\$72,498	\$136,416	\$70,672	\$74,927	\$145,599	\$66,853	\$61,659	\$128,512	\$67,853	\$67,853		
Purchase Order	PO 67001	PO 67001		PO 71856	PO 71856		PO 77180	PO 77180		PO 179066	PO 179066		PO 181830	PO 181830		PO184285			
Funding Sources - Reflects Long standing PAC agreement to subsidize up to \$7,000 of any Rt. 1 net cost to Student Senate.	\$54,604 Against 337865 Parking	\$57,015 Against 337865 Parking	\$111,619 Against 337865 Parking	\$65,228 Against 337870 Parking	\$65,197 Against 337870 Parking	\$130,425 Against 337870 Parking	\$63,918 Against 337870 Parking	\$70,414 Against 337870 Parking; \$2,084 Against 331001 Stu. Act. Fee Admin.	\$133,203 Against 337870 Parking; \$2,084 Against 331001 Stu. Act. Fee Admin.	\$70,672 Against 337830 Parking	\$66,157 Against 337870 Parking; \$8,770 Against 331001 Stu. Act. Fee Admin.	\$136,829 Against 337870 Parking; \$8,770 Against 331001 Stu. Act. Fee Admin.	\$66,853 Against 337830 Parking \$243 Against 331001 Stu. Act. Fee Admin.	\$61,659 Against 337870 Parking \$2,500 Against 331001 Stu. Act. Fee Admin.	\$136,829 Against 337870 Parking; \$8,770 Against 331001 Stu. Act. Fee Admin.	\$61,659 Against 337870 Parking \$5,921 Against 331001 Stu. Act. Fee Admin.	\$67,853 Against 337870 Parking \$5,921 Against 331001 Stu. Act. Fee Admin.		
Date Paid by MSU	4/7/2007	8/16/2007	Total	3/4/2008	7/23/2008	Total	4/8/2009	9/3/2009	Total	5/5/2010	8/27/2010	Total	3/30/2011	9/13/2011	Total	4/9/2012			
Invoice Received from City	3/22/2007	8/14/2007		2/22/2008	7/17/2008		3/23/2009	8/31/2009		5/7/2010	8/23/2010		3/15/2011	9/1/2011		3/18/2012			
Route 11 - Stomper Express							at \$80 Hour			at \$73 Hour			at \$73 Hour			at \$76 Hour		at \$82 Hour	
Special Shared Cost Program between MSU and the City of Mankato. Program started in 2005-06 with 50% of cost picked up by MSU's Regular Operating Fund (#214040). Program runs Thursday, Friday, Saturday, from 6 PM to 11 PM during Academic Year.	\$8,000.00	\$8,000.00	\$16,000.00	\$8,600.00	\$8,600.00	\$17,200.00		\$17,863.50	\$17,863.50	\$8,528.00	\$8,485.88	\$17,013.88	\$9,287.63	\$9,626.88	\$18,914.51	\$9,544.88	\$9,544.88		
Date Paid by MSU	7/12/2007	7/12/2007	Total	3/13/2008	7/25/2008	Total		9/10/2009	Total	5/5/2010	3/30/2011	Total	8/30/2010	9/13/2011	Total	4/6/2012			
Route 11 Stomper Express Rides Given	2,387	2,876	5,263	3,457	4,793	8,250		5,925	7,145	13,070	5,056	5,695	10,751	5,724	6,360	12,084	6,018	6,193	

Source: Minnesota State Mankato

APRIL 3, 2014; REVISED JUNE 4, 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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

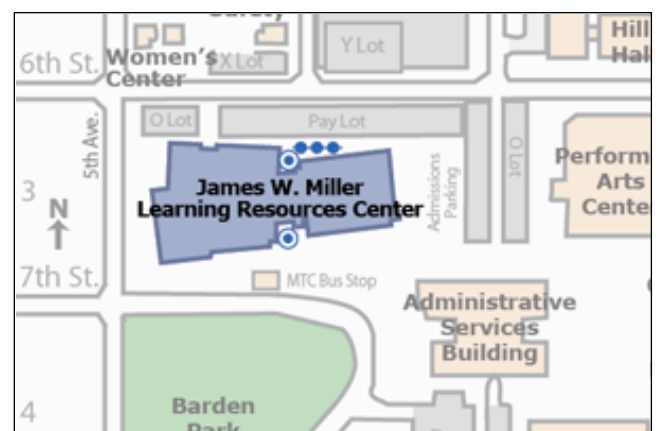
Route 92 Husky Shuttle Night runs Sunday through Thursday every 20 minutes in a larger loop from parking to Miller Center, Atwood and all residence halls.

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.

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 FY2014 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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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.

