



Millersville University

CAMPUS FACILITIES
MASTER PLAN

MAY 2020



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Expect More. Experience Better.



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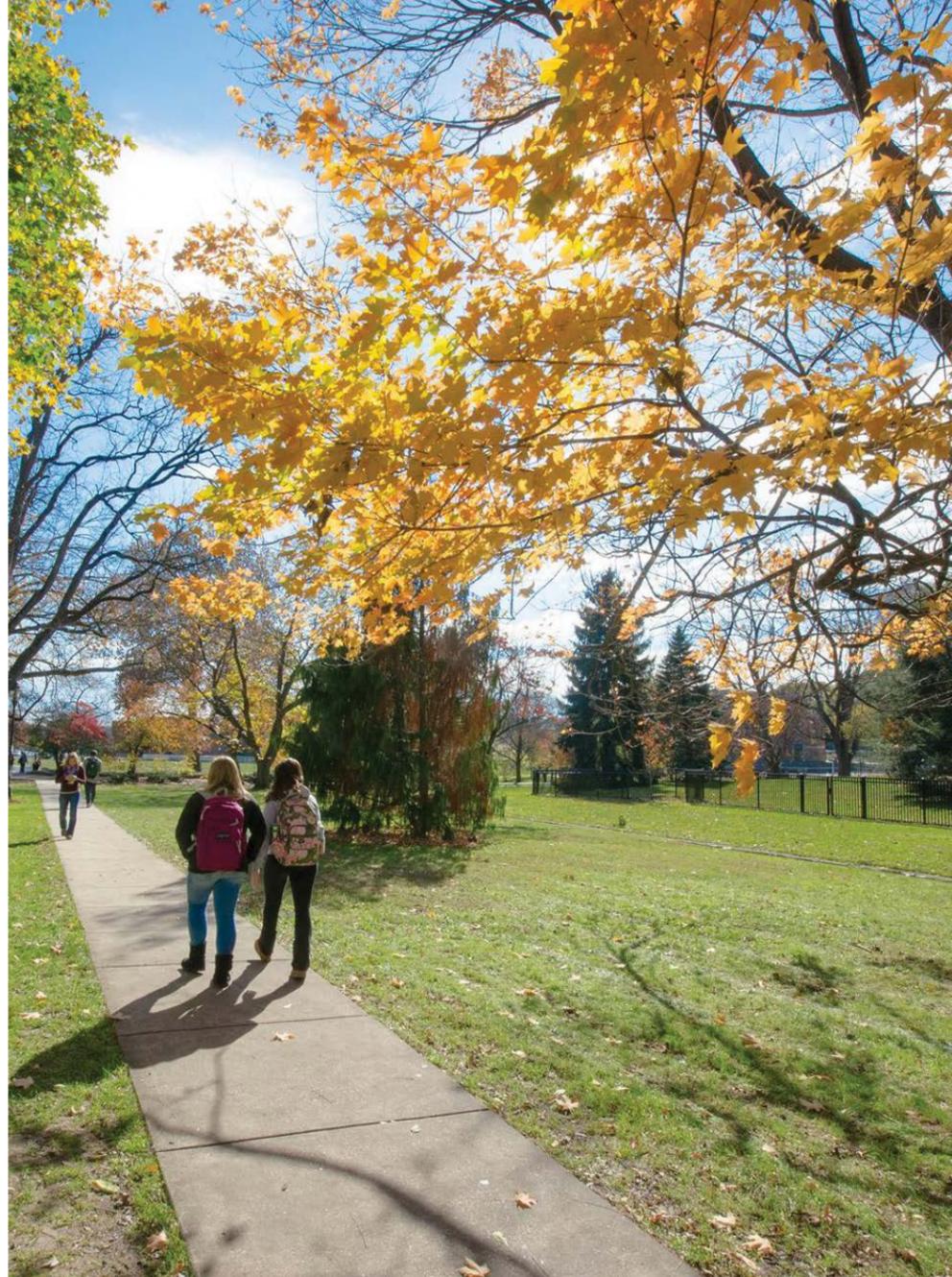
MIGRATION PLANNING REPORT & FACILITIES CONDITIONS ASSESSMENT REPORT

PROJECT SUMMARY

Millersville University hired the team of Kimmel Bogrette Architecture + Site (KBA) and Kimley Horn to help envision how campus could support the future strategic plan currently being developed under the leadership of President Daniel A. Wubah. The goal was to produce a ten-year, and beyond, Campus Facilities Master Plan with recommendations concerning the following:

- **Renew use of Northwest Campus**
- **Utilize and repurpose existing campus buildings to address surplus space inventory**
- **Identify new academic building sites**
- **Enhance campus walkability and accessibility through sidewalk, paving, pedestrian access improvements**
- **Improve traffic patterns and pedestrian safety**
- **Expand University branding through campus signage and wayfinding**
- **Improve parking conditions and operations**
- **Recommend operating and maintenance standards for facilities and landscape**

The following recommendations of this Campus Facilities Master Plan Report concentrate heavily on the personal experience of the University community around campus to make sure all feel welcome, and have rewarding opportunities for learning, athletics, recreation, and socializing in a safe environment.



MILLERSVILLE UNIVERSITY

Millersville University, founded in 1855 as the Lancaster County Normal School, is known regionally, nationally, and internationally, as a high value institution which offers a quality education for an affordable price. One of the fourteen state universities that comprise the Pennsylvania State System of Higher Education (PASSHE), the focus of the University is on student support and success, specializing in tailored academic programs which allow students to explore and create their own unique path for career and personal success.

Millersville University is a community of 7,800 students, 470 faculty, and over 600 staff. The University is located in the heart of historic Lancaster County, Pennsylvania. Its central location affords easy access to major East Coast cities such as Baltimore, Philadelphia, Washington, D.C., and New York City.

The evolution of the campus followed the changing mission of the institution. Founded as a county normal school to provide teacher training, it later became a state teachers college, and finally a state university. All the facilities of the institution were contained in one building, Old Main, between 1855 and 1890. Old Main continued to be the campus centerpiece until its demolition in 1965. The campus was entirely on the southwest corner of George and Frederick Streets until it crossed George in 1900. Little campus development occurred in the periods surrounding World War I and the Depression. Like many other campuses, Millersville University rapidly grew in student population and facilities development in the 50s and '60s. Land was acquired in the north, west, south, and east to accommodate expansion.

Today the campus features a mix of historic buildings and modern structures, shady lawns and busy streets. The campus grew organically over 150 years to include two academic districts with central lawns, a main library across the street from a central student center, and two athletic areas east and west of George Street.

In the last 10 years, the residential components of campus were consolidated into a new residential quad located on the southeast area of George and Frederick Streets. The new Residential Quad includes an expanded Student Memorial Center, new Upper Deck main dining hall and the Bolger Conference Center located in an expanded Gordinier Hall. The new Lombardo Welcome Center was also built as part of this district.

Houses on both sides of George Street continue to be used for University programs and enforce the small-town ambience of both the University and Millersville Borough.

In 2010, the university began leasing the Ware Center located in downtown Lancaster which established a more direct connection with the city for student and community use. Purchase and renovation of the building was completed in 2012 and provided University with additional classroom space and a state-of-the-art performance space.



EXPLORATION



PROFESSIONALISM



PUBLIC MISSION



INCLUSION



INTEGRITY



COMPASSION

UNIVERSITY VALUES

Millersville University is currently embarking on a new strategic plan which will include a new mission statement. At Millersville, students, faculty and staff **BELIEVE IN THE POWER OF WE**. This commitment to the education of the whole student is reflected in the University's new core values:

EPPiIC VALUES AT MILLERSVILLE UNIVERSITY:

EXPLORATION

Millersville University embraces a culture of exploration, creating a dynamic learning environment that fosters intellectual curiosity, creative intelligence, innovation, forward-thinking ideas and exciting discoveries. Exploration serves as an intentional way to strengthen University culture. We place a high value on student-faculty research, scholarship and collaborative projects.

PROFESSIONALISM

Millersville University is founded on a tradition of academic excellence, expert knowledge and professional collegiality. Our diverse community of learners is comprised of skilled and dedicated educators and staff who model maturity of thought and practice while exhibiting mutual respect. The University provides opportunities for professional development and growth, especially for our students, using academic enhancement and collaborative programs to emphasize the importance of critical thinking, active listening, self-discovery, collaborative leadership and responsibility. Such professionalism fosters career readiness and preparation for lives of service and success in the global community.

