

SMITH MEMORIAL STUDENT UNION CONCEPT PLANNING REPORT PREPARED FOR

PORTLAND STATE UNIVERSITY

MARCH 2015

DRAFT REPORT



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PREFACE

In October 2014, Portland State University (“PSU” or “the University”) engaged Brailsford & Dunlavey and Opsis Architecture (“Project Team”, “B&D”, “Opsis”) to conduct a Concept Planning Study for a renovated Smith Memorial Student Union (“SMSU”). The purpose of the study was to develop a realistic vision and implementable plan for the SMSU that would reflect the diverse needs of the PSU student body and campus community.

B&D would like to thank the following individuals on the Executive and Steering Committees who provided direction throughout the process and were instrumental in its success:

- ◆ Jason Franklin, Director of Campus Planning and Design
- ◆ Rani Boyle, Associate Campus Planner
- ◆ Krystine McCants, Student Union Planning Coordinator / Chair SMSU Advisory Board
- ◆ Dan Zalkow, Executive Director for Planning, Construction, & Real Estate
- ◆ Dan Valles, Executive Director of EMSA Auxiliary Services
- ◆ Brian Hustoles, Director of the Smith Memorial Student Union
- ◆ Aimee Shattuck, Director of Student Activities
- ◆ Eric Noll, President, Associated Students of Portland State University
- ◆ Rayleen McMilan, Vice President, Associated Students of Portland State University
- ◆ Jonatha Gages, University Affairs Director, Associated Student of Portland State University
- ◆ Kate Vance, Capital Project & Construction Project Manager

The Project Team that produced the Study was comprised of the following individuals:

Brailsford & Dunlavey

- ◆ Matt Bohannon, Regional Vice President
- ◆ Joyce Fasano, Vice President
- ◆ Nicholas Gabel, Project Manager
- ◆ Austin Metoyer, Project Analyst

Opsis Architecture

- ◆ Alec Holser, AIA, LEED AP BD+C, Partner
- ◆ Matt Jacoby AIA, LEED AP BD+C, Associate Architect

The report sets forth B&D's findings with respect to various market conditions and concept options. The findings contained herein represent the professional opinions of B&D's personnel based on assumptions and conditions detailed in this report. B&D has conducted research using both primary and secondary information sources which were deemed reliable, but whose accuracy cannot be guaranteed.

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Section 1

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INTRODUCTION

Built in four distinct phases beginning in 1956, the SMSU serves as PSU's student union. Since the initial construction of SMSU, the University has grown and the demographics of the student body have changed. In addition, the needs of students have evolved as curriculum now encourages group project work and technological integration. As such, contemporary student union facilities have evolved to meet the needs of today's students.

The Smith Memorial Student Union is a functional building but in need of updating. The current facility suffers from difficult circulation, a lack of clear wayfinding, constrained foodservice servery and dining space, crowded student lounge areas, and cramped office spaces for building tenants. In addition, the building has over \$12.6 million in deferred maintenance needs. While improvements have been made to SMSU, the current building does not adequately meet the needs of the students.

STUDENT UNION 2020 FEASIBILITY STUDY

In 2012, in response to concerns expressed by student government leaders, PSU retained Perkins + Will Architects to create an aspirational vision for the Smith Memorial Student Union that would meet the needs of an evolving student body. The result of the study was the Student Union 2020 Feasibility Assessment which created a vision for a facility and provided concept designs for an aspirational student union. The student fee funded study was also intended to serve as a point for discussions about potential changes to the Smith Memorial Student Union.

2014 - 2015 SMSU CONCEPT PLANNING STUDY

Following up on the work that was conducted in 2012, student government leaders allocated student fee money to continue the planning process for a renovated Smith Memorial Student Union. In October, 2014 PSU engaged Brailsford & Dunlavey and Opsis Architecture ("Project Team," "B&D," "Opsis") to conduct a Concept Planning Study for a renovated Smith Memorial Student Union ("SMSU"). The purpose of the study was to develop a realistic vision and implementable plan for the SMSU that would reflect the diverse needs of the PSU student body and campus community. The information developed as part of this assignment could then be used for a student-run referendum campaign to approve a student fee increase to pay for the renovations to the facility.

This concept planning assignment prescribes a prudent market-responsive set of recommendations for the University to follow to address the needs and preferences of the PSU community. The Project Team, with the assistance of Portland State, embarked on a four-month process that engaged the PSU community so that it could accomplish the following:

- ◆ Discern the SMSU's role in student life on PSU's campus,
- ◆ Understand the University's overarching goals and objectives for the SMSU,
- ◆ Solicit feedback from students on the desired programmatic priorities, and
- ◆ Test support for the potential student fee increase needed to realize the renovations.

PROCESS

To accomplish this, the Project Team's approach involved both qualitative and quantitative research that included input from campus stakeholders, faculty, staff, undergraduate, and graduate students. The work effort commenced with a visioning among key SMSU stakeholders to understand the drivers and vision associated with a renovated facility. Based on feedback from the University, B&D examined the SMSU's existing conditions with respect to programmatic uses, functional adjacencies, space allocation, and physical conditions. This information gleaned from this exercise was instrumental in framing the key drivers for the demand analysis, outline program and conceptual design. The methodologies employed in this study included the following:

- ◆ **Focus groups and stakeholder interviews** were conducted with undergraduate and graduate students, faculty, and staff, to gain qualitative information regarding campus dynamics, use of the SMSU, and preferences for a renovated facility;
- ◆ An **on-line survey** was distributed to all students, to understand their current use of the SMSU, to measure satisfaction with various programmatic spaces, to gauge interest in new programmatic elements, and to test support for the renovations and student fee increases. Utilizing data from the student survey, a **student union demand model** was developed to project use and prioritize specific programmatic elements that could be included within a renovated SMSU.
- ◆ A **design charrette** was conducted with key stakeholders to gain user input into the key programmatic adjacencies, size, and preliminary design for the renovated SMSU.
- ◆ An **outline program** of SMSU uses was created based upon existing space allocations, stakeholder input from the charrette, and detailed user interviews that ascertained space needs and future growth plans for current building occupants. Using the outline program as a base, a **conceptual design** for a renovated SMSU was developed. The proposed design includes new

construction and selective demolition of the SMSU. Given the new construction and extensive nature of the proposed renovations, a **structural analysis** was undertaken to confirm that the proposed concept is structurally feasible.

- ◆ A **cost estimate** was completed to determine the rough order of magnitude costs for the proposed renovations. An analysis of the existing deferred maintenance in the SMSU was also completed to understand what items would and would not be covered in the renovations. Using the cost estimate, a **financial analysis** was completed to identify the sources of capital needed for the renovations and to quantify the estimated operating costs. The financial model also includes student fee sensitivity analysis to determine the amount of fee required to meet debt obligations.

CONTENTS OF THIS DOCUMENT

This document is the University's primary means for communicating the project's goals and requirements. The purpose is to provide the minimum requirements in developing solutions illustrating superior design and implementation solutions for a renovated SMSU. This document is organized to provide the general and specific requirements of the project in a straightforward and easily accessible manner. The organization is as follows:

1. **Framework Plan** – The framework plan provides a summary of findings from the visioning session, focus groups, user interviews with key campus stakeholders, and the student survey.
2. **Programming Plan** – The programming plan contains the results of the demand based program and an outline program of spaces within the renovated SMSU.
3. **Conceptual Design** – The conceptual design includes site plans, diagrammatic floor plans, building sections, and perspectives with an accompanying architectural narrative that outlines the design intent of the proposed concept.
4. **Structural Analysis** – The structural analysis memo confirms that the proposed design is feasible within the constraints and code requirements and seismic infrastructure of the existing SMSU.
5. **Cost Estimate** – The cost estimate outlines the process and assumptions used for the cost estimate. Included with the cost estimate are the scoping diagrams that outline what sections of the building are expecting renovation versus new construction. The section also includes an analysis of the deferred maintenance that will be addressed as part of the renovation.

6. **Project Funding Plan** – The project funding plan identifies the required capital budget, and outlines the capital costs, and revenue and expense projections for the proposed SMSU renovations. A 20-year pro forma was also developed to identify potential University debt commitments and student fee support.

7. **Foodservice Analysis** – The foodservice analysis examines the existing operating conditions of foodservice in the SMSU to determine the unmet demand for retail and catering within the facility. The analysis helped to inform the food concepts with the proposed conceptual design.

The findings contained in this report represent the professional opinions of the Project Team personnel, based upon assumptions and conditions detailed in the report. The Project Team has conducted research using both primary and secondary information sources that are deemed to be reliable, but whose accuracy cannot be guaranteed. Far from being purely an academic or analytical exercise, this report is structured and developed within a framework emphasizing pragmatism and ease of implementation, and the Project Team’s intent is for this document to serve as an integral tool in guiding PSU’s plan to address the SMSU.

Section 2

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FRAMEWORK PLAN

Brailsford & Dunlavey conducted a comprehensive outreach effort to solicit input from the PSU community on the pending renovations of the Smith Memorial Student Union. Student involvement was critical to the success of the planning efforts and great care was taken to reach out to the entire PSU community. The efforts began with a visioning session among the planning committee followed by a series of stakeholder interviews with campus leadership. In addition, the Project Team conducted student focus groups and an on-line survey to gain both qualitative and quantitative information in regards to the overall use of the SMSU, to identify desired programmatic changes, and to gauge student interest and support for changes. The results of the outreach effort were instrumental in framing issues that would affect the program and conceptual design for a renovated SMSU. The analyses included the following specific tasks:

- ◆ Strategic Asset Value Analysis
- ◆ Student Focus Groups
- ◆ Student Survey
- ◆ Demand Based Program

A detailed discussion of the objectives, methodology, and findings for key analyses is provided in the following text.

STRATEGIC ASSET VALUE ANALYSIS

The Project Team coordinated a Strategic Asset Value Analysis (SAV) session with the Project Executive Committee on October 27, 2014. The information gathered from this meeting allowed the Project Team to develop some initial project assumptions that are in line with the University's mission. It also provides a means through which program elements will be prioritized and a filter through which judgment calls can be made. The Strategic Asset Value Analysis worksheet is provided in Exhibit A.

A Destination Value approach to facility development is used to respond to the constant challenge of assuring that the quality of life improvements respond to the University's strategic objectives in the most economical manner possible. More specifically, the Project Team proceeds with the understanding that: "All of the project objectives must be expressed in specific terms that demonstrate their relevance to furthering the school's mission, reinforcing campus values, responding to institutional commitments and responsibilities and improving the school's competitive position in the market."

Fundamental to this approach is a focus on collaborating with the University to develop a detailed understanding of both PSU's and the SMSU's mission, the University's relevant stakeholders and user groups, and the strategic project objectives which best serve that mission. The outcome of the work session was a deeper understanding of the project objectives; this assisted the project team with the development of facility concepts and recommendations.

The Strategic Asset Value analysis was developed with key stakeholders across campus. The following individuals participated in the visioning session:

- ◆ Dan Valles, Executive Director of EMSA Auxiliary Services
- ◆ Dan Zalkow, Executive Director for Planning, Construction, & Real Estate
- ◆ Jason Franklin, Director of Campus Planning and Design
- ◆ Rani Boyle, Associate Campus Planner
- ◆ Brian Hustoles, Director of SMSU
- ◆ Aimee Shattuck, Director of Student Activities
- ◆ Eric Noll, ASPSU President
- ◆ Krystine McCants, ASPSU Chief of Staff
- ◆ Jonathen Gates, ASPSU University Affairs Director
- ◆ Kate Vance, Capital Projections & Construction Project Manager

The working committee reviewed and confirmed the SAV priorities, which are highlighted below:

PROJECT CONCEPTS & PRIORITY ORDER OF SPACE NEEDS

Portland State University's mission and vision require that the Smith Memorial Student Union serve as an intersection for student life and community engagement. A renovation of the SMSU should supply the

necessary student spaces that promote this philosophy. Student leadership and co-curricular programming spaces should be prominently located and appropriately sized to convey the building's student focused purpose. In addition, spaces that foster the ability to "see and be seen" should be incorporated into the building program as a means for students to casually congregate. This shall be done through the expansion and deliberate placement of casual lounge spaces, so the SMSU is perceived as the "living-room" of campus.

ARCHITECTURAL AND CONSTRUCTION QUALITY

The SMSU should serve as collateral for PSU recruitment and retention efforts through promotion material and adequate resources within the SMSU. As the SMSU is centrally located on campus and perceived as being the heart of campus, the SMSU should leverage its geographic location on campus to enhance union operations. In addition, the SMSU's location along the Park Blocks should be capitalized upon as opportunity to provide a relaxing ambience. Materials, finishes and building systems shall maximize building performance and sustainability.

TARGET MARKET AND CAMPUS LOCATION

As the SMSU's mission is to serve as a hub for all students on campus, spaces and programs housed within the facility should establish priorities for all students. Weeknight and weekend programming within the SMSU should enhance the residential student experience. Quiet study spaces and informal lounge spaces should be strategically placed throughout the building to provide a relaxing escape for commuter students. The SMSU should cater to both undergraduate and graduate students by promoting activities that do not alienate sub-groups. While faculty, staff and the greater Portland community are encouraged and are important building patrons, use of the building should not be perceived as encroachment.

The SMSU should help to facilitate and support the University District Campus Framework Plan. In doing so, the SMSU shall promote the flexibility in the built environment and shall be integrated with the EcoDistrict. In addition, as the campus is an urban institution, the SMSU and PSU should develop a distinct urban character.

OPERATING PARADIGM / FINANCIAL PERFORMANCE

The institution's commitment to a student-focused building with financially viable building operations, places the SMSU in an operating paradigm that blends student development and entrepreneurial objectives together. In accordance with the SMSU's mission, student learning outcomes and student services should be key objectives of all programs and services within the building. Students should be provided opportunities for employment that enhances their skill set and allows for application outside of the classroom. In addition, all students should have access to necessary resources. Operations should be budgeted to ensure that the building is clean and well maintained at all times. Student fees or other funding programs and services should remain appropriate to the targeted yields. The SMSU is a high performance facility that should help assist enrollment management outcomes as it will help with the recruitment and retention of students.

STUDENT FOCUS GROUPS

In order to assess tolerance for a student fee referendum, the Project Team held several focus groups and stakeholder interviews on campus. The purpose of the focus group and stakeholder interviews was to engage a variety of individuals in dynamic conversation about the future of the Smith Memorial Student Union and to refine programmatic concepts for a potential renovation of the facility. The focus groups are intended to yield qualitative data for the researchers, while identifying sensitivities and previously unconsidered issues. The information gleaned from these sessions helped the project team to further understand the issues and inform the on-line survey that tested specific user preferences and priorities.

Approximately 40 students and 40 staff participated in thirteen separate focus groups and stakeholder interviews from October 27th to October 28th, 2014. Focus group participants represented a wide variety of students including those who are enrolled full- and part-time, on-campus residents, commuters, undergraduates, graduates, and many who were involved with student organizations or student government.

SUMMARY OF FINDINGS

Conversations with the PSU community revealed that students are drawn to the SMSU in order to grab something to eat, to relax between classes, and to escape bad weather. While the SMSU offered a number of services and amenities that students sought out, recently renovated spaces such as Parkway North and lounge spaces on the second and fourth floors were well received by all participants. Overall, the SMSU provides a number of opportunities and challenges for the campus community. SMSU users considered the building disjointed thus making way finding extremely difficult and frustrating. In addition, the building's inefficiencies have created a number of issues including room constraints for programming, lack of natural light, and limited open space for student interaction. In a future renovation of the SMSU, participants desired to see a stronger alignment with the building's mission and each floor given a clear thematic presence. These improvements would help to provide greater clarity in student ownership of the SMSU. The following outlines specific findings from the conversations.

Why do students visit the Smith Memorial Student Union?

- ◆ Students identified the SMSU as the "place to be" on campus where most major events happen.
- ◆ The primary attractions for students to the SMSU include leadership opportunities, community lounge space, food, and events.
- ◆ Internal surveys and foot traffic indicate the SMSU is considered the center of campus.
- ◆ Students utilize the covered walkways and bridges connecting the SMSU with Cramer and Neuberger Hall during bad weather.

- ◆ Whether bringing a bag lunch, purchasing meals from food carts or purchasing a meal within the SMSU, students heavily utilize the SMSU during the lunch hour when weather prevents use of the Park Blocks.
- ◆ Students reported utilizing lounge space to interact with other students, to study, or to rest in-between classes.

What are some programs or features of the Smith Memorial Student Union that are working or you enjoy?

- ◆ Overall, students reported that each floor in the SMSU has its own character and they enjoyed each distinct floor.
- ◆ Students like that both the SMSU and the campus seamlessly blend into the urban environment.
- ◆ The Multi-Cultural Center and Casa Latina experienced significant foot traffic throughout the day as many students utilized the facilities' study and lounge spaces, as well as other services.
- ◆ Some students enjoyed the rotating artwork within the White and Littman Galleries.
- ◆ Participants reported heavy use of basement and quiet study area lounge spaces.
- ◆ Students stated that the amount of natural light and view over the Park Blocks as being a big draw to study in the quiet study lounge. Students enjoy the open lounge spaces that look out over the Park Blocks.
- ◆ The basement and the lounge with a piano was believed to be a hidden secret that students enjoyed using when possible.
- ◆ The sky bridge lounge between the SMSU and the Cramer Hall was popular with students as it has ample natural light and a nice view.
- ◆ Students liked the recent renovation of the Parkway North area as a performance space and dining venue.

What are some of the challenges that face the Smith Memorial Student Union?

- ◆ Overall, participants noted that the age of SMSU and disjointed sections of the building did not lend itself to efficiently meet the needs of future students.
- ◆ It was noted that SMSU was built to support a much smaller campus population than what is currently enrolled.
- ◆ The external façade of the SMSU is not perceived as a student center but rather another academic building.
- ◆ Internally the SMSU does not offer many spaces that students would classify as warm and inviting to hang out in.
- ◆ During high traffic periods and on days with bad weather there is considerable congestion in stairway and lobby areas of the SMSU.
- ◆ Way finding and signage within the SMSU was deemed confusing and lacking natural flow.
- ◆ The numbering of rooms appeared out of sequence and did not follow any clear logic.

- ◆ Staircases are coined “Harry Potter staircases” because some lead to nowhere and they don’t make sense; accordingly, the building feels disjointed and lacks connectivity
- ◆ Students also noted accessibility issues with certain elevators skipping floors.
- ◆ Student organizations reported a hard time locating various resources within the building such as catering services or student media.
- ◆ Several challenges with current ballroom configurations limit the size and type of events as well as overall sound attenuation.
- ◆ Because of the number of academic and external events that occur within the facility, students feel like the building is not student focused but is rather a hybrid public conference center.
- ◆ Dining and food facilities are seen as having no true front entrance. Students reported feeling like they were entering through a “bunch of back doors.”
- ◆ The dining and seating area feels like a high school cafeteria and not like a true university dining area.
- ◆ The Queer Resource Center has a fish bowl feel with all the windows that surround the space
- ◆ Student Activities and Leadership Programs and student organization offices were reported to be hard to find.
- ◆ The current space for the Veterans resource center is located in a space too small for current programs and is hidden, proving difficult for students to find.

What are some key areas to address in future programming of the Smith Memorial Student Union?

- ◆ Students expressed strong desire to see more event space and more identity-based safe spaces.
- ◆ Providing both academically and culturally affirming spaces to support a diverse campus.
- ◆ Renovations and improvements needed for back-of-the-house and catering kitchens.
- ◆ Media organizations enjoy the privacy the basement provides but wish they had a studio for production and greater visibility with other student groups.
- ◆ Would like to see the Multi-Cultural Center and Casa Latina joined and create a more open concept.
- ◆ Each floor of the SMSU should have a theme (i.e., resource centers on the 4th, food on the 1st, and conference /meeting space on the 3rd).
- ◆ In terms of event space, SMSU has adequately sized small and large event space but needs a medium size space housing roughly 300 people.
- ◆ There should be a commuter service lounge.
- ◆ Students would like to see more small tables that can be combined for either large group study or personal study.
- ◆ Would like to see the incorporation of a theater space in the building that could be operated by students Friday through Sunday.
- ◆ Additionally this space could service as academic space during the day.
- ◆ There should be more natural lighting in the area, current lights feel like “hospital lights.”