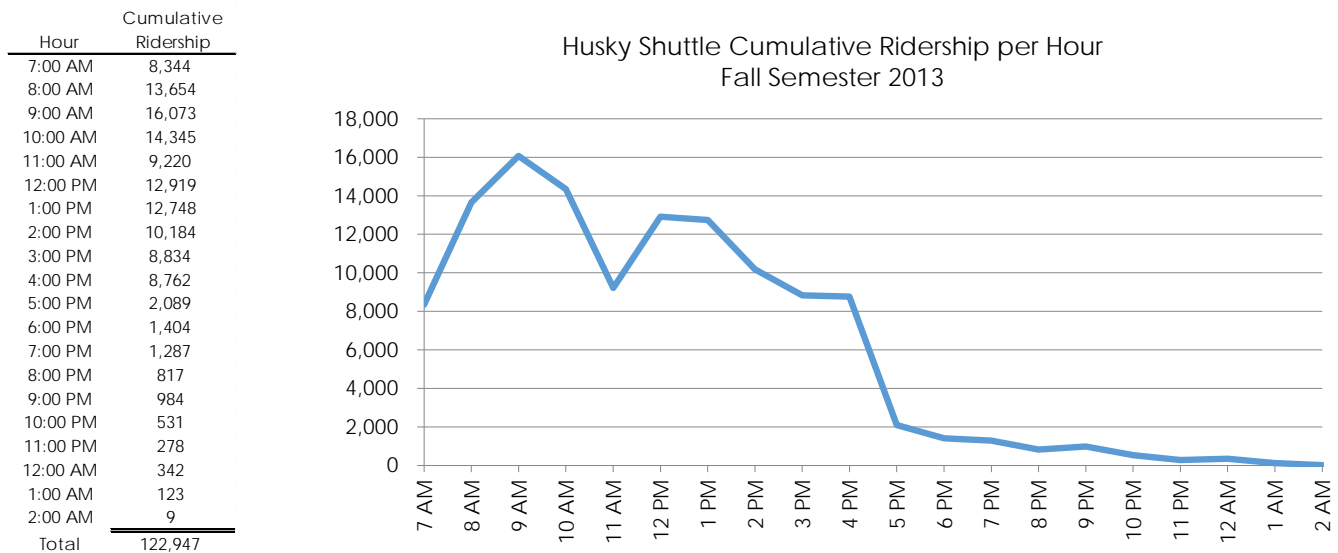
Table 25: Husky Shuttle and Sundowner Ridership by Year

	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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

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

APRIL 3, 2014; REVISED JUNE 4, 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

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

Occupancy Data – November 19, 2013

Facility	1:00 p.m. to 3:00 p.m. arrived late					3:00 p.m. to 5:00 p.m.				
	Nov. 19 Student	Tues. Employee	Pay/Vis	Service	Total	Nov. 19 Student	Tues. 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

APRIL 3, 2014; REVISED JUNE 4, 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

APRIL 3, 2014; REVISED JUNE 4, 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