PUBLIC MISSION

Millersville University's mission calls upon us to respond to the urgent and emerging needs of our growing regional, urban and metropolitan communities. Through interdisciplinary learning, collaborative and cross-cultural experiences and a renewed focus on a liberal arts tradition, our students become well-prepared for meaningful participation in the broader society. Our commitment to flexibility and accessibility in higher education reflects the mission and vision of the University and ultimately has a direct impact on the larger public good.

INCLUSION

Millersville University is firmly committed to supporting and advancing the diversity and inclusion of its campus community. Inclusion is creating a campus community where differences are welcomed and respectfully heard and where every individual feels a sense of belonging. We affirm our shared values,

recognize our challenges, and commit to building on existing efforts to foster a diverse, equitable and inclusive campus community.

INTEGRITY

Millersville University steadfastly defends freedom of thought, ideas and discourse as core to authentic and honest scholarship. Our commitment to integrity is measured by action and responsibility and engenders a culture of trust, rich with opportunities for rigorous applied learning and meaningful civic engagement and public stewardship that are responsive to the needs of our vibrant and evolving metropolitan region. Moreover, the University consistently lives by and practices its institutional principles, standards and beliefs.

COMPASSION

Millersville University's ethos of compassion permeates all of our endeavors and interactions. Learning about and being sensitive to the experiences of people and cultures whether nearby or afar, fosters individual, professional and institutional growth. Compassion moves the campus community towards focusing on each learner and their unique potential to impact the public good.

It is these values that were the fundamental principles for the Millersville University Campus Facilities Master Plan.

THE PROCESS – YOUR BUILDABLE MASTER PLAN

Kimmel Bogrette Architecture + Site used our proven MasterConcept Planning process to move efficiently, effectively and energetically toward the creation of the Campus Facilities Master Plan for Millersville University. Using this approach to set goals, evaluate existing needs, and develop a plan for moving forward, this rigorous process focused on 1) Mission, Values and Goal Verification, 2) Intelligence Gathering, 3) Needs Analysis, 4) Design / Planning Recommendations and Solutions as well as Budgeting that yielded a mission-driven solution that will stand the test of growth and time. Along with these phases, KBA collaborated with and guided the University through the process that will help to give direction to the recommendations and design solutions presented as part of the Campus Facilities Master Plan.

PHASE I –

Verifying the Mission, Goals and Values in a Collaborative Atmosphere

Objective – Just as Millersville embraces the EPPIIC values of exploration, public mission, professionalism, inclusion, integrity, and compassion in all aspect of education, KBA+S’ emphasis was on the translation and focus of these values into a project-oriented action plan that served as a guide for all proposed recommendations.

PHASE II –

Intelligence: Assessment and Analysis of Existing Lands and Facilities

Objective – The goal in this Intelligence Gathering Phase was to collect and critically assess the internal and external conditions and influences that impact the campus and the University’s ability to succeed in executing the scope of the Campus Facilities Master Plan.

PHASE III –

Needs Analysis: A Qualitative Approach

Objective - To combine the project mission and goals of Millersville University with the existing constraints and variables, as explored in Phase II above, to generate a project-oriented action plan with specific spatial, functional and aesthetic goals.

PHASE IV –

Solutions / Recommendations:

Objective - Identified recommendations, design solutions and cost estimates for the project that simultaneously solve the constraints presented by the sites and buildings while meeting the mission and programmatic goals.

PROJECT MISSION STATEMENT

The first Task with the Campus Facilities Master Plan Steering Committee was to develop a Project Mission Statement:

A Campus Facilities Master Plan that guides the university to realize its full potential as a place for learning, exploration and community by recommending targeted and economically feasible opportunities that enhance the overall experience of Millersville University, its Learners and its Professionals.



PROCESS

CORE VALUES

Following development of the Project Mission Statement, the Campus Facilities Master Plan Steering Committee created core values and refined them for the Future Campus Vision and Goals

- **The Possible Imagined**

This Master Plan is all about making it happen and for this reason, we will remain focused on opportunities that are feasible within our means.

- **Connected and Complete**

Through the history of time and change on campus, along with the location of roads, there is a sense of the campus being broken in to 2 or 3 distinct areas. To be the best Millersville we can be, we must create a single campus that is connected more and separated less.

- **Beacon and Brand**

This Master Plan must help the campus be more distinct, more engaging and a better representation of the Millersville University Brand of Excellence.

- **Student Centered and Communally Engaged**

To be a success, this Master Plan must improve create and exploit opportunities to engage and be relative to today's student while the same time maximizing the sense of community.

- **Collaborative and Accommodating**

With an ever-increasing focus on experiential learning, the campus must adapt and be adaptable by creating opportunities for collaboration and interpretation that can accommodate the changing vision of the students and faculty.

- **Accessibility to be Fully Inclusive, Not Merely Compliant**

Renewed commitment to create fully accessible and accommodating Campus Facilities for all.

- **Fiscally Responsible and Environmentally Sustainable**

This is a core of the Millersville "can-do" spirit, and we will focus on excellence that is not lavish, that can be executed well, maintained easily and uses resources wisely.

- **Attract and Retain**

This is a key reality for the University as a whole, and cannot be forgotten. We will ask ourselves, for each idea: Will it help attract and retain the students and professionals that we desire for long term success?

- **Win-Win**

We seek first those changes that improve one thing without hurting another. Whether it be our neighbors or our fellow departments, we will find situations that are a win for both!

- **Truly Multi-Purpose**

To achieve many of the goals above, our recommendations, by necessity will need to be ones that can address more than one issue with a single opportunity. We will not be able to afford a separate solution for every challenge!

FUTURE VISION

- **Build the Future Foundation**

Address the most pressing issues while establishing the foundation for the future University to support the strategic plan and academic master plan and programs.

- **Achievable**

Create concepts that are economically feasible, flexible enough to accommodate future changes and realistic.

- **Connected and Complete**

Strategically integrate different cores into a single, accessible campus. Maximize sense of community.

- **Destination University**

Make the campus distinct and engaging that attracts students and professionals. Demand recognition nationally. Visionary in maintaining relevance in a dynamic changing world.

- **Collaborative and Multi-Purpose**

Seek opportunities to address multiple issues with one strategic concept. Offer options for ideas that are identified but not specifically addressed. Mutual compromise and openness for future collaboration.

GOALS

- 1: **Renew the Northwest Sector**

Reinvigorate the area north of West Frederick Street and west of pond
-Negative impacts with relocating all student housing to the South Quad
-Bard and Lehigh Halls have minimal use
-Brooks Hall is vacant
-Northside Bistro –aka Campus Grill –closed

- 2: **Improve Parking**

Evaluate the parking conditions, identify issues and recommend possible improvements
Maximize use of existing inventory

- 3: **Mitigate Impacts**

Focus alternatives on projects that have minimal impact to campus operations
Use existing swing space and phasing to mitigate impacts

- 4: **Enhance Campus Walkability**

Modify vehicle and pedestrian circulation to improve campus safety
Improve accessibility routes throughout campus
Deconflict vehicle and pedestrian crossings

- 5: **Address Current Space Inventory Surplus**

Repurpose existing buildings opposed to building new footprint –more sustainable alternative
Propose demolition of footprint to offset any new construction
Recommend alternative solutions for remaining surplus

- 6: **Strengthen University Branding**

Recommend improvements to wayfinding and signage
Propose consistent campus grounds standards



INTELLIGENCE GATHERING

Fact Finding

During the Intelligence gathering phase, the Master Planning team met with campus representative, reviewed reports and documents completed in the last ten years, reviewed pending campus facility projects and physically assessed the campus facilities. The following is a summary of findings. More detailed information is found in [Section 3: PHYSICAL ASSESSMENT](#) of this report.