- ◆ Student leaders and student organizations expressed a desire to all be located on the same floor.
- ◆ There should be drop-in meeting space for student organizations to utilize without having to reserve through conference and events.
- ◆ New microwaves in the basement or a prep kitchen for students to prepare food brought from home.
- ◆ Participants expected to see the sustainable practices incorporated into newly renovated building
- ◆ The food court area should be attractive and should have a large draw to the area such as a prep kitchen or community garden.
- ◆ Gender-neutral restrooms should be expanded to encompass every floor and should be multi-stalled.

What are some programmatic and administrative adjacencies that should be considered in the future expansion/renovation of the SMSU?

- ◆ Resource centers are receptive to the idea of being centrally located with perhaps a shared conference / meeting space. However, spaces will still need to be able to provide secure and confidential spaces without a decrease in current space allocation.
- ◆ The Queer Resource Center and Women's Resource center need to balance highly visible spaces with spaces that allow for private / delicate conversations.
- ◆ SALP would like to move away from individual student offices and towards shared resource rooms for all student organizations to utilize.
- ◆ Ideal student organization space would be shared common space and conference/meeting space
- ◆ Maintaining the resource centers on the fourth floor is a good idea
- ◆ Student media organizations are removed from everyone and placed in the basement. If an event management district is created, organizations should be placed there.
- ◆ SALP could be located near SMSU operation/administrative staff with a front desk info or welcome area

SURVEY ANALYSIS FINDINGS

The Project Team's web-based survey was developed to quantitatively test students' fee sensitivity for proposed improvements to the Smith Memorial Student Union. Survey questions were designed to assess current and future habits and preferences related to student union spaces. In addition, students' interest in three proposed concepts for improvement to the SMSU were assessed. Specific responses were sorted by various demographic characteristics to further analyze demand patterns and identify any discrepancies in results.

From November 13th to November 21st, 2014, students were surveyed via an on-line link distributed to their campus e-mail. A total population of 28,058 undergraduate and graduate students was given an opportunity to indicate their level of support for renovation concepts for the SMSU. During that time, 3,367 of the survey population participated in the survey. The survey analysis reflects responses from the total surveyed population of 3,367 students. This response translates to a margin of error of +/- 1.58 assuming a 95% confidence level.

A full report of the data collected can be found in Exhibit C of this report. Additionally, a more thorough report of survey comments can be found in Exhibit D. The following is a summary of findings from the survey analysis.

CAMPUS WIDE AMENITIES

Survey respondents were generally very satisfied with the amount and quality of the outdoor spaces. Full-time students were 7% more satisfied with group study spaces, large event space, student organization spaces, and 11% more satisfied with meeting spaces on campus, compared to their part-time counterparts. The variances between the full-time and part-time students is likely attributed to full-time students' heavy utilization of these spaces.

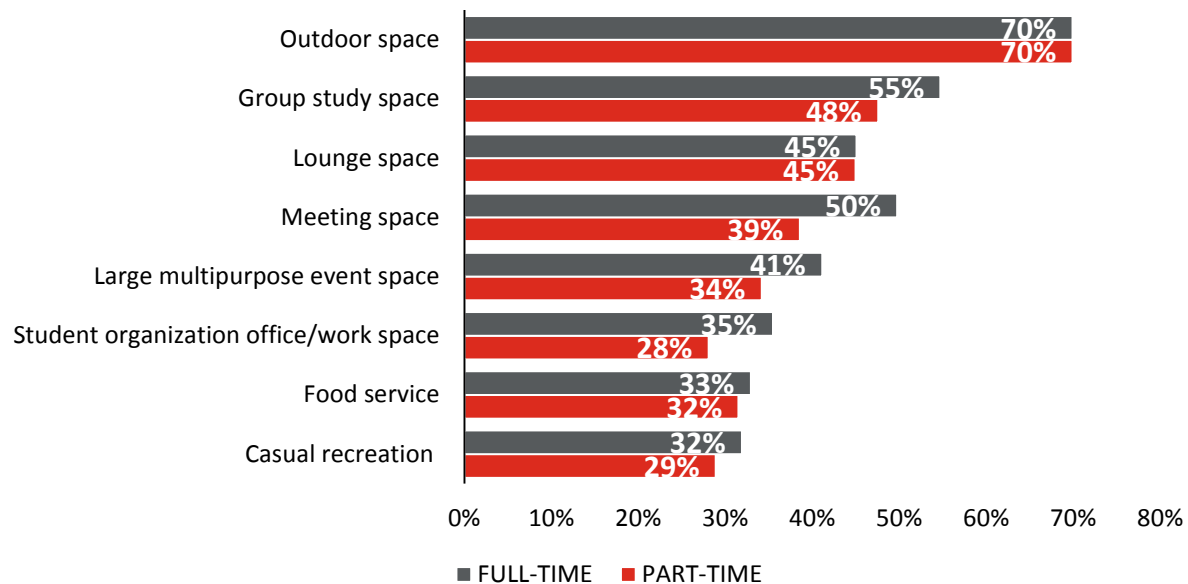


FIGURE 2.1: LEVEL OF SATISFACTION WITH THE AMENITIES AND SPACES ON CAMPUS (N = 664 TOTAL RESPONDENTS) SEE EXHIBIT C FOR Q4 – Q11

Students were asked to share where the best places to interact informally are located. Generally, students indicated that a coffee shop or restaurant outside of PSU was the best place to interact with other students (60%). The SMSU came in as the second best option for both full-time and part-time students. This would suggest that among spaces on campus the SMSU is truly seen as the center of campus culture and interaction.

BEST PLACES TO INTERACT WITH OTHER STUDENTS		ALL	FULL-TIME	PART-TIME
1	Restaurant / coffee shop outside of a PSU	60%	58%	64%
2	Smith Memorial Student Union	44%	45%	42%
3	Classroom/academic building	41%	40%	38%
4	Club or organization event	36%	36%	29%
5	Millar Library	36%	35%	33%
6	Off-campus apartment/house	31%	33%	26%
7	Recreation Center	26%	26%	26%
8	Residence Hall/on-campus apartment	17%	20%	9%
9	Victor's Dining Hall	9%	10%	7%

FIGURE 2.2: WHAT ARE THE BEST PLACES TO INTERACT INFORMALLY WITH OTHER STUDENTS (N = 2,752 TOTAL RESPONDENTS) SEE EXHIBIT C Q1

Students were also asked to share where they most often go to study on campus. The most preferred places for both full-time and part-time students to work on an academic assignment were their apartments (65%) and the Millar Library (58%). The SMSU was third among full-time and part-time students (26%). While, the quiet study lounge on the fourth floor and the second floor lounge overlooking the Park Blocks are heavily utilized for studying the SMSU does not provide enough dedicated studying space for students.

BEST PLACES TO STUDY		ALL	FULL-TIME	PART-TIME
1	My room or apartment	65%	65%	65%
2	Millar Library	58%	59%	55%
3	Smith Memorial Student Union	26%	26%	25%
4	Classroom/academic building	25%	24%	24%
5	Restaurant / coffee shop outside of a PSU	25%	23%	27%
6	Other	9%	8%	11%
7	Residence hall study lounge	5%	6%	2%

FIGURE 2.3: WHERE DO YOU MOST OFTEN GO TO STUDY (N = 2,753 TOTAL RESPONDENTS) SEE EXHIBIT C Q2

Overall, students spend roughly an hour and fifty minutes outside of classroom either studying, grabbing something to eat, hanging out with friends, or utilizing campus resources. Full-time students and on-campus residences spent the most time on campus outside of the classroom with an hour and fifty-seven minutes and two hours and eleven minutes, respectively.

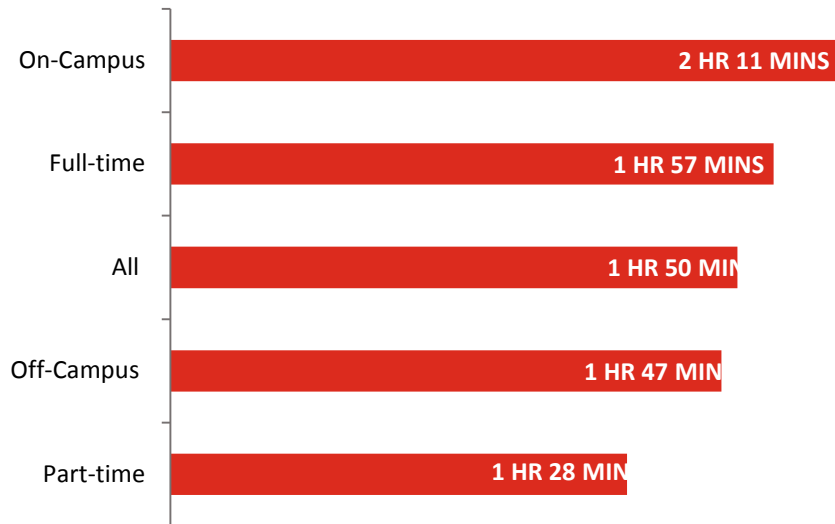


FIGURE 2.4: HOW MUCH TIME PER DAY DO YOU CURRENTLY SPEND ON CAMPUS WHILE NOT IN CLASS (N =2,762 TOTAL RESPONDENTS) SEE EXHIBIT C Q3

CURRENT SMSU USAGE

Survey respondents were then asked to state their main reasons for visiting the Smith Memorial Student Union. Figure 2.5 shows the responses from full-time and part-time students. Among all students, getting something to eat remained the top reason to visit the SMSU.

REASONS STUDENTS VISIT THE SMSU		ALL	FULL-TIME	PART-TIME
1	To get something to eat	49%	49%	50%
2	To study	36%	34%	36%
3	To eat something I brought to campus	24%	24%	21%
4	To attend an event	22%	22%	24%
5	To buy other merchandise	21%	20%	23%
6	To relax and hang out	19%	19%	17%
7	To meet friends	17%	18%	15%
8	To attend a meeting	16%	16%	17%
9	To visit the resource centers and/or cultural centers	11%	11%	10%

FIGURE 2.5: WHAT ARE THE THREE MAIN REASONS YOU VISIT THE SMITH MEMORIAL STUDENT UNION (N = 2,515 TOTAL RESPONDENTS) SEE EXHIBIT C Q17

Based on the findings from the survey, students are visiting the SMSU an average of 2.2 times per week and staying for an average of 38 minutes per visit. Off-campus students spent more time in the SMSU at 39 minutes per visit, compared to on-campus students who spent 35 minutes per visit. The higher usage by off-campus students affirms the SMSU’s mission as a living room for commuter students. Part-time and full-time usage of the building peaked between 1:00 p.m. and 4:00 p.m. Usage of the building was higher for part-times students than full-time students between 4:00 p.m. and 10:00 p.m; this is likely attributed to part-time students taking more evening classes.

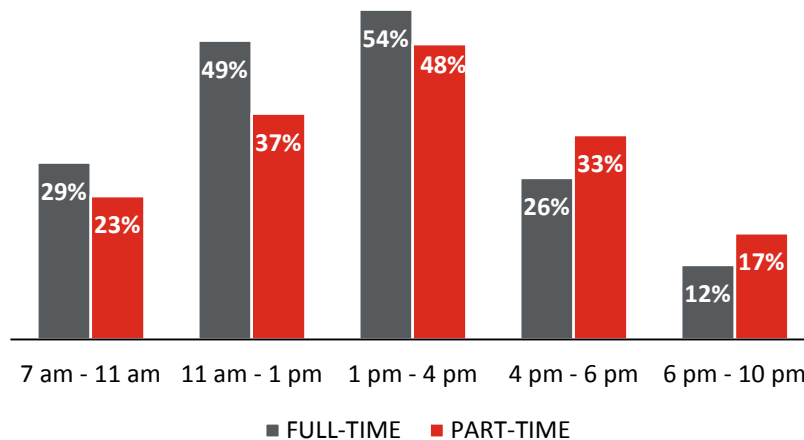


FIGURE 2.6: DURING WHAT TIME PERIODS DO YOU VISIT THE SMITH MEMORIAL STUDENT UNION MOST OFTEN (N = 2,488 TOTAL RESPONDENTS) SEE EXHIBIT C Q15

Lastly, respondents were asked to give reasons why they do not visit the SMSU. Overall, students cited the crowdedness, the lack of comfortable seating, and not being aware of programs offered as being the major reasons not to visit.

REASONS STUDENTS DO NOT VISIT THE SMSU		ALL	FULL-TIME	PART-TIME
1	Building is too crowded	36%	38%	31%
2	Lack of comfortable places to relax	35%	35%	34%
3	Not aware of programs and activities offered	34%	33%	31%
4	Lack of variety and quality of services	30%	31%	29%
5	Cost of services and activities are too expensive	26%	27%	19%
6	Friends do not visit the Smith Memorial Student Union	18%	20%	10%
7	Appearance/atmosphere of building	19%	18%	20%
8	I do not spend time on the PSU campus outside of class	17%	14%	27%
9	None of the Smith Memorial Student Union's features/services appeal to me	14%	14%	12%
10	Hours of operation are too limited	12%	12%	11%

FIGURE 2.7: INDICATE THE REASONS YOU DO NOT VISIT THE SMITH MEMORIAL STUDENT UNION MORE OFTEN (N = 2,660 TOTAL RESPONDENTS) SEE EXHIBIT C Q18

FUTURE USAGE

Students also rated the top new retail spaces and top new / social entertainment spaces that they would utilize most if offered in the SMSU. Coffee shop and student run cafe were the top new retail spaces, used by 56% and 37% of respondents, respectively. A movie theater and large TV lounge were the two most selected new social / entertainment spaces and were favored by 65% and 39% of all the participants, respectively. The social / entertainment spaces that were selected also suggest an additional layer of interest from students to stay in the SMSU longer to relax or hang out with friends.

RETAIL SPACE		ALL	FULL-TIME	PART-TIME
1	Coffee shop	56%	55%	56%
2	Student run cafe/restaurant	37%	37%	36%
3	Copy / Print center	35%	35%	33%
4	Campus pub / bar	32%	32%	31%
5	Convenience/food store	32%	31%	36%
6	ATM machines	25%	25%	24%
7	Post office	21%	21%	19%

FIGURE 2.8: WHAT TYPES OF RETAIL SPACES WOULD YOU UTILIZE THE MOST IN A RENOVATED SMITH MEMORIAL STUDENT UNION (N =2,720 TOTAL RESPONDENTS) SEE EXHIBIT C Q60

SMSU CONCEPT PLANNING

ENTERTAINMENT SPACE		ALL	FULL-TIME	PART-TIME
1	Movie theater	65%	65%	66%
2	Large screen TV lounge	39%	40%	37%
3	Live performance area	39%	39%	38%
4	Billiards/game room	33%	33%	29%
5	Bowling alley	30%	30%	29%
6	Interactive gaming lounge	24%	25%	20%
7	Other	5%	5%	6%

FIGURE 2.9: WHAT TYPE OF SOCIAL / ENTERTAINMENT SPACES WOULD YOU UTILIZE THE MOST IN A RENOVATED SMITH MEMORIAL STUDENT UNION (N = 2,486 TOTAL RESPONDENTS) SEE EXHIBIT C Q61

Respondents were given the opportunity to select what types of new programs / services they would utilize most if offered in the SMSU. Students had an overwhelming desire for quiet study and small group space (71%), and a computer lab (60%), followed by e-mail / print kiosks, advising center, and resource centers. The response and desire for the aforementioned spaces suggests that as a heavily commuter campus students are seeking spaces they can stay longer in between breaks.

PROGRAMS AND SERVICES		ALL	FULL-TIME	PART-TIME
1	Lounges for quiet study & small group study	71%	71%	69%
2	Computer lab	60%	60%	57%
3	E-mail / Print kiosks	56%	57%	54%
4	Advising or Tutoring	26%	26%	27%
5	Resource centers	16%	16%	17%
6	Cultural centers	10%	10%	8%
7	Student organization offices	8%	8%	5%

FIGURE 2.10: WHAT TYPES OF PROGRAMS AND SERVICES WOULD YOU UTILIZE THE MOST IN A RENOVATED SMITH MEMORIAL STUDENT UNION (N = 2,730 TOTAL RESPONDENTS) SEE EXHIBIT C Q59

Respondents indicated that if future needs were met they would visit the SMSU more often. The average number of visits increased from 2.2 per week to 3.0 per week. Significant growth was seen among on-campus and full-time students who reported that they would visit the SMSU considerably more at 3.3 and 3.2 visits, respectively.

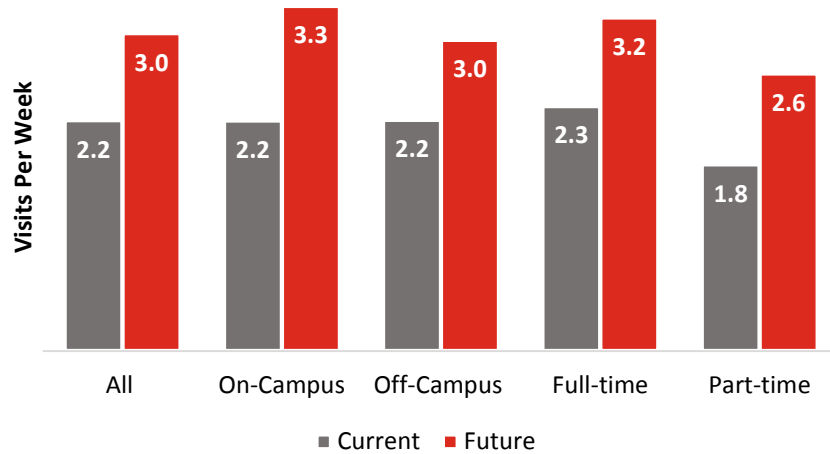


FIGURE 2.11: HOW MANY TIMES PER WEEK DO YOU TYPICALLY VISIT THE SMITH MEMORIAL STUDENT UNION AND HOW OFTEN WOULD YOU VISIT IN A RENOVATED SMITH MEMORIAL STUDENT UNION (N = 2,747 TOTAL RESPONDENTS) SEE EXHIBIT C Q14 & Q74

Overall, the length of time students reported they would spend in the SMSU nearly doubled. Significant growth was seen among on-campus and full-time students, who reported spending 58.4 and 60.4 minutes more, respectively.

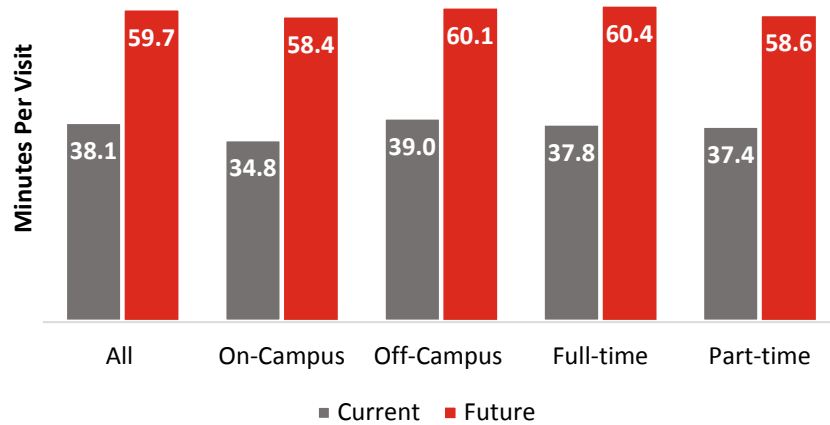


FIGURE 2.12: HOW LONG DO YOU TYPICALLY USE THE SMITH MEMORIAL STUDENT UNION AND HOW LONG WOULD YOU BE IN A RENOVATED SMITH MEMORIAL STUDENT UNION (N = 2,633 TOTAL RESPONDENTS) SEE EXHIBIT C Q16 & Q75

STUDENT FEE SENSITIVITY ANALYSIS

The survey tested general support for the proposed renovation to the Smith Memorial Student Union. In the survey, three concepts were tested that highlighted which spaces and amenities would be expanded or renovated and the total fees associated with that concept. The following is a brief description of the three concepts presented to students within the survey:

- ◆ **Concept A:** A partial renovation of the 51-year old facility and its infrastructure. The renovation would address existing infrastructure, deferred maintenance issues, and selected renovations to program spaces. The renovations would be supported by a \$40 per term increase in the student fees.
- ◆ **Concept B:** An extensive renovation and rebuilding of the 51-year-old facility and its infrastructure. Concept B would demolish the original old library building on the northeast corner that has misaligned floors at half levels, and replace it with a new structure and multi-level atrium. In addition, the renovation would address existing infrastructure and deferred maintenance issues. The renovations would be supported by a \$55 per term increase in the student fees.
- ◆ **Concept C:** An all-inclusive renovation and rebuilding of the 51-year-old facility and its infrastructure. Concept C would demolish the full eastern half of the existing building replace it with a new structure and multi-level atrium. The renovation would address all deferred maintenance issues. The renovations would be supported by an \$80 per term increase in the student fees.