APRIL 3, 2014; REVISED JUNE 4, 2014

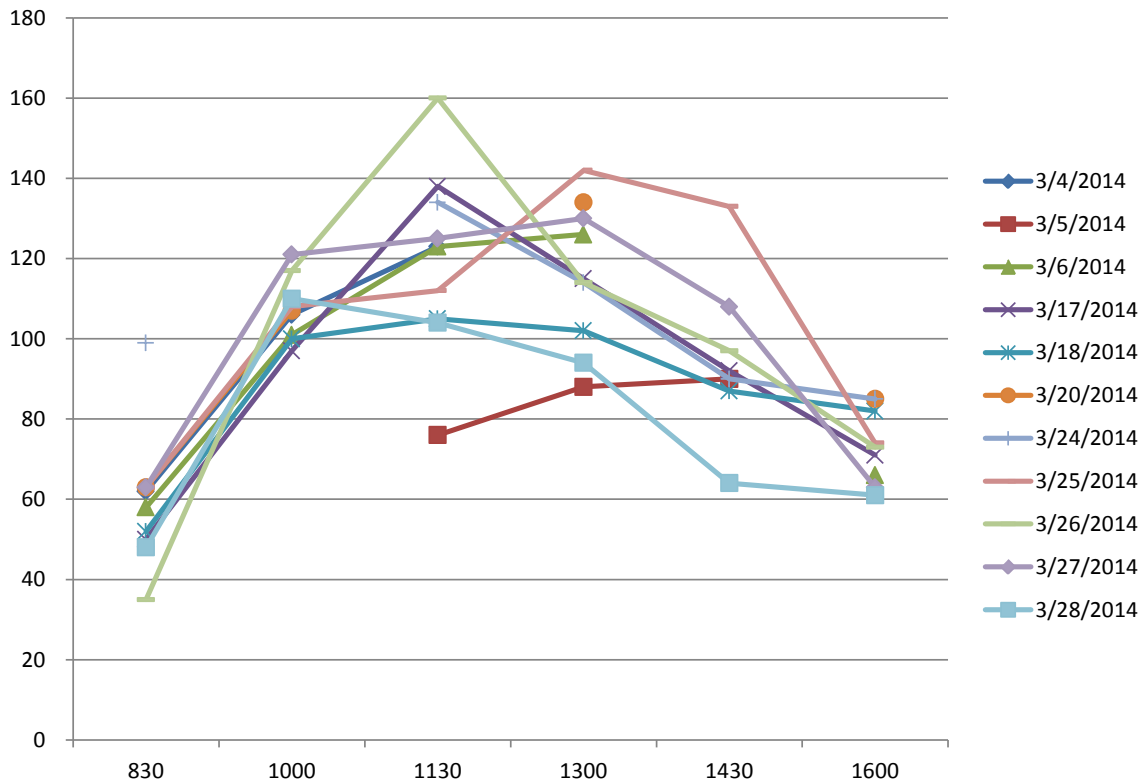
WALKER PROJECT #21-3952.00

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

APRIL 3, 2014; REVISED JUNE 4, 2014

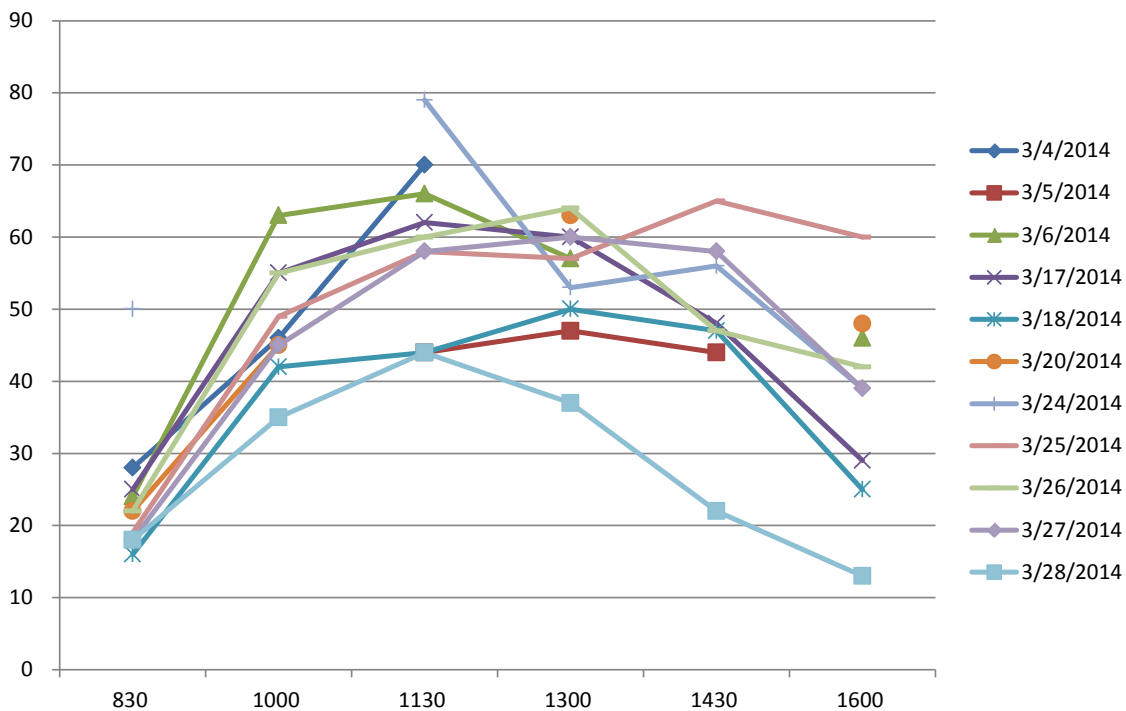
WALKER PROJECT #21-3952.00

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

APRIL 3, 2014; REVISED JUNE 4, 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

APRIL 3, 2014; REVISED JUNE 4, 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 increased 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.

APRIL 3, 2014; REVISED JUNE 4, 2014

WALKER PROJECT #21-3952.00

Table 26: ADA Accessible Space Adequacy (January 2012)

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)

APRIL 3, 2014; REVISED JUNE 4, 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. The calculation is based on inventory data provided as of January 2012. Some minor changes in space designations and counts have occurred.

Having seen the most recent draft of this analysis, Public Safety officers were asked to verify the number of spaces designated as ADA Accessible, and determined that in fact the figures had changed, as follows.

Table 27: ADA Space Count Revision (May 2014)

Lot	Previous Count (January 2012)	Revised Count (May 2014)	Δ
B	0	1	+1
D	1	4	+3
H	7	6	-1
N	5	4	-1
South Centennial	0	4	+4
ISELF (F Lot)	0	1	+1
Total Change			+7

Source: SCSU Public Safety Department

Based on the net gain of seven ADA spaces, the deficit is revised from 47 spaces to 40 spaces, and could be refined further 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's parking space 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 of these determinations can be very subjective. Some specific situations may be determined through a judicial review.

Accessibility law is very complicated. The original 1991 ADAAG is still in effect, and many requirements in the newer 2004 ADAAG did 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.