University and Community Meetings

The first step in understanding the campus was to meet with the Community to listen to their needs and wants. Before any planning efforts began, a series of committee and departmental meetings were held with the following groups:

- Campus Facilities Master Plan Steering committee
- President Wubah
- College Deans
- Department Chairs and Faculty
- Campus Planning and Facilities Maintenance
- Campus Police
- Food Service
- Housing
- Student Services
- Athletics
- Admissions
- Library
- Dean's Council

Student input was also key to understanding the campus needs and wants. "Person on the Street" interviews and surveys were conducted at various times and places around campus as well as an open forum pizza party held in the SMC.

In addition, to help build consensus with the larger Millersville community, a meeting was held with the Millersville Borough manager and an introduction to the MUCFMP process was presented at a Borough Council Meeting.

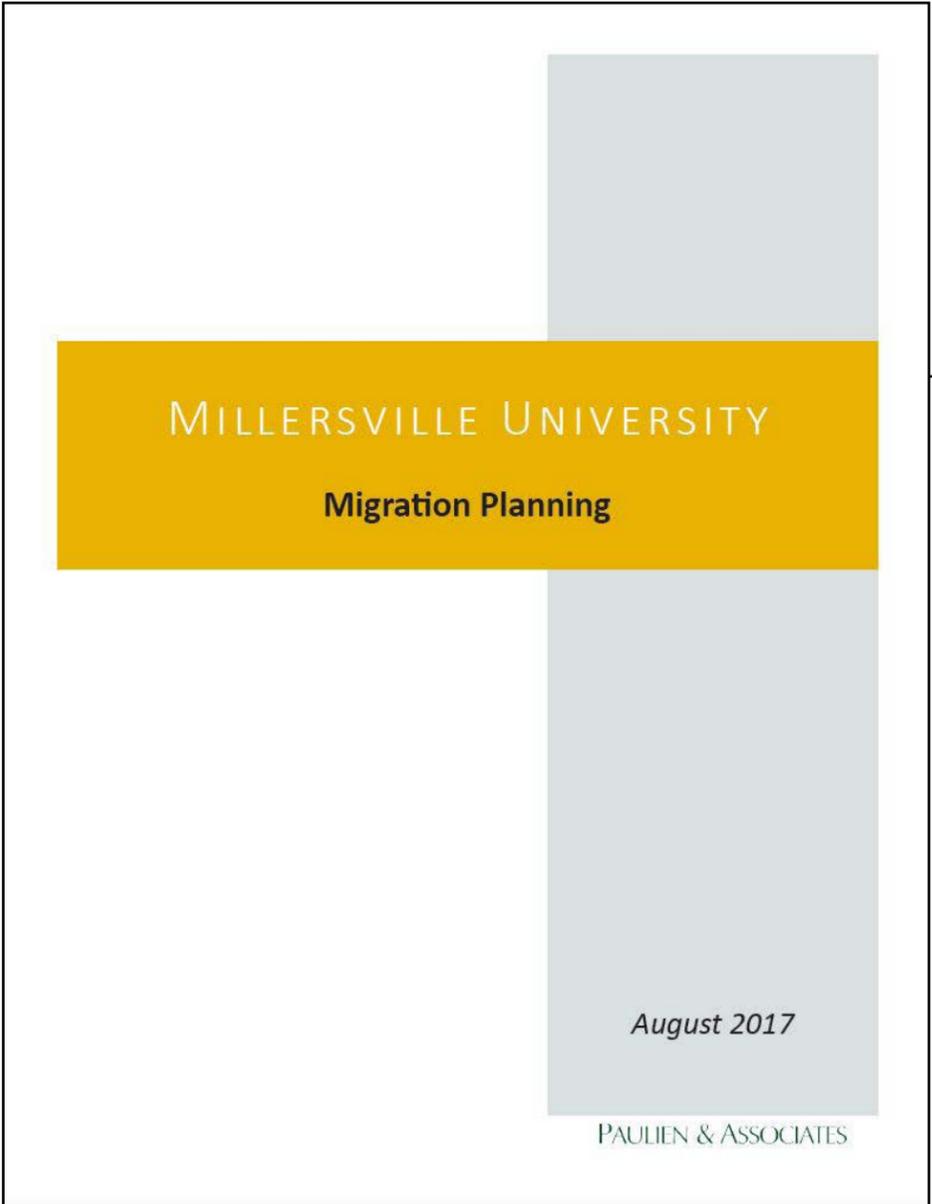
What we heard:

- The campus has no clear arrival point
- The concentration of housing on south campus has deactivated the Northwest campus core
- The campus is disjointed into 3 large areas that are poorly connected
- The campus has poorly defined boundaries
- "Way-finding" is inconsistent and confusing
- Accessibility is needed to all campus areas and facilities
- The Science Buildings are in need of major improvement and the need for STEM and Health Science facilities is urgent
- Athletic facilities are disjointed and outdated
- Traffic is a problem on George and James Streets
- Parking within the campus core creates convenience at the expense of pedestrian feel
- There may be enough parking overall, but parking locations relative to facilities is not optimal
- The campus does not quite live up to the University's overall reputation and brand
- Buildings that include common space for student collaboration are successful and preferred
- The Campus needs some kind of "maker space" collaboration / entrepreneurial / incubator space(s)
- The campus needs an additional multi-purpose gathering space for larger events
- The need for a dedicated Business School space/facility is inevitable
- Class schedules and class utilization negatively impact several experiential areas
- There are number of underutilized facilities that create a sense of abandonment
- The older houses in and along campus, while having a sense of character do not add much value
- Food Service across campus is a challenge based on several of the above factors



MIGRATION PLANNING REPORT

Paulien & Associates, August 2017



- Illustrate the impact of moving programs/departments from various small houses. The University currently has 38 small houses within the facilities inventory (although several are not currently occupied). Generally, the configuration of these small houses results in a higher amount of space being occupied than is generated per guidelines.
- Identify realignment strategies that will allow more small houses to be vacated, align programs/departments to the Paulien space needs analysis, and create appropriate adjacencies and synergies for programs/departments.

FACILITIES CONDITION ASSESSMENT REPORT

Entech Engineering, August 2019



PREVIOUS CAMPUS FACILITIES MASTER PLAN

WTW Architects and Team, June 2009

Included in this report is the final master plan completed by WTW Architects in 2009. Graphic overlays show which of the proposed plan recommendations were implemented, which were not and alternative projects that the University completed in the past 10 years.



3

PHYSICAL ASSESSMENT

As noted in the previous section, the campus facilities master plan team reviewed and completed in-depth analysis and assessment of Millersville University's physical campus to ensure that the solutions and recommendations of the Final Campus Facilities Master Plan would be informed by the real conditions encountered throughout the campus to allow for future implementation and success.

LAND USE ANALYSIS

Community

Millersville University is located in Millersville, PA in Lancaster County with the Ware Center located in the heart of Lancaster, approximately 5 miles to the northeast. Land uses surrounding the University are residential, some recreational and agricultural.

The Borough's current land area is approximately 2 square miles and the population according to the 2010 census was 8168. Relations between the Borough and the University are generally good. The University appears to communicate with the Millersville Borough on projects, but no formal or regular communications practice appears to be documented. Meeting with the Borough's Mayor indicated an acceptable relationship, yet it would not be considered a strong relationship. It is also unclear of the regulatory relationship between Millersville University and Millersville Borough and Lancaster County. In 2014 the Borough adopted and created a historic overlay district and historic property list which includes and protects the residential properties currently owned by the University. This ordinance has created some difficulty for the University to remove and/or renovate houses deemed historically significant by the Borough. In addition, the Borough has expressed concerns about traffic, parking and pedestrian safety in the University district. Currently the Borough and the University are in negotiations for demolition of properties along Frederick street and possible turnover of certain streets and alleyways to University control. There seems to be a strong hope to improve the relationships over time towards collaboration and working to mutual benefit where possible. We recommend that this continue.

Land Ownership

Within the University, certain properties are owned and or operated by Student Services, Inc., a not for profit 501(c)3 corporation founded in 1956 to enhance the Millersville University campus community by providing professional management services, while demonstrating excellent customer service practices through dedication and commitment to enrich the student's social, cultural, and educational experience at Millersville University. (Source: SSI website)

Cooperation with the University concerning property ownership and use is extremely good. Several recommendations in this report rely on this excellent partnership.