Among the three proposed concepts, Concept B received a slight advantage in support (54%) over the other concepts. Concept C received the next highest support with 45% of students indicating they would vote for this enhancement to the SMSU. Of all the concepts, Concept A had the highest percent of students that needed more information (15%).

	CONCEPT A	CONCEPT B	CONCEPT C
Very likely to support	12%	21%	16%
Somewhat likely to support it	31%	33%	29%
Somewhat unlikely to support it	16%	15%	20%
Not at all likely to support it	26%	22%	27%
Need more information	15%	9%	8%

FIGURE 2.13: PREFERRED OPTION OF THE THREE CONCEPTS (N = 2,738 TOTAL RESPONDENTS) SEE EXHIBIT C Q62, Q66, & Q70

When looking at the three concepts individually, Concept A and Concept B showed higher support with each having 51% and 49% support votes, respectively. The tepid support for the proposed concepts indicates that a more detailed concept that outlines the benefits of the improvements will need to be presented for a student fee referendum.

CONCEPT	FEE AMOUNT	YES	NO	ENHANCEMENT
A	\$40	51%	49%	Renovation of building infrastructure, deferred maintenance, selected renovations
B	\$55	49%	51%	Extensive renovation
C	\$80	27%	73%	Full renovation

FIGURE 2.14: BREAKDOWN OF STUDENT FEE OPTIONS (N = 2,746 TOTAL RESPONDENTS) SEE EXHIBIT C Q63, Q67, & Q71

An in-depth look at Concept B found that the largest area of support was found among on-campus and full-time students. On-campus and full-time students reported 61% and 55% very likely / somewhat likely to support Concept B, respectively.

CONCEPT B	ON-CAMPUS	OFF-CAMPUS	FULL-TIME	PART-TIME
Very likely to support	22%	21%	21%	22%
Somewhat likely to support it	39%	31%	34%	29%
Somewhat unlikely to support it	17%	15%	16%	13%
Not at all likely to support it	14%	24%	20%	27%
Need more information	8%	9%	9%	8%

FIGURE 2.15: SUPPORT OF STUDENT FEE INCREASE FOR CONCEPT B (N = 2,746 TOTAL RESPONDENTS) SEE EXHIBIT C Q66

A majority of respondents reported that a renovation of the SMSU should be made a priority for PSU (62%).

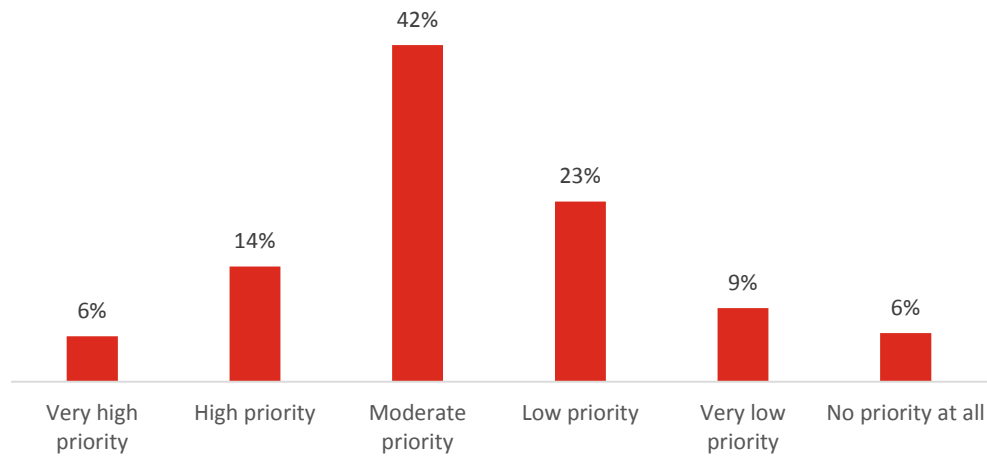


FIGURE 2.16: PRIORITY LEVEL GIVEN TO SMSU RENOVATION (N = 2,479 TOTAL RESPONDENTS) SEE EXHIBIT C Q76

Of those students that selected, “low priority to no priority at all,” a follow-up question was given asking students to share why they rated a renovation a low priority. The major reasons students rated low priority for a renovation were “PSU had more pressing issues” (43%) and “facilities are satisfactory” (39%).

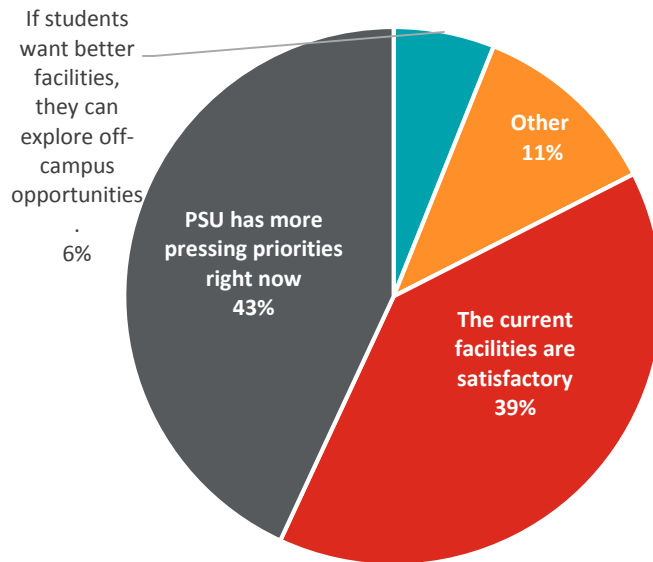


FIGURE 2.17: REASONS FOR SELECTING “LOW OR NO PRIORITY” (N = 1,040 TOTAL RESPONDENTS) SEE EXHIBIT C Q77

DEMAND BASED PROGRAM

B&D's Demand – Based Programming (“DBP”) process utilizes a proprietary model to translate survey-measured demand for a variety of typical student center facilities into recommended space accommodations. The model's space recommendations are based on certain assumptions of space allocated per user and average activity duration, and on survey-defined measures of prioritization.

The output of the model is not intended to be the final facility program, but rather another tool to be used to develop the final program, along with the rest of the market analysis and the input and judgment of the Project Team, students, other user groups, and University decision makers.

The input for the Demand-Based Programming process is obtained from questions 19 through 58 of the student survey. This question asked respondents to indicate how frequently and at what time of day they would typically use a variety of spaces that are or could be provided in Smith Memorial Student Union.

TESTED PROGRAMMATIC SPACES

Spaces tested included computer / print kiosks, quiet study lounge, small group study rooms, informal lounge / gathering, convenience store, food service – breakfast, food service – lunch, food service – dinner, grab and go – breakfast, grab and go – lunch, grab and go – dinner, games / informal recreation, bowling alley, multipurpose ballroom, and theater / auditorium. The response options for frequency of use for each space included:

- ◆ 5 or more times per week,
- ◆ 2 to 4 times per week,
- ◆ Once per week,
- ◆ Less than once per week, and
- ◆ Never.

Time of day response options included:

- ◆ 6:00 AM to 8:00 AM,
- ◆ 8:00 AM to 11:00 AM,
- ◆ 11:00 AM to 1:00 PM,
- ◆ 1:00 PM to 3:00 PM,
- ◆ 3:00 PM to 6:00 PM,
- ◆ 6:00 PM to 9:00 PM,
- ◆ 9:00 PM to 12:00 AM, and
- ◆ Never.

The various activity spaces tested with this analysis are those spaces that are programmed based on the number of potential users and the distribution of usage over the course of a typical day. Certain spaces cannot be analyzed using this type of information because their usage/patronage is not based on being

open and available for campus-wide use but is instead based on scheduled usage by defined user groups.

ASSUMPTIONS

The DBP model includes assumptions related to each space being tested, including assumptions for the amount of space allocated per user and the average amount of time each user will spend within the space during each use. In addition to these space utilization assumptions, another global assumption incorporated in the DBP model is a demand discount factor applied to all survey responses to account for the overstatement of usage inherent in a survey process. This discount factor is based on B&D's more than twenty years' experience using this model and comparisons of projected versus actual facility utilization in built projects. For student center facilities, B&D has found that space usage data should be discounted to 75% of the levels indicated on the survey. This discount factor is applied to the survey data from all sample populations prior to all calculations of space demand.

The DBP model uses survey data and the above assumptions to determine the amount of space required to meet the usage demand by the campus population during each of the tested time periods. To do this, the model calculates the number of people projected to be using the space at any given time during each of the different combinations of frequency and time-of-day options. This calculation is based on numerical factors called "activity frequency," "turnover factor," and "intensity factor."

The turnover factor is based on the average activity duration related to the space and the length of time for each of the tested time periods. The calculation is the reciprocal of the number of times the space can be "turned over" during the given time period, or the activity duration in hours, divided by the length of the tested time period in hours.

The intensity factor is the product of the activity frequency and turnover factor. For each combination of tested frequency and time, the model determines the total number of projected users by applying the actual percentage of survey response for that particular combination to the campus population. The total number of people who would be in that space at any given point in time during the tested time period, is determined for each of the different combinations of tested frequency and time by multiplying the total number of users by the intensity factor.

The "demand projection" for each combination of frequency and time is totaled by the model for each time period to determine the usage pattern of the space over the course of a typical day based on a projection of the number of people likely to be using the space at any given point in time during each time period. By applying the space allocation for each of the tested areas, the amount of space required to accommodate the number of people projected to be using the space during each time period can be determined.

The table below is taken directly from the DBP model and illustrates the calculation of usage projections and space allocations for one of the tested activity spaces among the off-campus student population.

ACTIVITY 8		COFFEEHOUSE			Activity Duration: 1 Hours	
Frequency	Period	Activity Frequency	Turnover Factor	Intensity Factor	Number of Users	Demand Projection
Daily	6 am - 8 am	0.71	0.50	0.36	538	191
Daily	8 am - 11 am	0.71	0.33	0.24	1,456	345
Daily	11 am - 1 pm	0.71	0.50	0.36	538	191
Daily	1 pm - 4 pm	0.71	0.33	0.24	549	130
Daily	4 pm - 6 pm	0.71	0.50	0.36	325	115
Daily	6 pm - 9 pm	0.71	0.33	0.24	134	32
Daily	9 pm - 12 am	0.71	0.33	0.24	112	27
Daily	12 am - 6 am	0.71	0.17	0.12	112	13
Daily	Never	0.71	0.00	0.00	0	0
Daily	Never	0.71	0.00	0.00	0	0
2-4 Times/Week	6 am - 8 am	0.43	0.50	0.22	616	132
2-4 Times/Week	8 am - 11 am	0.43	0.33	0.14	2,722	390
2-4 Times/Week	11 am - 1 pm	0.43	0.50	0.22	1,389	299
2-4 Times/Week	1 pm - 4 pm	0.43	0.33	0.14	1,445	207
2-4 Times/Week	4 pm - 6 pm	0.43	0.50	0.22	762	164
2-4 Times/Week	6 pm - 9 pm	0.43	0.33	0.14	347	50
2-4 Times/Week	9 pm - 12 am	0.43	0.33	0.14	123	18
2-4 Times/Week	12 am - 6 am	0.43	0.17	0.07	45	3
2-4 Times/Week	Never	0.43	0.00	0.00	0	0
2-4 Times/Week	Never	0.43	0.00	0.00	0	0
Once/Week	6 am - 8 am	0.14	0.50	0.07	213	15
Once/Week	8 am - 11 am	0.14	0.33	0.05	1,109	52
Once/Week	11 am - 1 pm	0.14	0.50	0.07	717	50
Once/Week	1 pm - 4 pm	0.14	0.33	0.05	1,008	47
Once/Week	4 pm - 6 pm	0.14	0.50	0.07	471	33
Once/Week	6 pm - 9 pm	0.14	0.33	0.05	168	8
Once/Week	9 pm - 12 am	0.14	0.33	0.05	78	4
Once/Week	12 am - 6 am	0.14	0.17	0.02	67	2
Once/Week	Never	0.14	0.00	0.00	0	0
Once/Week	Never	0.14	0.00	0.00	0	0
Less than once a week	6 am - 8 am	0.03	0.50	0.02	381	6
Less than once a week	8 am - 11 am	0.03	0.33	0.01	1,860	19
Less than once a week	11 am - 1 pm	0.03	0.50	0.02	1,288	19
Less than once a week	1 pm - 4 pm	0.03	0.33	0.01	1,613	16
Less than once a week	4 pm - 6 pm	0.03	0.50	0.02	762	11
Less than once a week	6 pm - 9 pm	0.03	0.33	0.01	426	4
Less than once a week	9 pm - 12 am	0.03	0.33	0.01	134	1
Less than once a week	12 am - 6 am	0.03	0.17	0.01	45	0
Less than once a week	Never	0.03	0.00	0.00	0	0
Less than once a week	Never	0.03	0.00	0.00	0	0
Never	6 am - 8 am	0	0.50	0.00	0	0
Never	8 am - 11 am	0	0.33	0.00	0	0
Never	11 am - 1 pm	0	0.50	0.00	0	0
Never	1 pm - 4 pm	0	0.33	0.00	0	0
Never	4 pm - 6 pm	0	0.50	0.00	0	0
Never	6 pm - 9 pm	0	0.33	0.00	0	0
Never	9 pm - 12 am	0	0.33	0.00	0	0
Never	12 am - 6 am	0	0.17	0.00	0	0
Never	Never	0	0.00	0.00	0	0
Never	Never	0	0.00	0.00	0	0

TOTAL NUMBER OF USERS PROJECTED PER PERIOD*:

6 am - 8 am	8 am - 11 am	11 am - 1 pm	1 pm - 4 pm	4 pm - 6 pm	6 pm - 9 pm	9 pm - 12 am	12 am - 6 am
310	725	503	360	291	84	44	16

SPACE DEMAND NUMBER OF SQ. FT. **

6 am - 8 am	8 am - 11 am	11 am - 1 pm	1 pm - 4 pm	4 pm - 6 pm	6 pm - 9 pm	9 pm - 12 am	12 am - 6 am
7,740	18,117	12,579	9,005	7,278	2,108	1,107	411

Definitions: Activity Frequency= How often during the week (once per week = 1/7=14%) Turnover Factor= The reciprocal amount of time the space is "turned over" over the allocated time.
Intensity Factor = Activity Frequency x Turnover Factor.

FIGURE 2.18: DEMAND BASED PROGRAMMING TABLE

The final space recommendations of the Demand-Based Programming model are not simply a summation of the space demand as determined by the above calculations but are also dependent on a prioritization of the spaces based on the usage patterns indicated by the survey responses for the frequency of use of each space. Spaces that are used more frequently and/or by larger numbers of people are given a higher priority than less frequently used and less popular spaces. Higher priority spaces are accommodated at higher percentages of their peak space demand in the model's final recommendation.

SPACE PRIORITIZATION

The prioritization of space demand is based on two related demand calculations: “depth” and “breadth” of demand. The depth of demand for each tested space is determined by the percentage of respondents who indicated that they would use the space at least twice per week. Spaces with a high depth of demand are very important to potential users and the facility must accommodate as much space for these activities as possible. Activities with lower depth of demand are accommodated at lower levels in the final program recommendation. The breadth of demand for each space is based on the percentage of survey respondents who indicated that they would use the space at any frequency. The breadth of demand therefore gives equal weight to infrequent usage. Activities with a particularly high breadth of demand may require a higher prioritization than indicated by their depth of demand to account for a high number of infrequent users.

The Demand-Based Programming model assigns a priority (in this case, “first” through “fifth”) to each activity space based on its depth and breadth of demand. The maximum amount of space required to satisfy the highest level of daily demand for each space is then adjusted according to its priority level to form the final recommendation of the best combination of spaces to satisfy the market demand. First priority spaces are accommodated at 75% to 85% of peak demand, second priority spaces at 55% to 65% of peak demand, third priority spaces at 40% to 50% of peak demand, fourth priority spaces at 25% to 35% of peak demand, and fifth priority spaces at 10% to 20% of peak demand.

SUMMARY OF FINDINGS

The following were the square footage results for total campus demand for the determined spaces and the depth and breadth of demand for those spaces that were tested on the survey:

Activity	Priority Category	Peak Accommodation		Space Type	Peak Demand	Space Allocation Based on Prioritization of Demand	
1 Quiet Study Lounge	First	75%	to 85%	Sq. Ft.	11,635	8,700	to 9,900
2 Computer Lab	First	75%	to 85%	Sq. Ft.	7,219	5,400	to 6,100
3 Copy / print center	First	75%	to 85%	Sq. Ft.	9,756	7,300	to 8,300
4 Coffeehouse	First	75%	to 85%	Sq. Ft.	18,117	13,600	to 15,400
5 Informal lounges / social gathering areas	Second	55%	to 65%	Sq. Ft.	8,189	4,500	to 5,300
6 Food Area Lunch	Second	55%	to 65%	Sq. Ft.	16,404	9,000	to 10,700
7 Convenience Store	Second	55%	to 65%	Sq. Ft.	3,204	1,800	to 2,100
8 Small group study rooms	Second	55%	to 65%	Sq. Ft.	12,787	7,000	to 8,300
9 Grab and Go Lunch	Third	40%	to 50%	Sq. Ft.	3,048	1,200	to 1,500
10 Sports bar / lounge	Third	40%	to 50%	Sq. Ft.	8,816	3,500	to 4,400
11 Resource Centers	Third	40%	to 50%	Sq. Ft.	12,283	4,900	to 6,100
12 Food Area Breakfast	Fourth	25%	to 35%	Sq. Ft.	7,469	1,900	to 2,600
13 Grab and Go Breakfast	Fourth	25%	to 35%	Sq. Ft.	1,810	500	to 600
14 Food Area Dinner	Fourth	25%	to 35%	Sq. Ft.	5,730	1,400	to 2,000
15 Games / informal recreation space	Fifth	10%	to 20%	Sq. Ft.	6,519	700	to 1,300
16 Movie theater	Fifth	10%	to 20%	Sq. Ft.	15,594	1,600	to 3,100
17 Cultural Centers	Fifth	10%	to 20%	Sq. Ft.	7,015	700	to 1,400
18 Grab and Go Dinner	Fifth	10%	to 20%	Sq. Ft.	1,181	100	to 200
19 Bowling Alley	Fifth	10%	to 20%	Sq. Ft.	33,058	3,300	to 6,600
20 Multipurpose Ballroom	Fifth	10%	to 20%	Sq. Ft.	5,233	500	to 1,000
1 COMBINED 1: (Services)					22,705	14,100	to 16,400
2 COMBINED 2: (Lounge Space)					32,611	12,600	to 23,500

FIGURE 2.19: DEMAND PROJECTIONS AND SPACE RECONCILIATION

These quantities of spaces would accommodate total campus demand within the user-defined priorities for each space. However, the final program recommendations will take into account such factors as the cost of accommodating certain activity spaces, opportunities to share space through scheduling, providing multi-use space, qualitative, focus group, and interview data, and the consulting team's professional judgment. These factors may result in space program adjustments relative to the demand-based quantities in order to insure that the concept will fully realize the facility's mission as well as respond to campus demand.