Existing Buildings

Buildings on campus are a mixture of early 20th century multi-story classroom buildings, early/mid-20th century houses. New buildings including McNairy Library, East, West, and South Village Residence Halls, and Lombardo Welcome Center have been constructed in the last 10-years. It appears that the majority of older buildings either have been or are destined to be reconstituted from their original use. Site connections for loading and accessibility have been adapted over time on an as-needed basis and do not demonstrate a comprehensive or standardized approach which is recommended. Building alterations suggest challenges with nearby drainage, as

well as the preservation of parking areas immediately surrounding each building (which should be reconsidered) and the limits of serviceability because of topography, surrounding uses and circulation.

Orientation

It appears that some of the newer buildings such as the McNairy Library are constructed to use site topography to their best advantage. The newly constructed residence halls were clearly placed on a manufactured table-rasa site. In some instances, such as the Pucillo Garage, grade separates the upper and lower levels with no circulation connection. Future campus projects should seek to work with both natural topography and solar orientation.

Athletics separation

Athletic facilities are located on the edges of the Millersville campus is 3 distinct zones. The softball, intramural, practice fields and Pucillo Gymnasium are located on the west edge of campus. The Carpenter-Trout Athletic Training Facility is located on the northern edge of campus. The baseball field and Jefferson Hall are located on the northwest edge of campus. Varsity sports are separated from their practice/training and game facilities. This separation poses logistical and efficiency challenges for athletes, coaches, and recruiting prospects.

Student Housing

Student housing can be categorized as on-campus and off-campus. Most of the on-campus student housing is located in the south end of campus. Student Services Inc. owns all the housing on the south end of campus along with student housing units on the southwest edge of campus contributing to the residential district on the south side of campus. The University still has 2 housing buildings, Lehigh and Bard Halls in the older part of campus. Those buildings are not ADA accessible and are only used in the fall as flex space until permanent space is found for the student in the south end of campus. The concentration of housing as currently configured has had a negative impact on the North and Northwest parts of campus, by reducing the traffic and overall vitality of that part of campus.

Off-campus student housing includes off-campus housing owned by Student Lodging Inc., rental properties around campus, and student who live elsewhere and commute. Approximately 50-percent of the houses within a 5-mile radius of campus are rentals, presumably advertised for students.

Signage and Wayfinding

Generally, campus signage can be categorized as entrance signage, building signage, and wayfinding signage. Entrance signage is located at the intersection of George Street and Cottage Avenue (See Image), the entrance to the Winter Center off Cottage Avenue, the entrance towards Stayer Hall off George Street, and adjacent to the Boyer Building off West Frederick Street. Major entrance signage is constructed out of brick with engraved concrete name plates and located at the Winter Center entrance and the intersection of George Street and Cottage Avenue. The font used to engrave the concrete name plates is not consistent across these signs. Minor entrance signage is branded as yellow signs with black lettering consistent to the major entrance sign at the corner of George Street and Cottage Avenue.

Building and wayfinding signage is branded as black signs with white lettering and yellow accents (See Image). Building signage for campus houses are pylon mounted signs that extend approximately 6-feet in height. Wayfinding signage is pylon and ground mounted. The pylon wayfinding signs extend approximately 12-feet in height, while the ground mounted are approximately 4-feet in height. The font is consistent across the building and wayfinding signage; however, the scale is inconsistent and may vary depending on the intended reader (pedestrian on sidewalk vs vehicular driver).

Other instance of signage on campus inconsistent with University branding includes memorial sites/plaques, small signage identifying trees of distinction, information signage (i.e. rain garden informational sign), Lombardo Welcome Center sign, Winter Center flag banners, and campus direction map signage.

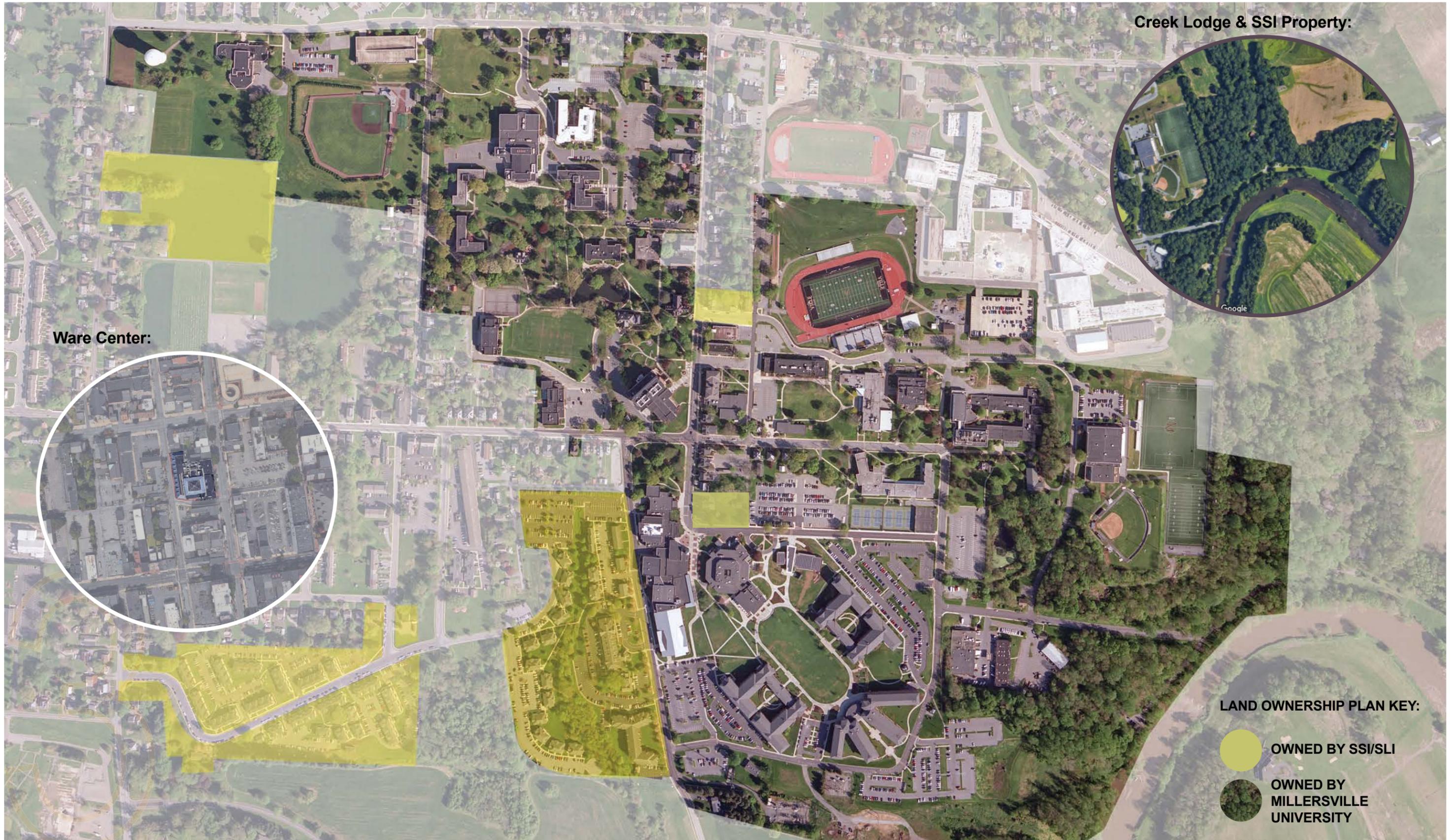
During this cycle, we recommend that a full wayfinding standard be created and implemented.

Intramural Sports

Outdoor intramural sports use rectangular and diamond fields on the east side of campus and south of Pucillo Hall. These sites have athletic field lights. Rugby is played on the open area framed by Brooks Hall, Boyer Building, Tin Shop and the Campus Pond. This area does not have field lights. Tennis is played at the complex south of McComsey Hall at the intersection of Creek Drive and James Street. Tennis courts adjacent to Brooks Hall are not used. Staff indicates that additional field space is necessary for continued support of the growing intramural program.