Section 3

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PROGRAMMING PLAN

The redevelopment of the Smith Memorial Student Union will transform the facility into an integrated hub of student life on campus. PSU envisions that the renovated facility will be a unique campus asset that engages students, faculty, staff, and the general community through a common experience of socializing, learning, and community engagement. It will act as a vibrant campus center in which the university community and students, in particular, can conveniently access student engagement activities, resources, and foodservice as a part of their daily activity.

The following objectives reflect the general expectations of the campus community and goals for the renovated SMSU:

- ◆ This project is intended to strengthen the SMSU as the hub of campus activity and to respond to the growing and changing needs of the campus.
- ◆ The mix of spaces, programs, and service offerings will respond to student needs and expectations for an environment that encourages social interaction and learning beyond the classroom.
- ◆ Creating a building that is sustainable and utilizes techniques that result in substantial reductions in typical building energy and water usage is important.
- ◆ The project will improve the overall quality of life on the PSU campus by providing appropriate social, cultural, and educational spaces as well as complementing other campus planning initiatives.
- ◆ A seamless and effective connection between student activities, resource centers, and programs will encourage increased participation by the campus community.

The Project Team has developed the program set forth in this section as the best response to both institutional goals and needs of the campus community. The basis of this outline program is a combination of an analysis of the existing space allocations, stakeholder interviews, student survey, and demand results. The program was developed concurrently with the conceptual design using an iterative process to right-size programmatic needs with existing space constraints. It should be noted that if there are any unexpected changes to building occupants or uses, additional programming work will be required to determine how space should be allocated.

The following pages present the Outline Program Statement as of March 2015, and detail the assigned space allocations for each element of the program.

DEFINITIONS

Program Element: A building component or any definable discrete space.

Assignable Square Feet (ASF): The total amount of surface area in a space that is functionally usable by an occupant.

Gross Square Feet (GSF): The total floor areas of the entire building measured to the outside for exterior walls and projections, including structural elements, mechanical spaces, maintenance areas, public restrooms, primary, secondary, and vertical circulation.

Efficiency Factor: The efficiency factor is calculated as the ratio of ASF to GSF, which may also be expressed as a percentage. The categorization of specific spaces should follow ASTM standard classification for building area measurements.

OUTLINE PROGRAM

The outline program is shown by major programmatic area. The existing and proposed space allocations are shown to indicate the net change in space for each of the programmatic areas and tenants within the building. The following categorizes the existing and proposed space allocations that were used as the basis for the conceptual design. The full outline program can be found in Exhibit D.

GROUP 1: FOODSERVICE

The existing program has approximately 21,080 square feet of space dedicated to foodservice. This includes the kitchen within the basement, the retail dining food court on the first level, storage, and various staff offices.

Student survey and demand analysis indicated a strong desire for additional foodservice within the SMSU. The proposed program calls for approximately 23,357 sq. ft. of foodservice and dining space, a net increase of 2,277 sq. ft. As one of the primary dining facilities on campus, the foodservice guarantees foot traffic for all other programmatic elements of the building throughout all day parts. The foodservice space will be split up into two distinct but complementary uses. The kitchen and back of house space remains mostly unchanged within the basement and totals 6,235 sq. ft. Five retail dining platforms are proposed on the first level of the SMSU which account for 4,523 sq. ft., an increase of 1,290 sq. ft. from the existing food court. Separating the retail dining platforms from their existing location will allow them to have more space for food storage and preparation reducing their reliance on the basement kitchen. In addition, it will help to disburse the crowding that occurs at peak times since the queuing is separated. Careful attention will need to be paid to the locations of the platforms that require exhaust and hooding.

The program calls for 10,700 sq. ft. of seating split into two main sections. The combined spaces have capacity for 470 patrons.

The program assumes that the existing kitchen will remain as is. However, the opportunity exists to pick up an additional 1,150 sq. ft. of additional space in the kitchen that is connected to the existing student run café on the basement level. This space could be used for additional storage, catering, or support of the retail dining. It should be noted that several factors could affect the decision on this space including the final decision about the basement uses, a change in campus-wide catering needs (like the Viking Pavilion), and the needs of the retail food concepts.

Group 1: Foodservice					
Kitchen	Level	Existing ASF	Proposed ASF	Variance	Notes
Food Prep	Basement	2,455	2,455	0	No Change
Storage	Basement	2,289	2,549	260	Pick up of microwave space
Lockers / Showers / Restroom	Basement	910	910	0	No Change
Staff Offices	Basement	251	251	0	No Change
Trash	Basement	70	70	0	No Change
		5,975	6,235	260	

Viking Court	Level	Existing ASF	Proposed ASF	Variance	Notes
Servery / Food Storage	1	3,233	4,523	1,290	Reconfigured
Seating Area	1	9,092	10,700	1,608	Reconfigured
		12,325	15,223	2,898	

Storage	Level	Existing ASF	Proposed ASF	Variance	Notes
Storage	Sub-Basement	1,899	1,899	0	No Change
		1,899	1,899	0	

Staff Offices	Level	Existing ASF	Proposed ASF	Variance	Notes
Viking Court	1	74	0	(74)	Moved to Conferences & Events Office Suite.
Catering	2	289	0	(289)	Moved to Conferences & Events Office Suite.
Staff Offices	3	177	0	(177)	Moved to Conferences & Events Office Suite.
Staff Offices	4	341	0	(341)	Moved to Conferences & Events Office Suite.
		881	0	(881)	

Foodservice Subtotal		21,080	23,357	2,277	
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FIGURE 3.1: BREAKDOWN OF FOODSERVICE SPACE ALLOCATION

GROUP 2: CONFERENCE & MEETING ROOMS

Meeting rooms are essential to support student organizations and campus community programming. The SMSU currently has meeting spaces throughout the building but most are located on the second and third levels of the SMSU. The largest space is the ballroom on the third level which totals 8,536 sq. ft. including a large stage, back of house support, a warming kitchen, and storage. The proposed concept reconfigures the ballroom by expanding into the exterior patio to the west and removing the stage and back of house space allowing the potential to divide this space into two or three rooms with moveable partitions. The proposed concept can seat 550 in a banquet seating capacity. The warming kitchen is reconfigured and the storage space for the ballroom is increased slightly.

Immediately adjacent to the multipurpose room is a pre-function lounge and 8,030 sq. ft. of meeting rooms of all sizes. In addition, there are meeting rooms located on the second level that can be used as breakout space as well. The combined spaces provide the campus with a sizeable conference and meeting room venue that will serve the campus community as well as provide an option for partner organizations.

Group 2: Conference & Meeting Rooms					
Ballroom	Level	Existing ASF	Proposed ASF	Variance	Notes
Ballroom	3	7,090	8,438	1,348	Reconfigured
Back of House	3	427	0	(427)	Deleted
Warming Kitchen	3	690	310	(380)	Reconfigured
Storage	3	329	622	293	Reconfigured
		8,536	9,370	834	

FIGURE 3.2: BREAKDOWN OF BALLROOM FACILITIES SPACE ALLOCATION

In addition to the ballroom, the proposed program calls for approximately 10,290 sq. ft. of meeting space on the second and third levels. The meeting spaces on the second level have been reconfigured to accommodate a larger student lounge overlooking the Park Blocks. There are three meeting rooms that range from 350 to 370 sq. ft. that can accommodate up to 25 occupants and three smaller 190 square foot rooms that can accommodate up to 15 occupants. In addition, there are three small group study rooms and one small conference room adjacent to the ASPSU suite that can be reserved.

The program calls for five medium and four large meeting rooms on the third level to serve as the main breakout space for the ballroom. The meeting rooms range between 460 and 1,080 sq. ft.. Two pairs of these rooms have a moveable partition between them creating the opportunity to create two large conference rooms of 1,680 and 1,940 sq. ft. The spaces should be designed and furnished in a way to promote maximum flexibility for users. The meeting rooms are supported by 810 sq. ft. of storage on the third level and the storage that is currently in the sub-basement.

SMSU CONCEPT PLANNING

Meeting Rooms	Level	Existing ASF	Proposed ASF	Variance	Notes
Meeting Room (47A)	Basement	442	0	(442)	Deleted
Meeting Room (225)	2	349	0	(349)	Deleted
Meeting Room (230)	2	500	0	(500)	Deleted
Meeting Room (236)	2	1136	0	(1,136)	Deleted
Meeting Room (238)	2	1584	0	(1,584)	Deleted
Meeting Room (258)	2	363	370	7	Reconfigured
Meeting Room (262)	2	163	0	(163)	Deleted
Meeting Room (294)	2	1121	0	(1,121)	Deleted
Meeting Room (296)	2	718	350	(368)	Reconfigured
Meeting Room (298)	2	841	350	(491)	Reconfigured
<i>New Meeting Room (Small)</i>	2	0	190	190	New
<i>New Meeting Room (Small)</i>	2	0	190	190	New
<i>New Meeting Room (Small)</i>	2	0	190	190	New
<i>New Meeting Room (Small)</i>	2	0	245	245	New
<i>New Meeting Room (Group Study)</i>	2	0	125	125	New
<i>New Meeting Room (Group Study)</i>	2	0	125	125	New
<i>New Meeting Room (Group Study)</i>	2	0	125	125	New
Meeting Room (323)	3	485	0	(485)	Deleted
Meeting Room (326)	3	449	460	11	Reconfigured
Meeting Room (327)	3	1084	1,080	(4)	Reconfigured
Meeting Room (328)	3	834	860	26	Reconfigured
Meeting Room (329)	3	647	0	(647)	Deleted
Meeting Room (333)	3	1356	0	(1,356)	Deleted
Vanport Room (338)	3	1428	1,400	(28)	Reconfigured
<i>New Meeting Room (Medium)</i>	3	0	750	750	New. Room has moveable partition.
<i>New Meeting Room (Medium)</i>	3	0	720	720	New
<i>New Meeting Room (Large)</i>	3	0	960	960	New
<i>New Meeting Room (Large)</i>	3	0	1,000	1,000	New
<i>New Meeting Room (Medium)</i>	3	0	800	800	New
		13,500	10,290	(3,210)	

Storage	Level	Existing ASF	Proposed ASF	Variance	Notes
Storage	Sub-Basement	1,164	1,164	0	No Change
Storage	Basement	88	0	(88)	Deleted
Storage	1	91	0	(91)	Deleted
Storage	2	556	237	(319)	Reconfigured
Storage	3	1,773	0	(1,773)	Deleted
<i>New Storage</i>	3	0	460	460	New
<i>New Storage</i>	3	0	350	350	New
		3,672	2,211	(1,461)	

Conference & Meeting Rooms Subtotal	25,708	21,871	(3,837)	
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FIGURE 3.3: BREAKDOWN OF CONFERENCE & MEETING ROOM SPACE ALLOCATION

GROUP 3: RETAIL

The SMSU currently has 5,003 sq. ft. of space allocated to retail space between the University Market, Subway, Spirit Store, Ticket Office, and storage. Located on the first level, the spaces are in highly trafficked areas.

Student survey and demand analysis indicated a strong desire for expanded coffee offerings. The proposed program calls for a major reconfiguration of the retail spaces on the first level. The centerpiece of the retail spaces is a large, 1,830 square foot coffee shop located near the new main entrance. The coffee shop is adjacent to a 1,400 square foot student lounge to create a welcoming atmosphere for the

facility. Additional retail spaces include a 1,520 square foot space for the University Market and 375 sq. ft. for the spirit store, both of which have been moved to the Broadway side of the building.

Group 3: Retail						
Retail	Level	Existing ASF	Proposed ASF	Variance	Notes	
Storage	Sub-Basement	1,323	1,323	0	No Change	
Staff Office	Basement	174	174	0	No Change	
Subway	1	1,179	0	(1,179)	Deleted. Now part of foodservice platform.	
University Market	1	1,674	1,520	(154)	Reconfigured	
Spirit Store	1	403	375	(28)	Reconfigured	
Ticket Office	1	250	380	130	Now part of info desk.	
<i>New Coffee Shop</i>	1	0	1,830	1,830	New	
		5,003	5,602	599		
Retail Subtotal		5,003	5,602	599		

FIGURE 3.4: BREAKDOWN OF RETAIL SPACE ALLOCATION

GROUP 4: RECREATION / ENTERTAINMENT

The game room and bowling alley at PSU are important components of the SMSU. Informal recreation provides students with a much needed out-of-classroom activity that balances their academic life on campus. Currently located in the basement, the spaces are approximately 6,299 sq. ft. and are outdated. The proposed program and conceptual design does not change their current allocation or configuration but assumes a minor renovation to modernize and enliven the spaces. However, it should be noted that the bowling alley is in need of significant equipment upgrades that may make the renovation of this space unfeasible. As such, the program has dedicated this space for a student computer lab should the campus decide to close the bowling alley. A description of the computer lab is provided in Group 10, Special Components.

Group 4: Recreation & Entertainment						
Recreation / Entertainment	Level	Existing ASF	Proposed ASF	Variance	Notes	
Game Room	Basement	2,402	2,402	0	No Change	
Bowling Alley	Basement	3,643	3,643	0	No Change. Could be come a computer lab.	
Retail Space	Basement	152	152	0	No Change	
Staff Office	Basement	74	74	0	No Change	
Storage	Basement	28	28	0	No Change	
		6,299	6,299	0		
Recreation / Entertainment Subtotal		6,299	6,299	0		

FIGURE 3.5: BREAKDOWN OF RECREATION & ENTERTAINMENT SPACE ALLOCATION

GROUP 5: AUDITORIUM

The proposed program has allocated space for a tiered auditorium on the basement level. This new component of the SMSU is approximately 4,870 sq. ft. and has a capacity of 350 and can be used for lectures, presentations, classes, musical performances, and films. The raked floor and fixed seating denotes a sense of formality. The space's function allows for use during all day parts and helps to drive

traffic into the facility if classes are scheduled in the building. The auditorium should have integrated stage lighting and a designated space for a small removable stage.

Group 5: Auditorium						
Auditorium	Level	Existing ASF	Proposed ASF	Variance	Notes	
<i>New Auditorium</i>	Basement	0	4,870	4,870	New	
		0	4,870	4,870		
Auditorium Subtotal		0	4,870	4,870		

FIGURE 3.6: BREAKDOWN OF AUDITORIUM SPACE ALLOCATION

GROUP 6: LOUNGE SPACE

Lounges help to enhance the sense of campus community and support sustained activity throughout the day. They serve as areas for students to congregate, socialize, work on projects, or study. Lounges should be in highly visible areas and be located directly off a main circulation path. Furniture should be comfortable, durable, and easily moveable to provide flexibility.

The SMSU currently has a variety of lounge spaces to cater to the needs of all students. The spaces include the Quiet Prayer Meditation Lounge and the Student Run Café / Lounge in the basement, Parkway North (counted as dining space due to its dual role) on the first level, the Student Lounge that overlooks the Park Blocks on the second level, and the Quiet Study Lounge on the fourth level.

Student survey and demand analysis indicated a strong desire for additional lounge space within the SMSU. The proposed program drastically increases the amount of lounge space within the SMSU by 7,087 sq. ft. to 20,047. The Quiet Prayer Mediation Lounge is moved to the second floor overlooking the Park Blocks. The Student Run Café lounge is reconfigured and relocated to the second level overlooking the new main entrance, the Student Lounge is expanded by 1,174 sq. ft., and the Quiet Study Lounge on the 4th floor is reconfigured and relocated to the second level. New lounges are located within the basement and third level in addition to pre-function and circulation space. In addition, a new performance venue / lounge has been planned for the basement for student-run programming. This space has an attached kitchen that is expected to be part of the foodservice lease. However, the opportunity exists to use the kitchen to serve food within the performance venue if demand exists for such a concept.

Group 6: Lounge Space						
Quiet Prayer Meditation Lounge	Level	Existing ASF	Proposed ASF	Variance	Notes	
QPMC Lounge	Basement	1,411	0	(1,411)	Deleted	
Storage	Basement	203	0	(203)	Deleted	
<i>New QPMC Lounge</i>	2	0	500	500	New	
		1,614	500	(1,114)		
Student Run Café / Lounge						
Lounge Area	Level	Existing ASF	Proposed ASF	Variance	Notes	
Lounge Area	Basement	3,457	0	(3,457)	Deleted	
Serving Kitchen	Basement	615	0	(615)	Deleted	
Storage	Basement	535	0	(535)	Deleted	
<i>New Lounge Area</i>	2	0	1,890	1,890	New	
<i>New Serving Kitchen</i>	2	0	400	400	New	
<i>New Storage</i>	2	0	330	330	New	
		4,607	2,620	(1,987)		
Lounge Spaces						
Lounge	Level	Existing ASF	Proposed ASF	Variance	Notes	
Lounge	2	3,726	4,900	1,174	Reconfigured	
Quiet Study Lounge	4	3,013	0	(3,013)	Deleted	
<i>New Basement Lounge</i>	Basement	0	1,850	1,850	New	
<i>New Coffee Lounge</i>	1	0	1,400	1,400	New	
<i>New Lounge (SALP)</i>	2	0	650	650	New	
<i>New Quiet Study Lounge</i>	2	0	950	950	New	
<i>New Lounge (Pre-Function)</i>	3	0	1,000	1,000	New	
<i>New Lounge (Conference)</i>	3	0	1,570	1,570	New	
		6,739	12,320	5,581		
Performance Venue / Lounge						
New Lounge Area	Level	Existing ASF	Proposed ASF	Variance	Notes	
<i>New Lounge Area</i>	Basement	0	3,457	3,457	New	
<i>New Kitchen/ Storage</i>	Basement	0	1,150	1,150	New	
		0	4,607	4,607		
Lounge Space Subtotal		12,960	20,047	7,087		

FIGURE 3.7: BREAKDOWN OF LOUNGE SPACE ALLOCATION

GROUP 7: STUDENT ORGANIZATIONS

Student organizations play an important role in student leadership and student development. The provision of space for student organizations, along with professional staff advisors within close proximity, provides PSU with an important outlet for students as they extend the University’s mission through community involvement, diversity, and service. This includes student government, service organizations, media outlets, social organizations, and interest based clubs.

The SMSU currently has space allocated to student organizations throughout the building. The proposed program dramatically changes the nature of student organization space within the SMSU as it shifts away from individual offices to a shared space model. As such, the total sq. ft. of student organization space decreases by 1,818 in the proposed program. Despite the loss in space, the uses should be more functional given the improved adjacencies and efficiencies in the proposed concept.

The centerpiece of the student organization space is the Student Organization Suite for the clubs and organizations on the second level. This suite is designed to replace the individual offices that currently exist. The suite includes reservable offices and work space of at least 20 cubicles for student clubs, a

workroom, and storage lockers for clubs/organizations. The suite is intended to be designed in an open floor plan with flexible furniture arrangements to meet the diverse needs of student groups.

In addition to the Student Organizations Suite, the program allocates space for the SALP Program Administration Office for the various student organizations on campus. The space should be adjacent to the suite but should provide a level of privacy for the professional staff. The intent is to have private offices on the periphery of the suite with a large flexible work area in the center. Additional space is available within the adjacent pocket lounge or within the student organization suite.

The ASPSU suite is moved to the second floor in close proximity to the SALP Program Administration Offices and Student Organizations Suite. An office for the ASPSU advisor has been provided adjacent to the suite.

The Student Media offices are to be moved from the sub-basement to the basement level in a reconfigured Student Media Suite. Individual offices for the various publications are to be included within the suite providing a sense of separation and privacy. Additional space could be allocated to student media should the bowling alley be removed from the facility.