LAND OWNERSHIP PLAN



SOILS, TOPOGRAPHY AND GEOLOGY

Soils

In Pennsylvania, soils information is maintained at the County level, typically by individual County Conservation Districts. Soil surveys prepared by the conservation districts are entered into a statewide Soils Survey Geographic Database, which is then certified and managed by the United States Department of Agriculture, Natural Resources Conservation Service, and National Survey Center. The information was developed using a database called "SURGO" (Soil Survey Database). SURGO is the most up-to-date soil survey information available at the time this Plan. The Existing Soils Map indicates the soil types and slopes. Two of the soils types on campus may indicate potential difficulties for future development. These soils include the Clarksburg silt loam (CkA) and Pequea silt loam (PeE). Clarksburg silt loam indicates potential seasonal wetness and Pequea silt loam is found in areas with high slopes.

Geology

The campus is located within the Piedmont Upland Section of the Piedmont Physiographic Province of Pennsylvania, which is characterized by broad rounded to flat-topped hills and shallow valleys with low to moderate relief. The structural geology in this area indicates that the bedrock is **extremely complexly** folded and faulted.

Available geological data indicates that the center of campus near McNairy Library is underlain by the Conestoga Formation. The Conestoga Formation consists of a medium gray, phyllitic limestone with a conglomeratic base. Fracturing in this rock is poorly formed, moderately abundant, and widely spaced. This formation is moderately resistant to weathering, weathered to a shallow depth. Weathering results in large, irregularly shaped fragments. Rock pinnacles are characteristic of this formation. Since, the Conestoga Formation is susceptible to sinkhole development, it is recommended that a thorough geotechnical investigation be done for any proposed new structures. The geotechnical investigation would include, at the minimum, a combination of test borings, test pits, and/or geophysical testing. Recent Campus building projects have utilized foundation improvements as noted in Building recommendations section.

Topography

Millersville University covers approximately 250 acres of land. As shown on the Existing Topography Map, the highest point in elevation at 400+ feet is close to the water tower near Jefferson Hall. Elevation change across campus is 160 feet from the northwest corner of the campus sloping southeast toward the Conestoga River. Topography and grading are a building constraint for the University. Throughout the campus there is evidence of erosion and wash-out due to the way water drains across the campus. For example, north of Caputo Hall, an erosion gully has formed from the parking area and running along a planting bed towards the building, which could eventually undermine the integrity of the asphalt (*See Image*).

Significant grade change also poses problems for ADA accessibility to buildings and facilities. It has been noted that accessible entries to major sporting fields, including the intramural field and Carpenter-Trout Athletic Training Facility, have been delineated with signage; however, accessible routes traversing campus are not evident and should be created.

Flood Plain

A 100-year floodplain is located along the Conestoga River on the eastern edge of Campus. A 100-year floodplain is designated by the Federal Emergency Management Agency (FEMA) and is defined as the part of a valley floor over which a river spreads during seasonal or short-term floods at least once every 100 years. Building construction is prohibited in the flood plain by the Borough. Uses permitted in flood plain by zoning would be closely similar to nature preserves, publicly-owned recreation, golf courses, picnic grounds, boat launches, swimming areas, trails and fish hatcheries, parking areas meeting the setback requirements, open yard areas, crop farming, plant nurseries, necessary utilities, road and driveway crossings, and agriculture and forestry. No projects or future development has been recommended in the 100-year floodplain.



EXISTING SOILS PLAN



EXISTING TOPOGRAPHY PLAN



Legend

	200-210		320-330
	210-220		330-340
	220-230		340-350
	230-240		350-360
	240-250		360-370
	250-260		370-380
	260-270		380-390
	270-280		390-400
	280-290		400-410
	290-300		100 Year Flood Plain
	300-310		
	310-320		

Note: Numbers are feet of elevation relative to sea level.

UTILITIES

Overhead Lines: Power, communications and cable TV are present on campus and on the public roads surrounding the area. These lines provide service to the many houses that are on campus. Most poles are well-maintained (See Image). Utility pole placement on the public street rights of way appears to conflict with ADA access.

Underground Lines: Power, communications and cable TV are supplied to campus buildings underground. A power substation for the campus appears to be located on Centennial Drive near Gilbert Hall residence.

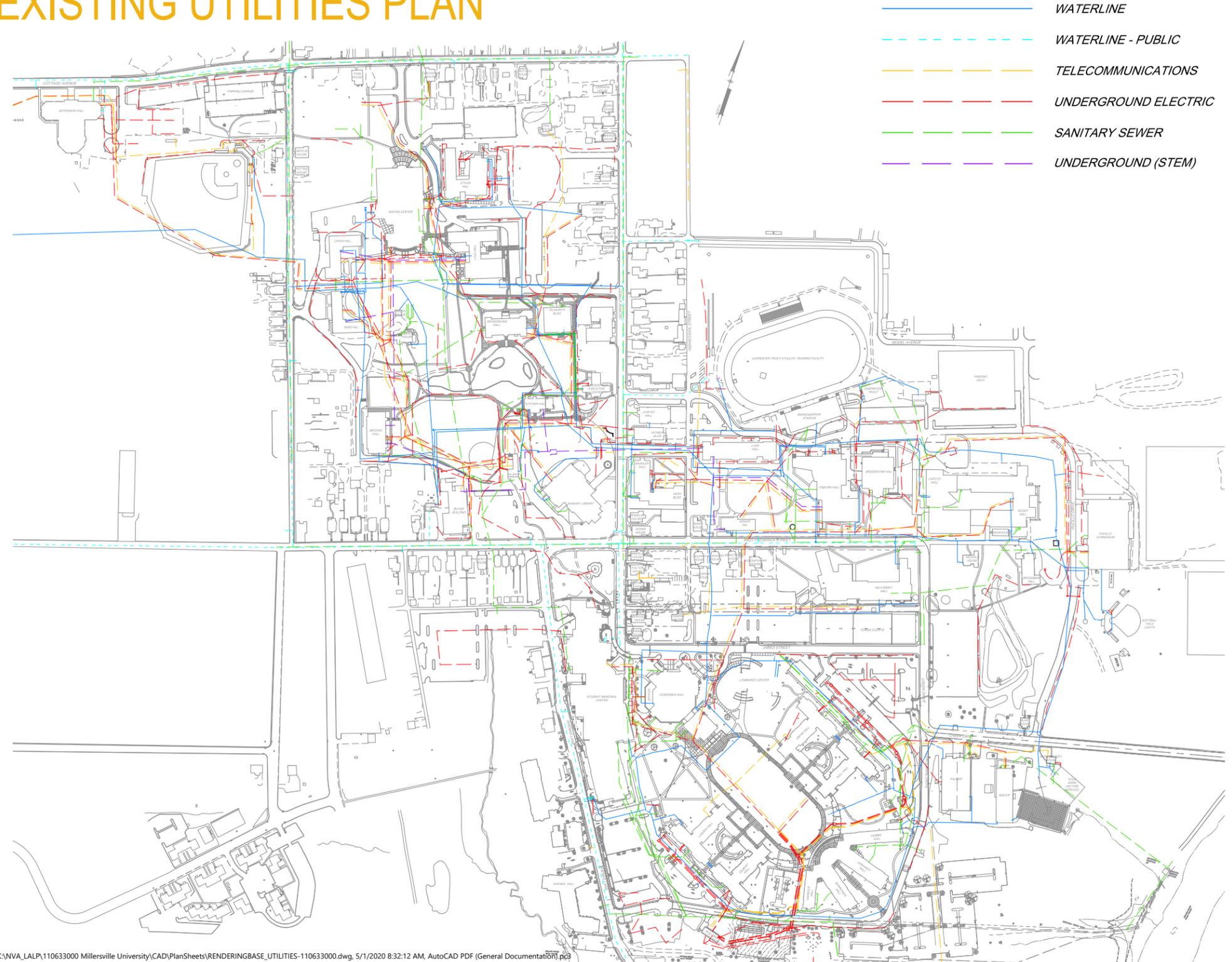
Domestic Water: The University has its own water system. It has a permit to draw water from the aquifer and distributes it to the major buildings on campus. It appears that most houses on campus are fed from the Millersville Borough water system. A water tank is located near the high point in the northwest corner of campus. The well and treatment for the system are located in and near the Boyer Building located on West Frederick Street. There are connection points to the Boroughs water system that are apparently used when the water draw limits are reached on the University's well permit.

Sanitary Sewer: No specific discussions occurred regarding sewer capacity issues. The campus buildings and houses all drain to the Borough's system and is metered near the facilities property yard. No capacity limitations were indicated by staff.

Storm Drainage: The campus and the Borough have a joint storm drainage system the drains southeast to the Conestoga River. Collection into the closed storm drainage system is via a combination of end-walls, yard inlets and curb inlets. Conveyance is via concrete and HDPE pipes with outfalls into stabilized channels.



EXISTING UTILITIES PLAN



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REGIONAL TRANSPORTATION

Millersville University is located on the west side of the regional roadway network that radiates like spokes from the City of Lancaster. This radial pattern is typical of older cities and has the potential for major congestion during peak hours of travel. Based on the County Comprehensive Plan the public perception is that congestion in the area is on the rise. Only two major roadways have been built in the county since 1985 while the number of registered vehicles has gone from 396,847 in 2000 to 513,322 in 2018. There has also been an increase in commuter traffic over the last decade with approximately 80% of the work force commuting by car.

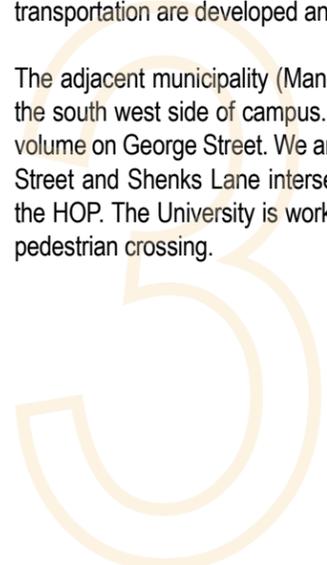
The region is dependent on the private automobile and roadways for transportation. Public transportation is utilized by students and available through the Red Rose Transit Authority (RRTA) <http://www.redrosetransit.com/>. Students who do ride the RRTA can access the MU Xpress, MU Park City Xpress and Route 16 but in general the RRTA is not preferred in comparison to the private automobile for sake of convenience. The RRTA routes are also affected by the local traffic congestion.

There are alternative modes of transportation used in the region including walking, horses, bicycling, and other miscellaneous non-motorized methods but they are limited in connectivity by existing land uses and lack of accommodation in the design of new developments. The automobile is the primary mode of travel in order to work and live in this region.

The main roads leading to Millersville include Routes 283, 30, 462, 741 and 999. Once in Millersville there is an interconnected network of streets and alleys that traverse neighborhoods and offer motorists alternative ways to move around where the majority of new housing subdivisions tend to have road networks with a single point of access to existing roads. The Borough road network pattern forces motorists into collector and arterial streets and requires them to drive on roads that are not designed to handle the increased volume and results in traffic congestion.

Improving mobility and at the same time providing for safe pedestrian travel in the Millersville area is of the utmost importance. Most traffic traveling to Millersville University uses the George Street corridor to get to the heart of the campus. Most of this traffic originates from the Route 741 and Route 999 corridors. Route 741 is also a relief route primarily for traffic encircling Lancaster City. As the region continues to grow, these routes will become more congested unless new relief routes are created to disperse traffic flow or alternative modes of transportation are developed and encouraged.

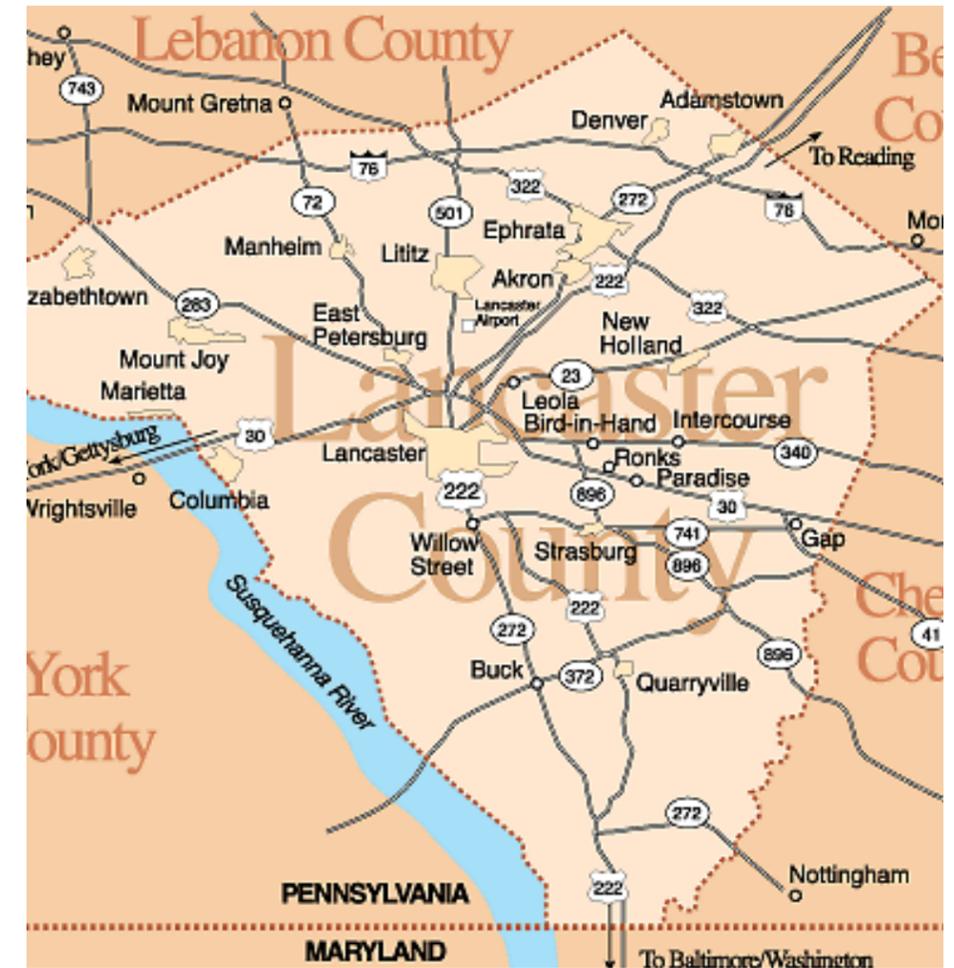
The adjacent municipality (Manor Township) approved two high density housing projects on the south west side of campus. Once completed, these housing projects will increase traffic volume on George Street. We are also looking into improving the safety at the West Frederick Street and Shenks Lane intersection. Although this is a PennDOT road, the borough owns the HOP. The University is working collaboratively in redesign of this intersection to improve pedestrian crossing.



PennDOT Twelve Year Program/TIP

A review of the PennDOT Twelve Year Program Plans reveals 2 projects associated within the transportation network in and around Millersville that have been completed or programmed. These projects are as follows:

- Millersville Rd Bridge Improvement (programmed for 2022)
- Lancaster Route 72 (TSM Corr 7-12) Traffic System Management (completed 2017)



LANDSCAPE / GROUNDS

Overview: Grounds maintenance and operations is divided into 3 individual management areas that divide the campus grounds. Each of the 3 areas has an individual manager responsible for duties and tasks related to that portion of the campus. Athletic fields are a separate and distinct management task which are managed throughout the campus by a separate individual. Grounds maintenance staff FTE-positions have apparently been reduced by approximately **50-percent** over the last 5-7 fiscal years.

Grounds Operations: Direct labor tasks such as spreading of mulch, installation of annuals, shrub pruning, leaf collection, winter operations, trimming, edging and mowing is completed by in-house staff. This work includes all campus academic, residential and athletic facilities, rights of ways, memorials, monuments, stormwater management areas, campus pond and parking areas.

Levels of Service: Standards for levels of service, manicure and/or operational rates are not present. Management tools typical of large public sites such as mapping and inventory of mowing/edging operations, tree condition assessments, planting beds, chemical application inventory and snow/winter operations plans are not present. Staff indicated that emphasis is placed on entrance gateways George Street and the Student Memorial Center as highly visible public areas. Effort varies from detailed handwork for numerous single-family houses used by the University as facilities, to student housing areas, to large academic village areas.

Equipment is maintained at the facilities complex area and adequate storage area is apparent.

Staff indicated that their salt storage capacity is inadequate. Salt is often stored for use and obtained from the Borough via joint informal agreement.