Group 7: Student Organizations						
Student Media	Level	Existing ASF	Proposed ASF	Variance	Notes	
Student Media Suite	Sub-Basement	4,211	0	(4,211)	Deleted	
<i>New Student Media Suite</i>	Basement	0	2,950	2,950	New. Potential to add SF if bowling is Deleted	
		4,211	2,950	(1,261)		
SALP Program Administration	Level	Existing ASF	Proposed ASF	Variance	Notes	
SALP Program Offices	1	1,389	0	(1,389)	Deleted	
SALP Program Offices	M1	1,885	0	(1,885)	Deleted	
Storage	2	175	0	(175)	Deleted	
<i>SALP Admin Suite</i>	2	0	2,980	2,980	New. Potential to add SF in adjacent lounge.	
		3,449	2,980	(469)		
Student Organizations	Level	Existing ASF	Proposed ASF	Variance	Notes	
Student Orgs. Office Space	Basement	600	0	(600)	Deleted	
Student Orgs. Office Space	M1	3,495	0	(3,495)	Deleted	
<i>New Student Orgs. Suite</i>	2	0	3,720	3,720	New	
		4,095	3,720	(375)		
ASPSU	Level	Existing ASF	Proposed ASF	Variance	Notes	
ASPSU Suite	1	1,232	0	(1,232)	Deleted	
<i>New ASPSU Suite</i>	2	0	1400	1400	New	
<i>New ASPSU Advisor's Office</i>	2	0	150	150	New	
		1,232	1,550	318		
Food Pantry	Level	Existing ASF	Proposed ASF	Variance	Notes	
Food Pantry	3	246	0	(246)	Deleted	
<i>New Food Pantry</i>	2	0	215	215	New. Can expand into adjacent storage area.	
		246	215	(31)		
Student Organizations Subtotal		13,233	11,415	(1,818)		

FIGURE 3.8: BREAKDOWN OF STUDENT ORGANIZATION SPACE ALLOCATION

GROUP 8: ADMINISTRATIVE

Administrative space in the SMSU provides for the management of the building, event planning, and the Dean of Student Life. Currently located in various places throughout the building, the proposed program addresses this inefficiency by co-locating the building management, conferences and events offices with the catering office. There are strong programmatic relationships between these units and the co-location on the third level within close proximity to a majority of the meeting spaces will help to build synergy among them.

The Dean of Student Life’s Office Suite is strategically located within the SMSU to be in close proximity to the units that deliver student life programming at PSU. The proposed program has allocated space for the office suite in the reconfigured fourth level. However, the exact square foot allocation and placement on the fourth level is still to be determined. The Project Team expects a decision on exact location to be determined once the new Vice-President for Enrollment Management and Student Affairs has had a chance to provide input on the future of the unit.

Group 8: Administrative Offices					
SMSU Operations	Level	Existing ASF	Proposed ASF	Variance	Notes
AV Office Suite	3	195	0	(195)	Deleted
Conferences & Events Office Suite	4	1090	0	(1,090)	Deleted
<i>New Operations Office Suite</i>	3	0	1,870	1,870	New. Includes catering and foodservice offices
		1285	1870	585	

Dean of Student Life	Level	Existing ASF	Proposed ASF	Variance	Notes
Office Suite	4	1,479	1,479	0	Expansion to be accommodated on 4th Floor
<i>New Office Suite</i>	4	0	TBD	TBD	Expansion to be accommodated on 4th Floor
		1,479	1,479	0	

Administrative Offices Subtotal	2,764	3,349	585		
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FIGURE 3.9: BREAKDOWN OF ADMINISTRATIVE OFFICE SPACE ALLOCATION

GROUP 9: RESOURCE CENTERS / MULTICULTURAL

The Student Resource Centers and Diversity and Multicultural Student Services (DMSS) units are integral to the mission of the campus and the SMSU. In addition to providing much needed services to students, they have helped to create a strong identity for the facility and are a significant driver of traffic to the building. Their importance and impact to the PSU community is evident in their current space allocations. DMSS is located on the fourth level and is home to a variety of student support services that focus on access to education, recruitment, and retention. DMSS also oversees the Multicultural Center on the second level providing support and programming for students.

Given the programmatic linkages between the two functions, co-location on the same level is preferable. The proposed program has allocated space for each function on the fourth level; however, the exact location and size is still to be determined. The Project Team expects a decision on exact space

allocations to be determined once the new Vice-President for Enrollment Management and Student Affairs has had a chance to study the future growth needs of the unit.

Currently located on the fourth level, the Student Resource Centers provide services to students who are affiliated with specific affinity groups. The centers reach a broad spectrum of students and drive traffic to the building. The centers currently in the SMSU are too small to effectively serve their targeted populations. In addition, there are resource centers not currently located within the SMSU that would like to be located adjacent to their sister organizations. The proposed program has allocated space for each of the existing resource centers within the SMSU and has identified space for a new resource center or expansion of the existing centers. However, similar to DMSS and the Dean of Student Life Office, the exact location and size is still to be determined. The Project Team expects a decision on exact space allocations and location to be determined once the new Vice-President for Enrollment and Student Affairs has had a chance to provide input on the issue.

Group 9: Resource Centers / Multicultural					
Resource Centers	Level	Existing ASF	Proposed ASF	Variance	Notes
Disability Resource Center	1	1,753	1,753	0	Expansion to be accommodated on 4th Floor
Student Legal Services	M3	1,777	1,777	0	Expansion to be accommodated on 4th Floor
Veteran's Resource Center	4	777	777	0	Expansion to be accommodated on 4th Floor
Resource Center for Students With Children	4	827	827	0	Expansion to be accommodated on 4th Floor
Queer Resource Center	4	1,266	1,266	0	Expansion to be accommodated on 4th Floor
<i>New Disability Resource Center</i>	4	0	TBD	TBD	Expansion to be accommodated on 4th Floor
<i>New Resource Center</i>	4	0	TBD	TBD	Expansion to be accommodated on 4th Floor
<i>New Resource Center</i>	4	0	TBD	TBD	Expansion to be accommodated on 4th Floor
		6,400	6,400	0	

DMSS	Level	Existing ASF	Proposed ASF	Variance	Notes
Multicultural Center	2	4,048	4,048	0	Expansion to be accommodated on 4th Floor
<i>New Multicultural Center</i>	4	0	TBD	TBD	Expansion to be accommodated on 4th Floor
Diversity & Multicultural Services Suite	4	3,736	3,736	0	Expansion to be accommodated on 4th Floor
<i>New Diversity & Multicultural Services Suite</i>	4	0	TBD	TBD	Expansion to be accommodated on 4th Floor
Trio Student Support Services Suite	4	1,371	1,371	0	Expansion to be accommodated on 4th Floor
<i>New Trio Student Support Services Suite</i>	4	0	TBD	TBD	Expansion to be accommodated on 4th Floor
		21,955	21,955	0	

Resource Centers / Multicultural Subtotal		28,355	28,355	0	
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FIGURE 3.10: BREAKDOWN OF RESOURCE CENTER SPACE ALLOCATION

GROUP 10: SPECIAL COMPONENTS

The SMSU has several components that are unique to PSU. The Children's Center is a child care facility for the PSU community. Located on the first level, the center encompasses 3,013 sq. ft. of space. The proposed program slightly enlarges and reconfigures the space in its current location to be more efficient and useful for the needs of the center.

PSU Professional Sound is a student-run service that provides audio / visual assistance to the PSU community. They are currently located in 272 sq. ft. of space on the first level of the SMSU. The proposed program has moved PSU professional sound to a slightly larger location in the basement of the SMSU.

The Littman and White Galleries are student art exhibition spaces located on the second level of the SMSU. There are no proposed changes to the Littman Gallery in the Project Teams program. However, the White Galley will need to be moved to make way for the proposed group study rooms. Given the open nature of the White Gallery, there are opportunities to relocate it within the renovated SMSU in an area such as the pre-function space on the third level. In addition, their storage space will need to be relocated to the sub-basement since it will be repurposed on the fourth floor.

Student survey and demand analysis indicated a strong desire for a computer lab within the SMSU. The Project Team has identified a space in the basement for a large computer lab. This space is optional and contingent upon the status of the bowling alley.

Group 10: Special Components					
	Level	Existing ASF	Proposed ASF	Variance	Notes
The Children's Center					
The Children's Center	1	3,013	3,170	157	Reconfigured
		3,013	3,170	157	
PSU Professional Sound					
PSU Professional Sound	1	272	0	(272)	Deleted
<i>New PSU Professional Sound</i>	Basement	0	600	600	New
		272	600	328	
Littman & White Gallery					
LittmanGallery	2	1,643	1,643	0	No Change
White Gallery	2	894	0	(894)	Deleted
Storage	4	362	0	(362)	Deleted
		9,469	9,183	(286)	
Computer Lab (Optional)					
<i>Computer Lab</i>	Basement	0	3,650	3,650	New
		0	3,650	3,650	
Special Components Subtotal		12,754	16,603	3,849	

FIGURE 3.11: BREAKDOWN OF SPECIAL COMPONENTS SPACE ALLOCATION

DELETED COMPONENTS

To adequately address many of the adjacency, circulation, and programmatic size challenges within the SMSU, the Project Team had limited space from which to work. As such, a few of the existing tenants will need to be relocated elsewhere on campus. The uses that need to be relocated are the Office of Information Technology, the Service Employees International Union, the American Association of University Professors, the Office of Academic Innovation, and Academic Advising. These functions were chosen for relocation because they do not directly support the mission of the SMSU or do not have functional relationships with other building occupants.

Deleted Components						
Program Element	Level	Existing ASF	Proposed ASF	Variance	Notes	
Office of Information Technology	Basement	7,429	0	(7,429)	Deleted	
Tenant: SEIU	Basement	711	0	(711)	Deleted	
Tenant: AAUP	2	381	0	(381)	Deleted	
Office of Academic Innovation	M2	7,450	0	(7,450)	Deleted	
Academic Advising	M3	2,064	0	(2,064)	Deleted	
Vacant Assignable Space	M3	1,857	0	(1,857)	Deleted	
		19,892	0	(19,892)		
Miscellaneous Subtotal		20,254	0	(20,254)		

FIGURE 3.12: BREAKDOWN OF DELETED COMPONENTS WITHIN THE SMSU

OUTLINE PROGRAM SUMMARY

The proposed program and concept encompasses 196,950 sq. ft. The total amount of assignable sq. ft. within the concept is slightly smaller than the existing facility as a result of opening up corridors for greater circulation, enhanced vertical circulation, floor penetrations to provide visibility between floors, and a large multi-level atrium to increase natural light and visibility within the facility.

SUMMARY			
Program Element	Existing ASF	Proposed ASF	Variance
Group 1: Foodservice	21,080	23,357	2,277
Group 2: Conferences & Meeting Space	25,708	21,871	(3,837)
Group 3: Retail	5,003	5,602	599
Group 4: Recreation & Entertainment	6,299	6,299	0
Group 5: Auditorium	0	4,870	4,870
Group 6: Lounge Space	12,960	20,047	7,087
Group 7: Student Organizations	13,233	11,415	(1,818)
Group 8: Administrative	2,764	3,349	585
Group 9: Resource Centers / Multicultural ¹	15,555	15,555	0
Group 10: Special Components	12,754	16,603	3,849
Deleted Components	20,254	0	(20,254)
Total ASF	135,610	128,968	(6,642)
Additional Level 4 ASF ²	-	3,696	3,696
Non-Assignable	63,672	64,286	614
Gross SF	199,282	196,950	(2,332)
Efficiency Factor	68%	65%	

Notes:

1. Additional space for SRC and DMSS are expected to increase.
2. There is 20,730 SF available on Level 4. This figure assumes that Dean of Student Life, SRC, and DMSS maintain their existing allocation at a minimum.

FIGURE 3.13: OUTLINE PROGRAM SUMMARY

ALTERNATE SCENARIOS

The Project Team developed alternate scenarios should the programmatic needs change and to anticipate potential budget constraints. Alternate scenarios were developed for the Auditorium Space on the basement level and for the ballroom on level three. Specifics for alternates include:

Auditorium

Scenario 1A: This scenario eliminates the proposed auditorium and provides 4,870 sq. ft. of shell space for a future use.

Scenario 1B: This scenario eliminates the proposed auditorium and provides 4,870 sq. ft. of fully built out tenant

Ballroom

Scenario 2A: This scenario expands into the stage and back of house area but leaves the exterior patio as is.

Scenario 2B: This scenario assumes no changes to the existing ballroom.

Section 4

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CONCEPTUAL DESIGN

Opsis Architecture developed a conceptual design for a renovated Smith Memorial Student Union based on the findings of the extensive outreach to the PSU community during the initial planning stages of this assignment. The input gained from the Strategic Asset Value Analysis, student focus groups, stakeholder interviews, survey and demand analysis, and design charrette, was instrumental in the development of the conceptual design for a renovated SMSU. This section outlines the Design Team's architectural narrative for the proposed design. To accompany the narrative the following plans are included in Exhibit E:

- ◆ Site Plans
- ◆ Floor Plans
- ◆ Renderings

NEW CONCEPT SUMMARY

The existing Smith Memorial Student Union design is the combination of four major building addition projects and dozens of interior renovations over the last 50 years. The result is a design that no longer accommodates the needs of the growing University and its diverse student population. The main circulation path is a north and south corridor on each floor resulting in congestion and difficult confusing orientation and way finding. With many of the spaces separated from the main corridor, the visibility of programs that are offered is greatly diminished. There are many interior spaces that have no access to views or natural light.

The proposed concept design opens up the building both horizontally and vertically to create a “web” of interior connected spaces. Circulation patterns through the building are increased in the east and west direction and loop circulation routes allow building visitors to move easily and intuitively through the building. The concept increases connectivity in the student union by providing vertical atrium spaces, transparency and welcoming stairways.

The proposed concept design demolishes the northeast corner of the building that was constructed with low ceiling height mezzanine levels that do not align with the other floors of the building. These levels create a multitude of circulation and accessibility issues in the existing student union building. The remaining three building sections will be substantially renovated to create a seamless, undivided building that looks and feels like a modern student center.

SITE DEVELOPMENT

The replacement of the existing northeast quadrant of the Union creates a significant opportunity to re-brand the facility as an open and inviting crossroads for the PSU community. This prominent corner faces southbound traffic on Broadway and opens across the street to the new Business School building where construction is about to begin. The new architecture gives a fresh, contemporary identity that speaks to today's students and their desire for active and connected environments. The concept design uses a series of "folded planes" of glass that break up the boxy massing of the existing building to create a focal point for a new main entry at the northeast corner. The building's architecture promotes activity and collaboration and invites people to enter and explore the variety of spaces, services, and programs. The signage areas, with school colors and bold graphics, help to promote the PSU brand to the campus and downtown community.

NEW MAIN ENTRY

The new main entrance is sheltered by the building overhangs and provides widened sidewalks with seating areas opening off the new street side cafe. The design of this active, highly used corner helps strengthen the connection to Broadway and also to the new entry and retail of the new School of Business Administration across the street.

CENTRAL LOBBY & ATRIUM

The focal point of the renovated Union will be a four level sky lit atrium that will connect all of the key programs and activities within the facility. Upon entering the new two-story lobby, a dramatic open stair will wind its way up through the building surrounded by open study spaces and glass walls into active spaces. This space would act as the one of the main gathering hubs for students and visitors/guests on campus. A new large coffee shop will anchor the ground floor of the atrium and the adjacent information desk is highly visible at a key intersection. From the seating in the main level lobby one can view up into the Student Activities and Leadership Programs (SALP) space and the adjacent student-operated café. Also surrounding the space would be a Fresh Market and other retail spaces.

IMPROVED FOOD SERVICE

An important project goal was to improve the overall quality, options, and presentation of the food services in the student union. The current dining spaces are crowded and confusing. The concept creates a series of new food platforms that allow for a variety of food options in a more open, circulation-friendly design. The new furniture design and layout would provide a variety of options – for larger groups, small groups, and individuals.

In the concept design, the second level student-operated café overlooks the main lobby and atrium space and brings food service to the main study lounge level of the building where casual seating areas would make this café a popular gathering and study space for students.

A new Performance Lounge would be located in the Basement – in the previous student-fun café area. While the space is primarily for student performances, it could provide lite food from the attached kitchen. Combined with the adjacent Game Room and auditorium the area will become an active night recreation zone of the renovated union. The main food service kitchen would also undergo upgrades to equipment, preparation areas and storage areas.

IMPROVED VERTICAL CIRCULATION

The new five levels of open stairs will create greatly improved vertical connections in the building and relieve elevator loads during major events in the Ballroom. In addition, a new elevator will be added, allowing one of the existing elevators to become a freight-only elevator, thus providing better support services to the many meeting and food venues throughout the building.

INCREASED STUDY AREAS

An essential project goal was to improve the overall quantity and quality of the study and lounge spaces. The concept design creates a greater variety of lounge spaces throughout the building. The lounge on the second level is currently one of the most popular and well-used spaces. The lounge would be renovated and expanded to accommodate more students and introduce small study groups. The improvements would include additional floor area and a number of new glass enclosed study rooms sized to accommodate from four to eight students. The Quiet Study Lounge and Quiet Prayer and Meditation Lounge would also be located on the second level. This location would be more easily accessible to students and face the Park Blocks with ample natural light. The more transparent design allows for casual lounge spaces to be located in various locations throughout the student union providing students with a multitude of options for studying, socializing and eating.

CENTRALIZED STUDENT ORGANIZATIONS AND GOVERNMENT

The ASPSU and SALP offices are currently difficult to find within the existing mezzanine areas of the old Library portion of the facility. The new second floor location provides a highly visible large space that can be designed to meet current student needs for open, interactive environments that encourage student involvement.

ENLARGED BALLROOM

The existing Ballroom is a very well-used space in the building, however, for larger events, the overall floor space limits its usability. To create additional floor area, the exterior patio to the west and the existing stage at the north end of the Ballroom would be removed, allowing more space and greater flexibility. New floor, wall and ceiling finishes would be installed in the old stage area to match the existing finishes. A movable riser system would be provided to create a temporary stage at any location in the Ballroom. Also included in the improvements to the Ballroom would be an enlarged table & chair storage room, remodeled serving/catering room and new restrooms on the third level. If budget constraints exist, there is the option of only removing the stage from the ballroom (Alternative 2A) or leaving the ballroom as is (Alternate 2B).

ENHANCED CONFERENCE SPACES

Another project goal was to create more efficient and usable spaces for meetings, conferences, and events. The current student union has meeting rooms located throughout the building, which makes it challenging for larger conferences and way finding.

The overall design concept of the third floor is to create a consolidated area for campus conferences, events, and meetings to better accommodate the growing demands for meeting and event space on campus. New meeting rooms would be located all around this level providing an ideal set of breakout spaces for events in the Ballroom. The rooms are sized to accommodate a range of seating and table configurations. A large lounge space in the northeast corner would offer a variety of seating options and would provide beautiful views of downtown and the east side of the city.

The Conference and Events Office suite would also be located on the third floor adjacent to the very active event spaces. Several large table and chair storage rooms would be located on this level to provide support for the meeting rooms. The main north-south circulation space would be improved by opening to the new open stair and atrium skylight, and enhanced with new finishes, new lighting and new signage. New fully accessible restrooms would be provided on this level.

CO-LOCATED RESOURCE CENTERS

A key project goal was to improve the overall location and effectiveness of the Resource Centers. These centers are very important components in the mission of the University to serve and provide for the diverse student population. The concept design expands the area of the fourth floor, allowing for a larger group of resource centers to be co-located in one spot. Co-locating the centers creates the ability to share several valuable spaces, including multipurpose room/event space and lobby/lounge spaces, meeting spaces, storage rooms, and a shared kitchen

The new open stair and atrium space would provide a strong physical and visual connection between the third and fourth floors. This architectural feature would increase circulation between the floors and help promote the programs and services on the top level of the renovated student center. The main north-south circulation space would also be improved and enhanced with new finishes, new lighting, and new signage.

The student support spaces that will most likely be located on the renovated and expanded fourth floor are: Diversity & Multicultural Student Services (DMSS), Multicultural Center, La Casa Latina, Disability Resource Center (DRC), Veterans Resource Center (VRC), Queer Resource Center (QRC), Resource Center for Students with Children, Student Legal Services (SLS), Dean of Student Life Offices, Multipurpose Room/Event Space, and a Shared Kitchen. The Women's Resource Center (WRC) and Sustainability Resource Center (SRC), not currently located in SMSU, may also be included on the fourth level if space is available. Another potential user is the quiet prayer mediation lounge as it is a good programmatic fit; however, space is unlikely to be available due to the number of users desiring space on the fourth level. The Project Team expects a decision on the exact programs to be located on the fourth floor to be determined once the new Vice-President for Enrollment Management and Student Affairs has had a chance to provide input on the issue.