Trees: Mature trees are an asset of the campus setting and contribute significantly to the overall setting. Most significant trees appear in more established sections of the campus including around the campus pond and adjacent to Wickersham Hall and Dutcher Hall (See Image). Recent developments such as around East and West Village Residence Halls have smaller trees that appear to have been installed specific to individual project development. Opportunities to provide street trees within/adjacent to campus entrances are limited by conflicts with existing overhead utility lines.

A current campus-wide inventory, prioritized maintenance, succession program, species guidelines or replacement plan does not presently exist and is recommended as a Campus "best practice". The James C. Parks Herbarium developed a campus Tree Atlas via Google Earth in 2008, it does not appear that this atlas has been updated since. Field observation indicates that recently installed trees are planted very low in their tree pits. This condition often leads to tree health challenges including susceptibility to insects, girdling roots, dieback and premature decline/death. The condition of these trees should be monitored over time in order to minimize impact, or the condition should be corrected.



Tree work above 10 feet and removal is performed by outside contractors on an on-call basis. Chippings are retained by the contractor and removed from site.

Plantings: Plantings throughout the campus appear to be generally healthy but sparse due in part to loss and in part to non-optimal spacing for designated species. In some instances, snow falling from buildings appears to have damaged shrubs and other plants.

Seasonal color annuals are placed in strategic locations to provide the most visual impact. Despite a reduced operating and labor budget, staff reported spending more than \$20,000 on annuals in the last fiscal year. Some consideration should be made to reducing reliance on annuals in favor of perennials carefully selected to be native and to provide color at optimal times during the academic year.

Mulch is spread by hand (as reported by staff) in more than 2,000 planting beds throughout the campus by in-house staff (See Image). This is a significant labor and materials effort that appears to be undertaken with bed-lining by in-house staff each Spring. Weed and noxious plant control in planting beds is a significant yearlong continuous labor effort that is undertaken by hand and by chemical application.



Turfgrass Management: Turfgrass management is performed by in-house staff. Turf areas on the main portion of campus are mowed on a 2-times/week schedule during the growing season. This schedule is often compromised by weather and/or special events that require staff to adjust effort. Homecoming is an example of a predictable special event that can be reasonably planned for on an annual basis. VIP visitors or other similar occurrences are examples of special events that may occur on short notice and require reallocation of resources to prioritize a response.

Throughout the campus it appears that there are numerous turfgrass situations that require labor intensive line trimming or discrete hand work. These include residential-type areas related to numerous houses on campus, building entrances (See Image on previous page) and adjacent to Biemesderfer Stadium.

Athletic fields receive a specialized level of manicure for natural turf. Synthetic turf related to the intramural fields, and the baseball infield also requires specialized maintenance. Both are being provided.

Weed and Noxious Plant Control: Turfgrass management (for weeds and noxious plants) is a high-priority and typically performed by preventive and/or reactive chemical application. It appears that in some locations – especially adjacent to recent construction, that topsoil quality is likely cause for inability to establish significant turfgrass. Staff indicated that soil testing to determine soil pH or nutrient levels is not typically performed due in part to cost, continuity of record keeping and staff availability. We recommend that a plan be implemented to solve this.

Steep slopes in lawn areas were observed. In some instances that is due to natural campus topography. Instances particularly adjacent to new buildings such as the McNairy Library have slopes exceeding 3:1 slope ratio. These conditions make establishment of turf grass difficult due to erosion and exceed the recommended mowing safety slope ratio of 4:1. In some areas, it appears that the slope area is being replaced by planting bed and groundcover. This is a good solution.

Stormwater Management Areas: Roddy Pond is used for academic research and study and is considered by faculty to be a learning laboratory. The pond currently has a large stand of invasive phragmites. Several best management practice (BMP) facilities are present on campus. These include features at the Lombardo Center and the Campus Pond near Wickersham Hall.

The Campus Pond is the focus of the oldest portion of campus. The pond receives runoff from adjacent streets via two channelized masonry runnels that are landscape features of the area. In addition to street runoff, a nearby adjacent overland watershed of approximately 20 acres drains to the pond. Observation suggests that approximately 50-percent of the pond is in need of dredging to remove sediment and debris. It was observed that the gabion perimeter bulkhead wall appears to be slowly overturning and is in need of replacement or significant repairs to prevent further deterioration.

Site Furnishings and Lighting: Campus furnishings can be categorized into benches/seating, bike racks, trash and recycling receptacles, ash urns, bollards, and fencing. Campus lighting can be

categorized into pedestrian and street/parking lot lighting. A signature outdoor furnishing aesthetic across all campus areas is not present (with a variety of types noted) and is recommended.

Most campus furnishings are treated with a black coating, consistent with Millersville University colors (Figure 6). Other finishes found on campus include natural wood, green coated, silver coated, and uncoated steel (Figure 7). Most nonconforming furnishings appear to be outdated and in need of replacement; however, new bollard lighting at the Lombardo Welcome Center is silver coated and not conforming to other campus bollards or the University color pallet; however, it looks good. A new standard should be created and adhered to.

Along streets and within University parking lots, there are large, steel, overhead light poles. Pedestrian lighting fixtures have an antique aesthetic, are coated with a bronze/black color, and are consistent across campus. The installation of the pedestrian light fixtures appears to vary from observation of different size, shape, and height of the fixture bases (See Images to the right).

PEDESTRIAN CIRCULATION & MOVEMENT

Topography: While the campus is relatively compact, there are significant elevation changes across campus that make some pedestrian movements difficult. Stairs are provided at steep elevation changes, but those who are unable to access stairs are left to circuitous routes around or through buildings to find an appropriate facility for their movement.

ADA Compliance: ADA routes are often lengthy and indirect in areas of significant grade changes. At intersections and pedestrian crossings on University-owned facilities, ramps from the sidewalk to the crosswalks appear to be in compliance with ADA standards. Additionally, where pedestrian push buttons are provided, audible crossing signals present to instruct those with visual impairments when to safely cross. There are many locations along roadways that are not maintained by the University that have insufficient pedestrian facilities. Most notably along the PennDOT owned North George Street, sidewalks are narrow with many gaps or depressed concrete slabs that create tripping hazards. There are multiple locations along North George Street where ADA ramps and crosswalks are not provided, and other locations where utility poles or other obstacles that obstruct pedestrian travel (See Image to the right).

There seemed to be strong support across campus for this Master Planning Cycle to see not only the completion of full ADA compliance across campus, but to where appropriate and feasible go beyond compliance and provide full accessibility that is equal and not separate for those with special needs.

Pedestrian Crossings: Observations on campus showed general compliance with crosswalk laws by both students and drivers. The location with the most significant conflict of pedestrian and vehicular volumes appears to be at West Frederick Street and North George Street, as evident by the investment in an all-pedestrian crossing phase at this signalized intersection. This pedestrian phase allows for pedestrians to cross any leg of the intersection for a designated length