IMPROVED BASEMENT & SUB-BASEMENT

A project goal was to increase the usability and visibility of the basement. An open and inviting stair from the main level lobby leads people down to the renovated basement level. A small atrium space would bring natural light down to the lower level. The new visual connection to the basement would enhance the overall quality of the space. A new Auditorium with a sloped floor, fixed seating and a raised stage would be constructed on the east side of the building. The Auditorium would be an ideal venue for lectures, presentations and smaller performances or recitals. A large Lobby/Lounge area is located near the Auditorium. This space would work well for gatherings either before or after events. An adjacent concessions area would provide food options for certain functions. The Student Media space would be located in the northwest corner. This location provides better visibility and access for students and staff. As outlined in the program, the option exists to not include the Auditorium in the concept and instead shell out the space for a future use (Options 1A) or build out the space for a tenant (Option 1B).

The Sub-Basement level would continue to contain mainly mechanical, electrical and storage spaces. The existing mechanical and electrical rooms would remain – with new equipment installed as a part of the overall building renovation project. The existing Student Media areas would be remodeled into storage spaces for various departments, student groups, foodservice, and building services.

SUSTAINABILITY

The proposed SMSU renovation concept includes many sustainable design, construction, and operational features that support PSU's commitment to sustainability. As one of nearly 700 signatories to the American College & University Presidents' Climate Commitment, PSU published its Climate Action Plan (CAP) in 2010 with a goal of carbon neutrality by 2040. The CAP was followed by a 2013 Climate Action Progress Report which includes refinements to the process for assessing greenhouse gas emissions and organizing climate action efforts. In addition, PSU has a Green Building Policy that requires all new construction and major renovations to meet a minimum of LEED (Leadership in Energy and Environmental Design) Silver certification through the U.S. Green Building Council. The campus currently has eight LEED Certified Buildings, several of which are Gold or Platinum. LEED Silver certification continues to be a commitment by the University, as outlined in the 2013 Climate Action Progress Report. The SMSU renovation will achieve a minimum of LEED Silver certification. The following features are incorporated into the conceptual design for the SMSU.

Increased Efficiency of Energy Systems

The SMSU is connected to the district heating and cooling loop. In 2013, two new high-efficiency boilers replaced antiquated, inefficient boilers, resulting in significant energy and cost savings. Anywhere mechanical equipment and controls within the SMSU are replaced, the new equipment will be selected to further maximize energy efficiency.

Building Envelope

The building envelope of the addition will be designed and detailed to meet or exceed the current energy code, which will result in improved energy efficiency of the building. The building glazing of the existing building is planned for replacement of energy efficient systems as part of the deferred maintenance portion of the project.

Demand Management

The SMSU currently has an energy use display system that graphically displays consumption levels in real-time format. New systems and upgrades will be tied into the display system. The system is an opportunity for occupant awareness and behavior modification.

Daylighting

Daylight harvesting is integrated into the building design with the inclusion of a daylighted atrium that brings natural light to the heart of building through four floors. Maximizing effective natural daylighting will not only save energy through reduced electrical lighting, but will also support the health and well-being of the occupants by supporting their natural circadian rhythm, providing enjoyment, and contributing to good visual acuity for a variety of tasks.

Green Wall

The study of biophilia recognizes our human psychological need to be around and interact with nature. A full-height vegetated living wall in the Lobby will contribute to an interior environment that nurtures our innate human-nature connection, improving the occupant experience, mood, and happiness.

Water Efficiency

New and remodeled restrooms will incorporate low-flow fixtures that are independently certified to be a minimum of 20% more water efficient than average products in that category, while performing as well or better than their less efficient counterparts.

Section 5

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COST ESTIMATE

As part of the concept planning process, Opsis developed floor plan diagrams of the proposed renovation and additions in the SMSU. Utilizing these floor plan diagrams, Opsis developed scope-of-work diagrams that indicated a range of levels of construction from minor finish and minor renovation through to major (gut) renovation and new construction for the proposed concept. Architectural Cost Consultants, LLC (ACC), an independent cost estimator, utilized these diagrams as the basis of a “cost per square foot” estimate.

ACC’s process involves using an extensive database and comprehensive understanding of current construction costs. The unit costs applied to the program matrix are derived from cost data from several sources: current on-going work at various higher education facilities, collaborative work with Construction Managers and General Contractors on similar facility types and from historical information for higher education facilities, both in the Portland market and throughout the Northwest. The costs presented in their summary represent cost ranges expected for the listed program type. Understanding that this is a conceptual cost estimate, ACC has formulated the estimate based on the estimator’s professional judgment and experience. The estimate makes no warranty, expressed or implied that the quantities, bids, or the negotiated cost of the work will not vary from the estimator’s opinion of probable construction cost.

SCOPING DIAGRAMS

As the concept planning process evolved, Opsis further developed the scope of work diagrams that show the various types of construction work. The Design Team identified four major areas in the building that helped organize and define the cost breakdowns. These areas are: new construction, major renovation, minor renovation and existing area to remain (no work). The scope diagrams have been a very effective tool for our team and for the university to understand the components of the renovation planning. A key part of the effort to keep the project costs within a target of? \$60 - \$70 million was a strategy to limit new construction and maximize the minimum and moderate renovation areas. The Scoping Diagrams can be found in Exhibit F.

EXISTING DEFERRED MAINTENANCE

The SMSU Deferred Maintenance List was provided to the Project Team by PSU’s Capital Projects & Construction, and Facilities and Property Management units. The total cost of these items is estimated to

be \$12,600,616. Opsis analyzed the list and compared it to the scope of work in our conceptual design. Working with the Planning and Facilities Department, each item on the list was reviewed and assumptions were made about which items from the list would be included, or partially included, in the base construction costs for the proposed renovation of the SMSU. Items indicated for the areas to be completely demolished were also assumed to be no longer necessary for inclusion on the list. A new deferred maintenance list was created to organize the items as they relate to our planning and conceptual design work. The new deferred maintenance list can be found in Exhibit F.

After the review and analysis of the SMSU Deferred Maintenance List, it was determined that a substantial amount of items would be part of the scope of work in the renovation project. The total deferred maintenance costs that are included in the proposed 2015 concept design total approximately \$8,708,870. This leaves a total of approximately \$3,891,746 of deferred maintenance costs that are not included in the proposed concept. The remaining cost total was included as a separate line item in the overall cost summary for the project.

HARD COSTS

ACC's Cost Summary provides a cost/sf range for each major scope of work with adjustments to the ranges for each floor level. The assumption is that the lower levels are the most expensive to construct. The costs decrease slightly for the upper levels. For the demolition of the existing building (Old Library East), ACC assumed a cost range of \$5 to \$8 per sq.ft. For the new construction areas, the overall cost range was \$300 to \$360 per sq.ft. For the major renovation areas, the overall cost range was \$180 to \$235 per sq.ft. For the minor renovation areas, the overall cost range was \$60 to \$100 per sq.ft. To develop the Cost Study document, Opsis used the mid-point figure of each of these cost ranges. The final cost numbers were also cross-referenced against other current similar projects in the region and appear to be within the expected range.

SOFT COSTS

In consultation with PSU Planning staff, the cost study utilized a 35% of construction hard costs for the estimated project soft costs. This figure is a typical, industry-standard number for a project of this size and scope. The overall soft costs include the following: furnishings & equipment, architectural and engineering design fees, consultant fees, inspection and testing fees, plan review and permit fees, state sales tax, hazardous material testing and removal, financing costs, owners contingency, or any other associated development costs.

COST ESCALATION

Based upon current market conditions, ACC has estimated an increase in construction costs of 4% to 5% per year. Assuming a project start date of June 2018, a total escalation factor of 19.23% has been used.

DESIGN & ESTIMATING CONTINGENCY

A 10% design and estimating contingency has also been applied to the construction hard costs. This is a necessary figure, due to the preliminary nature of the design and planning process.

TOTAL COST SUMMARY

The following cost figures are based upon current spring 2015 dollars. The total direct construction costs are estimated to be \$37,643,750. The deferred maintenance costs added to the renovation project are \$3,891,746. The design and estimating contingency is estimated at \$4,153,550. The total soft costs for the project are estimated to be \$15,991,166. This makes the estimated Total Project Cost, in today's dollars, to be \$61,680,212.

Summary	Square Feet	Total Cost	Total Cost
Existing Building Demolition	44,000	\$ 352,000	\$ 8.00
New Construction Area	43,550	\$ 16,851,250	\$ 386.94
Major Renovation Area	84,800	\$ 18,020,000	\$ 212.50
Minor Renovation Area	31,500	\$ 2,420,500	\$ 76.84
Existing Area to Remain	37,100	-	
Total	196,950	\$ 37,643,750	\$ 191.13
Deferred Maintenance		\$ 3,891,746	
Design / Estimating Contingency	10%	\$ 4,153,550	\$ 21.09
Subtotal Construction		\$ 45,689,046	\$ 231.98
Soft Costs	35%	\$ 15,991,166	\$ 81.19
Total Project Costs (2015)		\$ 61,680,212	\$ 313.18

FIGURE 5.1: TOTAL COST SUMMARY OF PROJECT COSTS

ALTERNATE OPTIONS

As requested by PSU, Opsis developed several alternate options for the project. These options show several possible ways to reduce the overall project cost.

Alternate #1A: This option includes the elimination of the Auditorium in the Basement and creates Tenant Shell Space. The shell space would have concrete flooring, mechanical and electrical rough-in and perimeter exposed metal stud walls. With contingency and soft costs factored in, the total cost deduction for this option is approximately \$1,432,283.

Alternate #1B: This option includes the elimination of the Auditorium in the Basement and creates a fully built-out tenant space. The shell space would have finished flooring, walls, ceilings and completed mechanical and electrical systems. With contingency and soft costs factored in, the total cost deduction for this option is approximately \$716,141.

Alternate #2A: This option includes the demolition of the existing stage area at the north end of the space. Renovation work would include new flooring, new walls, and new ceilings in the original stage area. The existing west facing wall would remain in place. With contingency and soft costs factored in, the total cost deduction for this option is approximately \$2,166,615.

Alternate #2B: This option leaves the existing Ballroom space as is – not performing any major or minor renovation work. The existing stage and west facing wall would remain in place. With contingency and soft costs factored in, the total cost deduction for this option is approximately \$2,530,440.

If the proposed alternates were chosen, the total project costs could be reduced. Figure 5.2 illustrates the potential cost savings if one of more of the alternates were chosen.

	1A	1B	2A	2B	1A + 2A	1A + 2B	1B + 2A	1B + 2B
Hard Costs	\$ 45,689,046	\$ 45,689,046	\$ 45,689,046	\$ 45,689,046	\$ 45,689,046	\$ 45,689,046	\$ 45,689,046	\$ 45,689,046
Soft Costs	\$ 15,991,166	\$ 15,991,166	\$ 15,991,166	\$ 15,991,166	\$ 15,991,166	\$ 15,991,166	\$ 15,991,166	\$ 15,991,166
Project Cost	\$ 61,680,212	\$ 61,680,212	\$ 61,680,212	\$ 61,680,212	\$ 61,680,212	\$ 61,680,212	\$ 61,680,212	\$ 61,680,212
Deductions	\$ (1,432,283)	\$ (716,141)	\$ (2,166,615)	\$ (2,530,440)	\$ (3,598,898)	\$ (3,962,723)	\$ (2,882,756)	\$ (3,246,581)
Total Project Costs	\$ 60,247,929	\$ 60,964,071	\$ 59,513,597	\$ 59,149,772	\$ 58,081,314	\$ 57,717,489	\$ 58,797,456	\$ 58,433,631

FIGURE 5.2: TOTAL COST SUMMARY OF PROJECT COSTS WITH ALTERNATES

Section 6

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STRUCTURAL ANALYSIS

As part of the concept planning process, the Project Team had James G. Pierson, Inc. (“JGP”) perform an independent structural analysis of the proposed conceptual design. To perform the analysis, JGP reviewed the existing facility’s structural systems and seismic upgrades to understand if they, when integrated into the proposed design, are code compliant. The following memo outlines JGP’s analysis.

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February 20, 2015



Alec Holser, AIA
Opsis Architecture
2344 NW 24th Avenue
Portland, OR 97210

Re: Portland State University
Smith Memorial Student Union
Concept Planning
Structural and Seismic Analysis Summary

Dear Alec:

We appreciate this opportunity to work with your firm on the Concept Planning Phase for Portland State University's renovation of the Smith Memorial Student Union. We have met with your staff to discuss the design concept and we have reviewed the floor plans that reflect the Conceptual Design. We have also received record drawings for most of the existing construction.

In general, the concept consists of: 1) demolishing the northeast quadrant of the building and rebuilding with new construction that will match the floor elevations of the existing remaining building, and 2) remodeling the existing remaining building areas.

The existing building consists of four stories plus a basement, sub-basement and mechanical penthouse areas. The structure covers an entire 200 ft by 200 ft city block and was constructed in four phases:

- Phase 1 (1956) NW corner
- Phase 2 (1958) NE corner
- Phase 3 (1960) SW corner
- Phase 4 (1962) SE corner

Phase 1, Phase 3, and Phase 4 construction (NW, SW, & SE corners) consists of steel frame structure with lightweight concrete over steel deck. Phase 2 construction (NE corner) consists of reinforced concrete combined with steel framing. The original structure relied upon concrete shear walls to resist wind and seismic loads.

Starting in 2002 and completed in 2004, the entire building was seismically upgraded by installing a system of steel braces with seismic dampers or "shock absorbers". Record documents state that the seismic upgrade was designed to meet FEMA 368 with the assumption that this guideline met the intent of the 1998 Oregon Structural Specialty Code (OSSC). At that time, the OSSC did not have provisions for seismic design using energy dissipation systems. The record documents also state that the seismic upgrade was designed for a future one story addition to be located over the northwest corner of the building.

The remodeling of the existing building areas will have a minor impact structurally. The conceptual design calls for removing many of the existing walls to create a more open floor plan. These walls are non-structural and their demolition will not have a negative impact on the

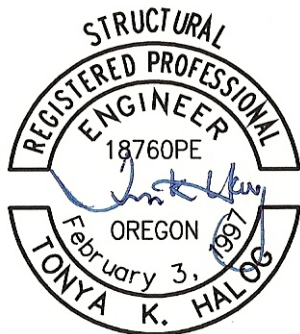
structural system. The floor plans have been developed with the intent that the existing lateral force resisting elements will remain in place. Structural work includes relocating an elevator shaft to a new location. This will require infill slab at the old location and most likely structural reinforcing around the new opening. The suspended floor along the west and north sides of the ballroom area will be demolished to increase the footprint of available ballroom area. The window system along the north elevation appears to be constructed to span from the third floor up to the roof. If the window system along the west elevation is supported by the fourth floor, it will need some modifications.

The reconstructed building area will be generally similar in size to the existing construction except that the fourth floor of the new building will occupy the entire footprint of the northeast corner. The floor levels of the new building area will match up with the floor levels in remaining existing building areas. Since a portion of the existing skywalk at the north end of the building is tied into the NE corner, some temporary support will be required during construction.

The structural system for the new northeast quadrant will consist of steel frame with concrete over metal deck. To be compatible with the lateral force resisting system (LFRS) in the existing remaining building, the LFRS in the new building area will also consist of braced frames with fluid viscous dampers. Since the addition is tied into the existing building and the floor diaphragms are considered rigid, a seismic evaluation of the entire building, both new and existing, will be required. This analysis will need to be performed using the current code.

Although the seismic design code has undergone numerous changes over the past two decades, the seismic design loads for buildings in the Portland area have not increased significantly since 2002. We believe the addition can be designed in such a way that the lateral force resisting systems in the existing building areas will not need to be upgraded.

Sincerely,



EXPIRES: 6-30-15

Tonya Halog, PE, SE
Principal

Section 7

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FINANCIAL ANALYSIS

This financial analysis is an integrated financial model that analyzes the project's overall feasibility and outlines any adjustments needed to make the project self-sustaining. B&D's use of conservative assumptions throughout the analysis is intended to allow the University to proceed with the knowledge that detailed implementation and operating decisions can be made within the established financial parameters without compromising the quality or scope of the project. The financial model was developed to ensure the program as recommended could be built and operated efficiently and effectively.

OBJECTIVES & METHODOLOGY

B&D assessed the financial feasibility to renovate the Smith Memorial Student Union at PSU. The model is based on the program and conceptual design and the operating budget for the SMSU for the 2016 fiscal year.

Probable project capital costs for renovation and new construction were based on the cost estimate provided by Architectural Cost Consultants, LLC as well as input from PSU's office of Planning and Development. Viability was measured by projecting revenues based on student fees which allow the project to meet and / or exceed a debt coverage ratio ("DCR") 1.00, a baseline for similar facilities.

The financial analysis includes a twenty-year pro forma showing all revenues, expenses, net operating income, debt service payments, reserves, and cash flow. All variables were integrated to ensure that any change in assumptions would automatically modify corresponding components of the model to maintain consistency.

Changes in uncontrollable circumstances, such as economic conditions, may significantly alter the actual project's performance. Therefore, B&D cannot ensure that the results highlighted in this report will portray the actual performance of the proposed project. However, to identify the range of risks inherent in the proposed project, the model allows for the testing of multiple scenarios and includes several sensitivity analyses to test the project concept under a variety of market conditions and development options.

A full copy of the detailed financial model can be found in Exhibit G of this report.

PROGRAM SUMMARY

Opis Architecture developed a project concept that included square footage and construction cost data for a renovated SMSU. The assumptions outlined below were used as the basis for the financial model.

SUMMARY	
Program Element	Proposed ASF
Group 1: Foodservice	23,357
Group 2: Conferences & Meeting Space	21,871
Group 3: Retail	5,602
Group 4: Recreation & Entertainment	6,299
Group 5: Auditorium	4,870
Group 6: Lounge Space	20,047
Group 7: Student Organizations	11,415
Group 8: Administrative	3,349
Group 9: Resource Centers / Multicultural ¹	15,555
Group 10: Special Components	16,603
Deleted Components	0
	Total ASF 128,968
	Additional Level 4 ASF ² 3,696
	Non-Assignable 64,286
	Gross SF 196,950
	Efficiency Factor 65%

Notes:

1. Additional space for SRC and DMSS are expected to increase.
2. There is 20,730 SF available on Level 4. This figure assumes that Dean of Student Life, SRC, and DMSS maintain their existing allocation at a minimum.

FIGURE 7.1: PROPOSED PROGRAM SUMMARY

PRELIMINARY DEVELOPMENT BUDGET

The project costs were based on the cost estimate and development budget for the SMSU. The construction costs ranged between \$77 and \$387 per square foot based on the extent of the renovation and a very conservative 6% annual construction inflation allowance was used for this analysis. Escalated to the midpoint of construction in project year 2018, a hard cost was estimated to be approximately \$261 per square foot with a soft cost (35% of Hard Costs) of approximately \$91 per square foot were assumed for development, which resulted in an approximately \$352 per square foot in 2018 dollars.

Hard costs were assumed to include selective demolition, new construction of the northeast corner of the building, and extensive renovation in the remainder of the building. In addition, the hard costs include \$3,891,786 of deferred maintenance, all excavation, site preparation, site utilities, landscaping, and parking spaces. Soft costs were assumed to include A/E fees, testing / survey fees, project

contingencies, construction management fees, project management fees, and fixtures, furniture and equipment (FF&E).

HARD COSTS			
Demolition	\$8	/SF	\$352,000
New Construction	\$387	/SF	\$16,851,250
Major Renovation	\$213	/SF	\$18,020,000
Minor Renovation	\$77	/SF	\$2,420,500
Site Preparation			<i>Included Above</i>
Site Utilities & Infrastructure			<i>Included Above</i>
Deferred Maintenance		Per PSU/Opsis	\$3,891,746
Design/Estimating Contingency	10%	% of Hard Costs	\$4,153,550
Auditorium Deduction		N/A	\$0
Ballroom Deduction		N/A	\$0
Inflation Allowance	6%	2 Mid-Point of Construction	\$9,800,716
Subtotal: Hard Costs			\$51,336,212
SOFT COSTS			
Subtotal: Soft Costs		35%	\$17,967,674
Subtotal Hard + Soft Costs			\$69,303,886
Sources of Capital			
Building Fee			\$6,500,000
Aramark			\$0
Other University Contribution			\$0
Amount to be Financed			\$62,803,886
DEVELOPMENT METRICS			
<u>Cost Per Square Foot</u>			
Hard Costs			\$261
Soft Costs			\$91
Total Costs			\$352

FIGURE 7.2: SUMMARY OF HARD & SOFT COSTS

STUDENT FEE

The renovation of the SMSU will require a new student fee of \$55 per student per term. The Project Team assumes that the fee will be for all students regardless of enrollment status similar to that of the Academic and Student Recreation Center fee. In addition, the model assumes that the project will receive \$6.5M in Student Building Fees to help with the cost of construction. The model assumes that the student fee will escalate by a 3% per year to fund a repair and replacement reserve for the facility. Enrollment growth is assumed to remain flat.

STUDENT FEE REVENUE					
Year	2015	2016	2017	2018	2019
Student Fee	\$55.00	\$56.65	\$58.35	\$60.10	\$61.90

FIGURE 7.3: PROJECTED STUDENT FEE REVENUE

ADDITIONAL REVENUE OPPORTUNITIES

Utilizing data from the SMSU 2016 Fiscal Year Operations Budget, the Project Team made revenue assumptions for E&G contributions, conferences and events, lease income, and Student Fee Committee support. The SMSU program has 8,435 square feet of leasable space for internal units (University Market, Student Run Café, Children’s Center, etc.), and the financial model includes an annual recovery charge for the SMSU of \$118,090 (\$14 per square foot) for these units in the base year. These revenues are projected to escalate at 3% per year. Should any of the leasable areas be rented to external users, the University can expect market rents of \$30 per square foot.

The program includes 21,871 square feet of conference space, which can be rented out to the community. It is safe to assume that the renovations will enhance the marketability of the conference and meeting space so business should increase. However, given the limited availability of the spaces due to extensive University use, B&D assumes that the room rentals will be \$100,000 in the base year and escalate at 3% per year.

The model also assumes that existing revenue streams from student fee committee support, Aramark lease income, direct E&G support, and internal conference rentals will remain consistent with current FY 2016 budget projections and escalate at 3% per year.

Income	Cost	Factor	Base Year Cost
Student Fee Income (Capital) ¹	\$55	Per Student	\$4,960,232
Student Fee Committee Support (Operations) ²		Direct	\$1,065,243
Lease Income Internal ³	\$14	Per SF	\$118,090
Aramark Lease Income ²		Direct	\$100,000
ATM Lease Income ²		Direct	\$28,848
E&G Support ²		Direct	\$648,073
Internal Conference Rentals ²		Direct	\$121,500
External Conference Rentals ²		Direct	\$100,000
Other Income ²		Direct	\$16,480
Total Income			\$7,158,466

Notes:

1. Assumes 91,097 instances of fee and 1% non payment.
2. Per FY 2016 SMSU Operating Budget
3. Rent/SF is per FY 2016 SMSU Operating Budget applied to new building program.

FIGURE 7.4: REVENUE ASSUMPTIONS

EXPENSES

Expenses for the project are itemized in the model as personnel and operating expenses. Utilizing data from the SMSU 2016 Operations Budget, the project team assumes base year personnel expenses of \$652,489. Non-personnel operating expenses are projected to be \$1,645,475 in the base year. The model assumes that both personnel and non-personnel expense will be escalated at 3% per year.

Operating Expense	Cost	Factor	Base Year Cost
Personnel Expenses¹		Direct	\$652,489
Non-Personnel Expenses			
Utilities ²	\$2.51	Per SF	\$493,449
Building Maintenance ²	\$1.74	Per SF	\$343,008
Custodial ²	\$1.58	Per SF	\$311,290
Other ¹		Direct	\$62,572
Capital Outlay ²	\$1.10	Per SF	\$217,426
Central Services ¹		Direct	\$160,717
Supplies Equipment ¹		Direct	\$57,013
Total Non-Personnel Expenses			\$1,645,475
Total Operating Expenses			\$2,297,964

Notes:

1. Per FY 2016 SMSU Operating Budget
2. Per FY 2016 SMSU Operating Budget applied to new building program.

FIGURE 7.4: OPERATING EXPENSE ASSUMPTION

This financial model does not account for improvements in operating efficiencies through the renovation of the facility. A detailed business plan should be conducted to identify opportunities to reduce the current operating costs.

PRO FORMA

B&D completed a 20-year operating pro forma that reflects the year-to-year operations of a renovated SMSU. Based on the revenues, expense, and student fees described in the previous subsections, this financial model reflects a self-supporting facility. A repair and replacement reserve was allocated and represents \$1,025,724 (2% of plant) in the first year of operations.

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Revenue										
Student Fee Income										
Student Fee (Capital) ¹	\$5,420,179	\$5,582,784	\$5,750,268	\$5,922,776	\$6,100,459	\$6,283,473	\$6,471,977	\$6,666,137	\$6,866,121	\$7,072,104
Student Fee (Operations) ²	\$1,164,020	\$1,198,940	\$1,234,909	\$1,271,956	\$1,310,115	\$1,349,418	\$1,389,901	\$1,431,598	\$1,474,545	\$1,518,782
Lease Income										
Lease Income Internal ³	\$129,040	\$132,911	\$136,899	\$141,006	\$145,236	\$149,593	\$154,081	\$158,703	\$163,464	\$168,368
Aramark Lease Income ²	\$109,273	\$112,551	\$115,927	\$119,405	\$122,987	\$126,677	\$130,477	\$134,392	\$138,423	\$142,576
ATM Lease Income ²	\$31,523	\$32,469	\$33,443	\$34,446	\$35,479	\$36,544	\$37,640	\$38,769	\$39,932	\$41,130
Conference Income										
E&G Support ²	\$708,167	\$729,412	\$751,294	\$773,833	\$797,048	\$820,959	\$845,588	\$870,956	\$897,085	\$923,997
Internal Conference Rentals ²	\$132,766	\$136,749	\$140,852	\$145,077	\$149,430	\$153,913	\$158,530	\$163,286	\$168,184	\$173,230
External Conference Rentals ²	\$109,273	\$112,551	\$115,927	\$119,405	\$122,987	\$126,677	\$130,477	\$134,392	\$138,423	\$142,576
Other Income ²	\$18,008	\$18,548	\$19,105	\$19,678	\$20,268	\$20,876	\$21,503	\$22,148	\$22,812	\$23,497
Total Revenue	\$7,822,249	\$8,056,916	\$8,298,624	\$8,547,582	\$8,804,010	\$9,068,130	\$9,340,174	\$9,620,379	\$9,908,991	\$10,206,260
Expenses										
Personnel Expenses ¹	\$712,992	\$734,382	\$756,414	\$779,106	\$802,479	\$826,554	\$851,350	\$876,891	\$903,197	\$930,293
Non-Personnel Expenses										
Utilities ²	\$539,205	\$555,382	\$572,043	\$589,204	\$606,880	\$625,087	\$643,839	\$663,155	\$683,049	\$703,541
Building Maintenance ²	\$374,814	\$386,058	\$397,640	\$409,569	\$421,856	\$434,512	\$447,547	\$460,974	\$474,803	\$489,047
Custodial ²	\$340,155	\$350,360	\$360,871	\$371,697	\$382,848	\$394,333	\$406,163	\$418,348	\$430,898	\$443,825
Other ¹	\$68,374	\$70,425	\$72,538	\$74,714	\$76,956	\$79,264	\$81,642	\$84,092	\$86,614	\$89,213
Capital Outlay ²	\$237,587	\$244,714	\$252,056	\$259,617	\$267,406	\$275,428	\$283,691	\$292,202	\$300,968	\$309,997
Central Services ¹	\$175,620	\$180,888	\$186,315	\$191,905	\$197,662	\$203,591	\$209,699	\$215,990	\$222,470	\$229,144
Supplies & Equipment ¹	\$62,300	\$64,169	\$66,094	\$68,077	\$70,119	\$72,222	\$74,389	\$76,621	\$78,919	\$81,287
Total Expenses	\$2,511,047	\$2,586,378	\$2,663,970	\$2,743,889	\$2,826,205	\$2,910,992	\$2,998,321	\$3,088,271	\$3,180,919	\$3,276,347
Net Operating Income	\$5,311,202	\$5,470,538	\$5,634,654	\$5,803,694	\$5,977,804	\$6,157,139	\$6,341,853	\$6,532,108	\$6,728,072	\$6,929,914
Debt Service	\$5,039,546	\$5,039,546	\$5,039,546	\$5,039,546	\$5,039,546	\$5,039,546	\$5,039,546	\$5,039,546	\$5,039,546	\$5,039,546
Debt Service Coverage Ratio	1.05	1.09	1.12	1.15	1.19	1.22	1.26	1.30	1.34	1.38
Repair & Replacement Reserve	\$1,026,724	\$1,057,526	\$1,089,252	\$1,121,929	\$1,155,587	\$1,190,255	\$1,225,962	\$1,262,741	\$1,300,624	\$1,339,642
Total Cash Flow After Expenditures	(\$755,069)	(\$626,534)	(\$494,144)	(\$357,782)	(\$217,329)	(\$72,662)	\$76,344	\$229,821	\$387,902	\$550,725
	(\$755,069)	(\$1,381,603)	(\$1,875,747)	(\$2,233,529)	(\$2,450,858)	(\$2,523,520)	(\$2,447,176)	(\$2,217,355)	(\$1,829,454)	(\$1,278,728)

Notes

1. Assumes 91,097 instances of fee and 1% non payment.
2. Per FY 2016 SMSU Operating Budget
3. Rent/SF is per FY 2016 SMSU Operating Budget applied to new building program.

FIGURE 7.5: TEN YEAR OPERATING PRO FORMA

Section 8

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FOODSERVICE ANALYSIS

The B&D Foodservice Team participated in the initial research and planning phases for the SMSU concept planning project. In addition to the Strategic Asset Valuation, Focus Groups, Interviews and Charrette, the B&D Foodservice Team reviewed data on the dining plan as provided by the campus relative to sales and customers counts for the venues in the SMSU. This review of the existing conditions was undertaken to understand the nature of PSU's retail dining within the SMSU and how to position it in the future as improvements are made to the facility. The following is a summary of the Foodservice Team's findings.

EXISTING CONDITIONS ANALYSIS

SMSU Dining Venues

The current dining venues in the SMSU are congested, old, and generally not competitive in today's market. Because there are eight (8) concepts in the very small food court, there are significant queuing challenges at the venues themselves and especially at the cashier stations. The Starbucks is a walk up operation in the hallway without any seating or the ambiance of a coffee house.

Aramark operates the food court, Starbucks, and catering in the building. The University Market, considered part of the overall retail in the building, and is operated by the SMSU, not Aramark. The Subway located near the main entrance to the building is the most accessible of all the venues. It is operated by a local franchisee per the terms and conditions of the contract with ARAMARK.

There are multiple seating areas outside the servery area where students congregate to socialize and study as well as eat/drink. B&D's student survey revealed that students on average spend one hour and fifty minutes a day on campus outside of classes. This creates a high demand for space to study, grab food and/or a beverage and socialize. Study lounges will draw many of these students as do the library and nearby cafes/coffee shops. When a student buys even a cup of coffee they may elect to spend all or part of their non-class time in the dining areas that surround the current food court. The result is a higher demand for seats in the dining area than would normally be required in a food court such as at a mall where people tend to eat and move on in about a 30-minute window of time.

Sales / Traffic Counts

The current retail revenue in the SMSU is low for a campus of this size. There were a total of 218,845 transactions in 2013-2014 and a total annual revenue of \$1,169,623. (Average check of \$5.35). 16.3% of that revenue is from points attached to residential student meal plans, the remaining 82.7% of the revenue is cash and credit card. The annual per capita spend within the SMSU is \$41.41 well below the average of \$325 found at comparable urban institutions within B&D's foodservice database. This

significant delta suggests that PSU is underserving its students. However, there are many factors that contribute to the low per capita spend including the large part-time student body (39%), the predominance of commuter students (93%), the significant number of evening classes, and off-campus competition.

Within the SMSU, the most successful units are national brands and healthy food options. National brands are successful because of a consistent product and students' familiarity with the concept. The success of the Sushi and Soup/Salad stations indicate that PSU students desire healthier dining options.

Venue	Annual Revenue
Grill Works	\$82,049
Sbarro	\$54,985
Sushi	\$86,142
Stir Crazy	\$42,457
Soup/Salad	\$122,830
Grab & Go Bar	\$91,035
Einstein Bros.	\$153,331
Starbucks	\$354,281
Food Court Subtotal	\$987,110
C-Store//Retail	\$182,513
TOTAL REVENUE	\$1,169,623

FIGURE 8.1: Annual revenue by SMSU venue 2013-2014.

SMSU Catering

The existing basement kitchen has the capacity to support the catering needs of the SMSU meeting spaces and ballroom. However, due to space constraints, the campus does not have the ability to store china, glassware, and flatware, thereby requiring the use of paper products or renting dishware for events. This is costly and cumbersome to the catering operations. In addition, the SMSU does not have the space for the additional ware washing needed for such equipment.

COMPETITIVE LANDSCAPE

PSU's commuter dominated population and urban location creates a unique environment for on-campus dining. While location is a key amenity for the campus, it is a challenge to the on-campus foodservice operators. Downtown Portland and the University District contain numerous dining options a short distance from PSU's campus providing significant off-campus competition. In many cases, the competition is closer to where students, faculty, and staff spend a majority of their time than the SMSU. Further complicating this issue is the fact that the vast majority of students and employees commute to campus via public transit, bicycle, or on foot so they have the opportunity to easily patronize the competition before getting to campus.

In addition, the SMSU has a significant amount of "on-campus" competition from the University's own tenants and the food carts located on the Park Blocks. That competition ranges from pubs, local and national chains such as Chipotle, Panda Express, and McDonald's, to carts on Fourth Avenue and the

Park Blocks. In many cases, these tenants provide a better dining experience than the SMSU because they provide a variety of culinary options at varied price points.

The competitive landscape surrounding PSU's campus reveals that the University dining market is well supplied. This is due in part to the decision that PSU has made to lease to non-campus operators and the street level retail that services employees of surrounding office buildings. Coupled with the numerous food carts that operate on the Park Blocks and Fourth Avenue, there is an abundance of dining options for the PSU community, which absorb a considerable amount of the annual per capita spend.

In order for the SMSU to compete in this environment, the concepts selected for the renovation will need to be dynamic and well executed to capture a share of the dining demand on campus. The venues will have to reflect the dining preferences of the PSU consumer as exhibited in the student focus groups and survey. The concepts should include a mix of local and national vendors that feature high quality food at prices that are consistent with "street prices" that are found at their other locations. Careful attention will need to be made when selecting the mix of local and national vendors to ensure that they are well respected within the market and complementary to the overall dining options on campus.

The success of retail dining in the SMSU is also highly dependent upon building traffic. A great deal of effort will be needed to guarantee that traffic is driven to the building at all hours of the day particularly in the morning, late afternoons, and evening. Providing as many opportunities as possible for the vendors to capture patrons in the building will ensure successful SMSU dining operations and financial benefit to the University.

Catering Demand

Demand for catering is driven by internal and external users. On most campuses, catering demand in a student union is driven by the policies surrounding the use of the facility. That is the case at PSU as stakeholder interviews revealed that this is to be a student focused building with students having first priority at reserving the space. The spaces are also heavily used during the summer for the Orientation Program which limits the number of available dates to external users.

Internal demand for catering will increase due to the 3,000 seat Viking Pavilion and a renovated SMSU due to the additional space availability and excitement for the two facilities. Similarly, interest in the meeting spaces will increase from external users but their demand on catering will be governed by the availability of reservation dates. Undoubtedly, the number of outside catering events in the SMSU will go up when the facilities are newly renovated but it most likely will not be the high end catering events that significantly increase revenue without being able to market and reserve the space well in advance. Properly marketed weekends and summers will provide the best opportunity for increasing the catering.

PROPOSED SMSU RENOVATIONS

A key component of the proposed SMSU renovation concept is foodservice. Building upon the proposed conceptual design, the Project Team makes the following recommendations in regards to the foodservice components within the concept.

Retail Dining

As part of the renovations it will be important to improve the flow and throughput of the retail dining venues in the SMSU. The proposed concept develops six independent venues rather than a single food court with central cashiering. Spreading out the foodservice platforms will help to disperse traffic and increase throughput during peak usage by streamlining the ordering and payment process at a point of sale at each venue. Creating a more open and welcoming approach to the retail dining area will make the space more visually appealing and accessible. The proposed venues are designed to allow for concise queuing that does not result in “walls of people” blocking the traffic. This design better showcases the available concepts and alleviates the impression that the lines are long.

The proposed independent venues include over 1,290 square feet of additional space in the serverly platforms. The expanded platforms will be more self-sufficient as they will have enough storage, refrigeration, and prep space to service their needs for a typical day with limited reliance on the basement kitchen or service elevator. Depending upon the eventual food concepts, some platforms will require hoods so it will be important to plan for the accommodation during the design process. An additional 1,608 square feet of space has been dedicated to seating which will further change the perception that the dining area is too crowded.

Scenario	Square Feet	ASF/Seat	Seats
Proposed	10,700	22	486
Existing ¹	9,092	25	364
Variance	1,608		123

1: Estimated 25 ASF/Seat due to limited seating variety.

FIGURE 8.2: Seating comparison between existing and the proposed renovation scenario.

The concepts selected for the new retail dining venues need to provide options not currently found on campus or in the immediate surrounding area. Section 4.4 of the existing Aramark foodservice contact may impact the ability to include the concepts in a renovated SMSU. The concepts will need to appeal to the students in ways that reflect the values of the campus community including social justice, local sourcing, and environmental sustainability. Dynamic recognizable local brands such as Little Big Burger, Burgerville, Elephants Delicatessen, Grand Central Bakery Café, Coffee People, Sip, and others should be considered.

Many of these and other locally branded concepts are found in foodservice vendor operated concessions at other Portland institutions. For example, Sizzle Pie and Bunk Sandwiches are found at the Moda Center and Burgerville, and Elephants Delicatessen and Coffee People at Portland International Airport.

Joe's Burgers has committed to open in the renovated Erb Memorial Union at the University of Oregon in late fall of 2015. Locally branded concepts have proven to be successful because they impart a bit of local flavor in venues that are typically dominated by national concepts.

To further alleviate lines and crowding, the Project Team recommends the adaptation of an order and pay ahead service such as Tapingo or Campus WebFood. The app-based service allows students to place an order and indicate an expected pick-up time at designated venues, allowing the student to skip the line. Limits to use will need to be applied during peak times but these app-based services have the potential to significantly increase revenues and help alleviate long lines.

Basement Kitchen

While the proposed concept does not make significant changes to the kitchen due to space constraints and budget reasons, the addition of food preparation and storage space in the retail dining venues will free up space in the basement kitchen and help to alleviate the pressure on the existing facility. An additional 260 square feet of space has been allocated to the kitchen by cleaning up the existing corridor and an additional 1,150 square feet of expansion space has been identified in the kitchen / storage area for the Performance Venue / Lounge located across the hall. If this additional space is utilized as storage, it will allow for an expansion of preparation and production space in the main kitchen.

A cursory review of the equipment in the kitchen reveals that it is outdated and in need of replacement. Contemporary kitchen equipment is modular and features plug-and play connectivity, which creates a more flexible space that is adaptable to the changing needs of the foodservice provider. With the proposed renovation and expansion of the Viking Pavilion, the extent to which the SMSU basement kitchen will be needed to service the catering needs of that facility is unknown. In its current configuration, the kitchen has the capacity to service small events but little else without creating significant pressure on the existing dining operations. If all catering needs for the Viking Pavilion are to be based out of the SMSU kitchen, a detailed study will need to be conducted to determine how much additional space will be needed to meet the food storage, preparation, and production needs.

Catering

To better serve the needs of the facility and the catering operation, the Project Team recommends the allocation of dedicated storage space to allow the campus to purchase a permanent stock of china, glassware, and flatware. In addition, the campus should allocate at least 500 square feet of basement kitchen space to install a double tank rack machine that would allow the campus to use permanent service ware for catering. The campus would have to decide on the inventory of china, glass and flatware that would sustain and then rent when the events were larger than the standard inventory. A 500 plus seat ballroom will not book events of that size very often on a typical campus. Most events fall in the 150 to 250 attendee range and the china stock would be better managed to that size. At the time the dish machine is installed the staff should assess the majority of mid-size events and stock accordingly.

Performance Venue / Lounge

The SMSU staff is working diligently to create a more collegial atmosphere bringing students to the building for social activities, music, and other events. There will be student run event space on the lower

level that is anticipated to have a food and beverage component. There has been talk of a pub operation in this space. Because of the vibrant easily accessible brewpub competition downtown and along the public transit system and in neighborhoods where students live, it is highly unlikely that an alcohol beverage component will be financially viable as a standalone concept. However, the SMSU should consider offering alcohol in combination with events as appropriate, as opposed to a full liquor license. Even on other university campuses where there is more limited competition these venues are rarely successful in part because the majority of students who live on campus are under 21. At PSU, despite the fact that 44% of residential students over 21 years of age, the total number is too small to be viable. Those who live off campus will go to pubs/bars closer to where they live.

Dining Seating Area

Today's students are looking for seating with easy access to power connections to charge their electronic devices. Providing ample power connections tends to lengthen the time a student will stay in one location, limiting the number of times a table can turnover. B&D recommends that the design team is strategic in their placement of power connections so that they are located in and near the dining venues but not in all of the seating areas. The seating areas designed for a quick lunch/beverage stop should not have power connections that encourage the longer stay. In other words, put the power connections in the seating areas farthest from the place where the food is actually served. Encouraging turnover of tables can also be achieved by providing a mix of seating options within the dining area that do not promote lounging. For example, counter seating should be provided close to the food platforms and highly trafficked areas while more comfortable seating should be located on the periphery.

CONTRACT

The contract with ARAMARK to operate the dining in the building provides both opportunities and constraints. There is opportunity to obtain an investment in the renovations from the contractor as part of exercising the five-year renewal options. Some of this will be dependent upon the timing for the actual renovations coinciding with the contract option. There is an unamortized portion of funds previously invested by ARAMARK. The University will have to determine whether or not it wants to seek additional investment for the SMSU renovations when it either implements the available contract extension or seeks proposals from multiple operators.

The contract terms and conditions preclude the University from leasing out the new platforms in the renovated facility to locally popular operators that might have greater appeal to the PSU students, faculty and staff. While there are models in which a contractor oversees outside leased venues on campuses, most of them are negotiated into the original contract. In order to consider this option PSU would have to do an open request for proposal process clearly defining these terms and conditions as part of the goal. The other obstacle is that there is the one central kitchen on the main floor with the backup storage (including freezers and coolers) located in the basement. If the venues on the main floor were to be leased they would have to be sized to accommodate multiple day storage of dry, refrigerated, and frozen products.

The inclusion of popular locally branded concepts may have an impact contract negotiations when the existing agreement is up for renewal. National foodservice vendors prefer to include their own internally branded concepts and those that they have a national franchise agreement with. Often, they try to limit local concepts because they do not have relationships with the brands and the concepts are unproven on a university campus. A common way to foodservice operations to include local concepts is to sublease the space and transfer the operating risk to the local concept.

CONCLUSIONS

A fully renovated SMSU will generate a lot of excitement and use from the PSU community. The refreshed space and improved functionality will invite people inside will increase traffic in the building. That alone, however, will not increase revenue in the dining venues. It will also require the right concepts with better flow, increased throughput capacity, a comfortable setting and amenities like strategically placed power connections to help make the dining more competitive. The supply, including the on and off campus competition, meets or exceeds the demand for dining at PSU. The key to success and increased revenue rests with the ability to compete at the highest level to capture a greater share of that market demand.

Given that the actual renovations will not occur immediately, identifying the exact concepts at this time would be premature. It would be impossible to second guess what the trends will be and what new competitive venues may be in place when the time comes to design and build out the space.

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MEMORANDUM

Date: September 30, 2015

To: SMSU Concept Planning Executive and Steering Committees

From: Nicholas Gabel, Project Manager, Brailsford & Dunlavey

RE: SMSU Student Fee Referendum Campaign

INTRODUCTION

As PSU moves forward with a student fee referendum for the Smith Memorial Student Union renovation project, it is important that a well thought out campaign strategy is developed and executed. Implementing a student fee referendum campaign is a huge undertaking that requires strong leadership and a dedicated committee of project champions to tailor the strategy and usher the process along. Successful campaigns are typically yearlong efforts that carefully orchestrate a process comprised of the following components:

- ◆ Organizational Structure
- ◆ Engagement / Outreach
- ◆ Education
- ◆ Execution

The following memo outlines the key components to a student fee referendum campaign.

ORGANIZATIONAL STRUCTURE

The organizational structure of the referendum campaign committee is critical to the overall effort. The executive committee should be comprised of a diverse group of student leaders who are well connected at PSU and represent large constituencies. The executive committee should be no more than five individuals in the beginning to ensure a collective vision and mission for the campaign. The executive committee members will be tasked with tailoring the strategy for the campaign and initiating the initial engagement efforts.

After the strategy for the campaign is developed, the committee can be expanded to include more students who will lead subcommittees that are essential to the overall

education, coalition building, and live campaign execution efforts. The subcommittees play an important role, as they will be tasked with implementing the overall strategy and developing the campaign budget, fundraising, marketing, outreach, and media relations efforts.

Once the committee has been developed, they should carefully review the programming plan and concepts that were created during the 2014 – 2015 academic year to fully understand the scope and scale of the project. This understanding is critical as the referendum committee will be they key spokespeople for the plan and the overall campaign.

ENGAGEMENT / OUTREACH

A key component to the referendum campaign is engaging the campus community in a dialogue about their thoughts on the planned renovations to the Smith Memorial Student Union. The objectives of the engagement process are to build awareness about the campaign, solicit feedback on the project, and to set the foundation for the education efforts. The key outcome of the engagement process is to identify all reasons why students won't support the referendum so that they strategy can be developed to address these issues. The engagement process will last the duration of the campaign and is critical to the education and coalition building efforts.

To begin the engagement process, the committee will need to identify all of the various campus constituencies to ensure that the outreach efforts do not exclude any particular group. Full participation among the campus community is critical as it sets the components in place for the eventual coalition building needed to successfully pass the referendum. Ideally, the committee will be diverse in its membership and well connected so that all groups are identified and included in the outreach efforts.

Once the key constituencies have been identified, the campaign committee will need to reach out to the various groups' leadership to assess their initial support for the project and determine the best methods for engaging these groups. It is then recommended that the campaign committee schedule time with these groups to share the findings of the proposed program and concepts for the SMSU. This is best done through a live presentation that allows the constituencies to ask questions and provide feedback on the plans. This dialog is important as it allows the campaign committee to begin to identify which components are important to the various groups and it helps to build excitement for the project.

Understanding how the various constituencies feel about the project is important so that subsequent engagement efforts can be tailored for each of the groups. The committee members should carefully document the feedback they receive so that they can be sure to address their concerns during the education efforts and any potential revisions to the proposed program and concept. Demonstrating that the committee has listened to the various constituencies builds good will for the campaign and broadens the coalition supporting the campaign.

EDUCATION

It is no secret the Smith Memorial Student Union is in dire need of physical and programmatic improvements. The major task facing the referendum campaign committee is convincing PSU students that the benefits and intended outcomes are worthy of accepting an additional student fee to fund the renovations. This is no small feat given the rising cost of education and student debt.

Despite the challenge, this can be overcome if there is a clearly defined education campaign that outlines the breadth of SMSU's services and programs, identifies the facilities shortcomings, and illustrates the benefits of the proposed renovations. B&D recommends that the education campaign focus on the key aspects of the SMSU's functionality and highlight the how the improvements will improve students' use of the facility and enhance their educational experience at PSU. The following paragraphs outline the challenges; illustrate how the improvements solve the current deficits, and which campus constituencies should be targeted during the education campaign for each of the key elements of the SMSU.

Atmosphere / Appearance

The SMSU is a heavily used facility that serves as the heart of the PSU campus. Its heavy use and PSU's growing population has brought about multiple expansions and renovations in its storied history—creating a facility that accommodates many uses in a very unorganized manner. The current design of the facility prioritizes the maximization of space for all users at the expense of an inviting atmosphere. This compromise severely limits the overall function of the facility and exacerbates many of its shortcomings. The referendum committee will want to focus on the following challenges as part of the education campaign.

- ◆ **Limited warm and inviting spaces** – The SMSU has few spaces that are truly warm and inviting to entice students to spend their free time in the facility. With the exception of the second floor student lounge and the fourth floor quiet study area overlooking the Park Blocks, the student lounge spaces are in areas with limited natural light, underground, or in busy corridors that do not create a welcoming atmosphere.
- ◆ **Building is crowded** – The SMSU is a highly utilized facility with public spaces that further intensifies the crowded feeling. Narrow corridors, lack of natural light, and poor vertical circulation contribute to this experience.
- ◆ **Confusing layout** – The multiple additions and maximization of programmable spaces throughout the years has created a very confusing layout for users. While most contemporary student unions utilize strategic adjacencies to intuitively direct users through the building, the SMSU has many competing or adversarial uses in close proximity of one another.

- ◆ **Too many uses** – Over time the SMSU has become the catchall facility for campus units that do not have a home at PSU. This is to be expected on a land-locked urban campus to an extent, but further exacerbates the overall lack of focus for the building and confusing layout.

The proposed program and concept improves the atmosphere of the SMSU by:

- ◆ Reducing the total number of users within the facility by removing non-student focused uses such as Academic Advising, the Offices of Academic Innovation, and Information Technology.
- ◆ Improving horizontal and vertical circulation throughout the building by widening corridors, adding a central atrium that improves visibility and invites discovery, and improving way finding.
- ◆ Creating distinct thematic floors with complementary uses and strategic adjacencies.
- ◆ Expanded quiet study spaces with natural light.
- ◆ Adding a significant amount of student lounge and dining space to alleviate crowding.
- ◆ Creating a large central atrium for the facility that allows for more natural light to enter the building.

These improvements will resonate with all users and should be central to the education campaign.

Student Programs and Resources

Many of the factors that create an unpleasant atmosphere in the SMSU directly impact the University's ability to deliver student programs and resources. The sheer number of users within the building and the heavy use has created the following challenges.

- ◆ **Inadequate programming space** – The heavy use and lack of flexible spaces inhibits the ability to effectively delivery programs and resources. Many of units within the building are operating in spaces that do not meet their needs. For example the Student Resource Centers are spread throughout the building and do not have a central location to deliver programming.
- ◆ **Poor visibility** – Poor circulation and visibility inhibit the program's ability to highlight programs / services and attract drop-in users.

The proposed program and concept improves the delivery of student programs and resources by:

- ◆ Co-locating complementary uses to promote collaboration and allow for serendipitous interaction.
- ◆ Expanding the size of select uses to allow for programming and service delivery within their own unit.

- ◆ Creating thematic floors that have centralized shared resources.
- ◆ Increasing the amount of meeting and conference rooms.
- ◆ Adding additional lounge space that can be utilized for small or informal programming.
- ◆ Improved circulation and way finding to increase access and visibility for programs.

The education campaign should highlight these shortcomings and proposed improvements to the following campus constituencies.

- ◆ Student Resource Centers
- ◆ Multicultural Services
- ◆ Student Activities and Leadership Programs

Student Activities

Despite its student focus the SMSU struggles to provide and deliver effective student activities and programming. The aforementioned physical and programming challenges limit the facilities ability to attract, engage and retain students for activities. The following items should be highlighted as part of the education campaign.

- ◆ **Lack of active spaces** – Despite the heavy use, the SMSU currently lacks active and inviting spaces that draw students to the building for student focused events. While attempts have been made to provide student activity spaces such as Parkway North and the Student Run Café / Lounge, their functionality is limited due to poor placement within the building and unclear use. For example, Parkway North serves as additional foodservice seating area that detracts from its intended use as a student activity space.
- ◆ **Limited late night / weekend activities** – The SMSU currently does not have spaces that attract students for nighttime and weekend activities. The existing game room and bowling alley are outdated and do not provide the features that interest students. Attracting late night and weekend activity to PSU is going to be a challenge given the commuter-student oriented population. However, there is a huge opportunity to create inviting spaces that are attractive to the growing residential population.

The proposed program and concept improves student activities by:

- ◆ Expanded student-run coffee shop concept to provide additional lounge and informal programming space, and increase student interaction.
- ◆ The introduction of a theater space in the basement level for movies, speakers, and academic related functions.
- ◆ The addition of a campus pub / performance space for student produced concerts, comedy shows, poetry reading, etc.
- ◆ Bowling alley potentially removed in favor of a computer lab.

The education campaign should highlight these shortcomings and proposed improvements to the following campus constituencies.

- ◆ First and second year students
- ◆ On-campus residents
- ◆ Student activities programming board

Foodservice

The foodservice spaces within the SMSU serve an important role within the facility and on campus. The dining venues within the SMSU are physically cramped creating long lines and exacerbating the crowded atmosphere. In addition, students are generally dissatisfied with the quality and price of the food. The education campaign should focus on the following shortcomings.

- ◆ **Long lines** – The food court is physically small with limited options for queuing at the various foodservice concepts. This creates the appearance that the lines for food are long forcing students to avoid the food court altogether. In addition, the checkout area is also cramped so getting through the lines quickly is a challenge.
- ◆ **Limited seating options** – The SMSU has a significant amount of dining seating surrounding the food court especially when Parkway North is utilized for dining. However the overall lack of student lounge space within the building forces students to utilize the dining spaces when not eating. Furthermore, there are limited seating options, which is inefficient as one student could take up a table that has the capacity for four individuals.
- ◆ **Poor food quality and limited variety** – The current food concepts are dated and do not provide options that are desirable to students or meet their dietary needs.

The proposed program and concept improves the foodservice by:

- ◆ Increasing the number of food concepts and disbursing them throughout the entire first floor of the building to alleviate crowding and improve queuing.
- ◆ Creating a dedicated entrance for foodservice off of the Park Blocks to provide a welcoming environment and easy access.
- ◆ Updating the food concepts so that they offer more variety and higher quality.
- ◆ Integrating cashiers into each concept to eliminate a second line to pass through to purchase food.

These improvements will resonate with all users and should be central to the education campaign. Special focus should be placed on commuter students, as they are primary users of the foodservice options within the SMSU.

Conference and Events

While the SMSU has a fair amount of meeting and conference room space, it is limited in its ability to host simultaneous events due to the inflexibility in the ballroom. Further complicating the situation is that meeting spaces are spread throughout the building that creates confusion for conferences. The education campaign should focus on the following shortcomings.

- ◆ **Single purpose ballroom** – The existing ballroom is limited in functionality because it cannot be divided into two or three individual spaces. This limits the ballroom to large single-user events and creates a void for medium sized spaces within the event space portfolio.
- ◆ **Limited pre-function space** – There is very little if any pre-function space for the ballroom due to its location on the third floor corridor. This is problematic with large events as patrons spill out into the hallway creating a very crowded and chaotic environment. In addition, the lack of pre-function space requires activities such as registration to be conducted inside the ballroom or in another room that takes up valuable space.
- ◆ **Distributed meeting rooms** – the meeting rooms within the SMSU are distributed throughout the building. While convenient for regular users, this is problematic for conferences. The poor circulation within the building and limited way finding enhances the problem.

The proposed program and concept improves the conference and events spaces by:

- ◆ Renovating the ballroom to include moveable partitions to make the space dividable.
- ◆ Increasing the amount of pre-function space by widening the corridors and adding informal lounge space proximate to the meeting rooms.
- ◆ Co-locating a majority of the conference and meeting rooms on the third level to create an events floor.
- ◆ Adding a student lounge to the third level that can be used as additional pre-function or programming space for events.

The education campaign should highlight these shortcomings and proposed improvements to the following campus constituencies.

- ◆ Student groups who host large events
- ◆ Resource centers
- ◆ Multicultural center
- ◆ Faculty and staff

EXECUTION

The engagement and education campaigns are essential steps to building a coalition of supporters among key PSU constituencies. The campus' unique political culture requires inclusion and discourse—both of which should be celebrated as the referendum committee executes the campaign. Building upon the initial engagement and education campaigns to involved students, the referendum committee will need to develop a strategy to reach a wider audience of students. Effectively reaching this constituency—many of whom are not as engaged is important because they are the largest group of students on campus.

It is important that this effort clearly demonstrates that the referendum is for the students and by the students. On many campuses there is distrust of administration and campaigns often fail when they are seen as being pushed by the administration rather than students. Controlling this perception is essential. However, a working relationship with campus administrators and staff is important because they can provide technical support and guidance throughout the campaign.

Campaign Message

Utilizing the information gleaned by the engagement and education processes, the committee should develop the live campaign strategy to reach the entire campus population. The strategy should address all the reasons why a student wouldn't support the referendum and clearly outline the benefits to a renovated SMSU. To effectively communicate this strategy the committee will need to develop the "essential facts"—the language that will be used for all marketing efforts.

The development of the actual campaign language and message is important because it needs to balance specifics about the project while limiting details that could give the opposition items to focus on. The essential facts need to include:

- ◆ Why the SMSU renovations are being considered,
- ◆ The amount of the student fee,
- ◆ When the improvements will be made,
- ◆ Who will use the improved facility, and
- ◆ What benefits the students will receive from a renovated SMSU.

Historically these essential facts have been communicated through a campaign brochure. However today's students receive their information through various mediums so the dissemination of these essential facts should be tailored to capitalize on the strength of the actual medium wither that be a brochure, poster, flyer, Facebook, Twitter, Instagram, Snapchat, Vine, etc.

Engagement

With a well-crafted campaign language and message, the committee should focus on engagement and education of the larger student body during the actual live campaign. Select

referendum subcommittees should lead the engagement and education efforts during the campaign window by doing the following:

- ◆ ***Creating a Campaign Website*** – The referendum website is an essential communication tool that serves as a hub for information about the project and campaign. The website must clearly display all of the key facts about the proposed renovations and the issues that students will be voting for. The website should include the conceptual floor plans, renderings, and programmatic information so students can clearly see the benefits of the renovations. To articulate what specific elements will look like, a gallery of images from student unions at other universities should be included. The website should have an up to date calendar and links to all social media platforms and a way for students to contact the committee if they want to express concerns or get involved.
- ◆ ***Active Social Media Campaign*** – Social media is an effective way to reach a wide audience during a referendum campaign. The social media subcommittee will need to carefully distill the campaign language and message to suit the strengths of each social media platform. While disseminating the message through social media, it is important to monitor the chatter so that the campaign committee can quickly respond to the opposition or adjust their efforts on the fly.
- ◆ ***Utilize Campus Media*** – Efforts should be made to engage the various campus media outlets at the outset of the campaign because they can be an effective way to reach the entire campus population. When working with campus media, it is important to be as transparent as possible so that they are informed about the campaign and reporting on the overall efforts correctly. This is critical since the referendum committee cannot directly control the message of the campus newspaper.
- ◆ ***Outreach*** – During the live campaign, it is important that the referendum committee has a visible and active presence on campus. This is accomplished by having a well orchestrated marketing campaign that includes strategically placed banners, well distributed flyers, constant tabling in highly trafficked areas, presenting to student organizations and clubs, and hosting open houses to educate students on the benefits of the renovations and to answer any questions they may have on the referendum.

If the engagement and education efforts are well orchestrated and clearly outline that the benefits of the renovations meet students' needs, the referendum campaign will have put itself in a position to be successful. The thorough planning efforts and execution should result in a successful campaign that improves the SMSU and the overall PSU experience.