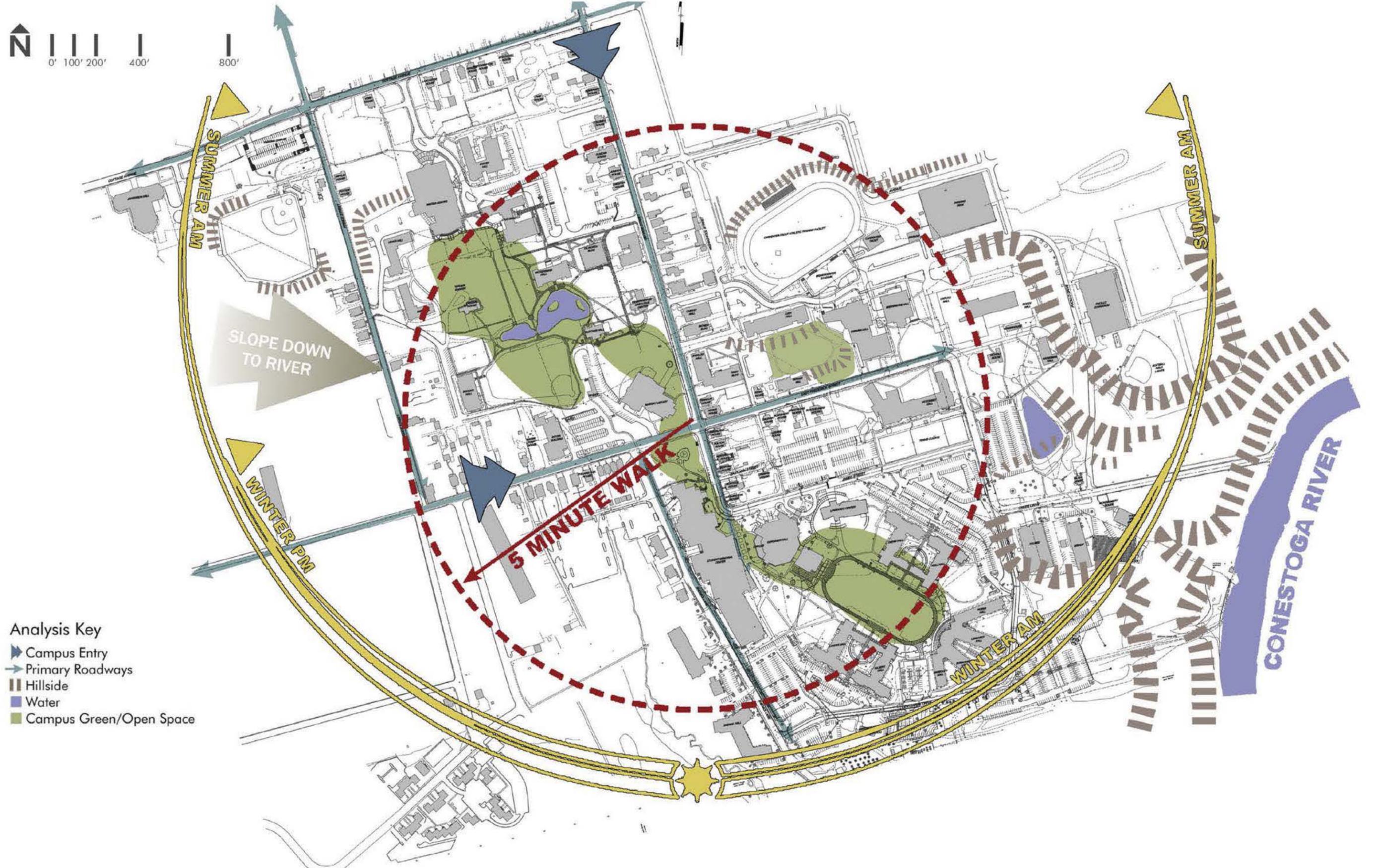


of time without any interaction with vehicular traffic. Following the pedestrian phase, all vehicular approaches are served through the traffic signal cycle.

Safety Concerns: There are two locations that were identified by staff or were observed to be potential safety hazards. These intersections are:

- Shenks Lane and West Frederick Street – The westbound left-turn lane on West Frederick Street often queues and blocks the view of the pedestrians in the crosswalk from vehicles traveling westbound through the intersection. This has resulted in multiple collisions with pedestrians. The University is working to redesign the intersection.
- South George Street and James Street – South George Street makes a 90 degree turn into James Street in front of the Student Memorial Center. There is a crosswalk at the crest of the curve that is difficult to see from a turning vehicle. The university has placed stop signs on either side of the curve to generate awareness and slow vehicles down into the curve. We recommend that consideration be given to eliminate vehicular traffic on George Street south of Frederick Street.

CAMPUS ANALYSIS PLAN



PARKING ANALYSIS

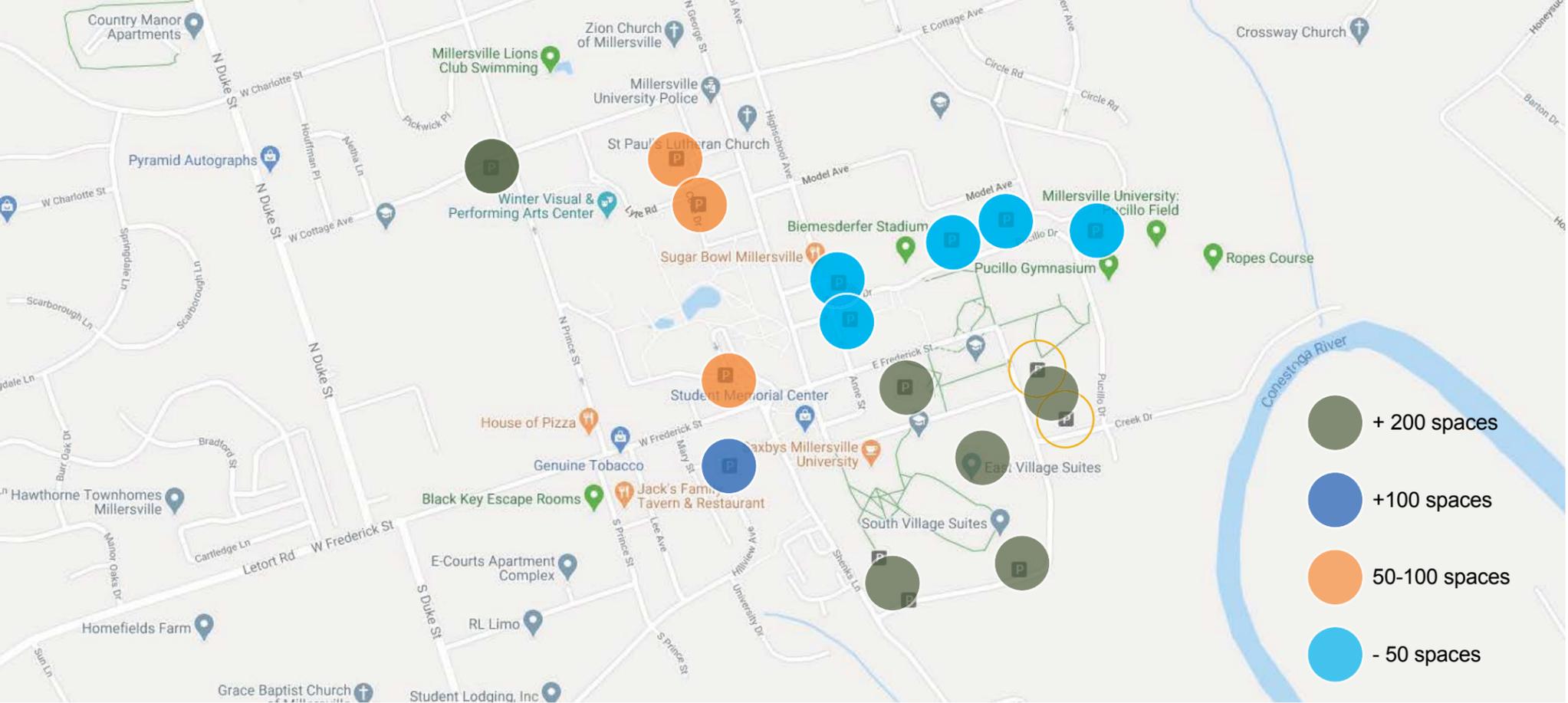
Parking Capacity: There are numerous parking facilities provided around campus in the form of on-street spaces, off-street surface lots, and parking structures. In total, there are approximately 3,500 spaces available for staff, faculty, commuters, residents and visitors.

Parking Utilization: There is a perception on campus that there is insufficient parking available during the day, particularly during peak hours in the midday while many classes are in session. This is likely due to the full utilization of lots that are central to campus or those immediately adjacent to academic buildings, most notably, the McComsey Lot. Given its proximity to multiple academic buildings, the Student Memorial Center, the Lombardo Welcome Center, and dining facilities, this lot is more attractive than the more distant alternatives. Between 10 a.m. and 1 p.m., this lot was observed to be nearing or at full utilization. It was noted by both students and staff that there typically aren't parking issues during early morning or evening hours. While convenient, this lot is a detriment to the overall collegiate feel of the campus.

Based on field observations of other parking lots and garages throughout the day, there are many parking facilities that are underutilized. Both parking structures, one near Winter Center and the parking deck near Penn Manor High School (Figure 18) often had a third or more of their capacity available at various hours. Additional surface lots on the outer edges of campus also had capacity throughout the day. The underutilization of lots is likely due to the distance of those facilities to the desired destinations of the drivers. It was also noted in multiple conversations with the University that the shuttle service that serves these outer lots are often off-schedule and the live-tracking of buses is sporadic and unreliable.

Parking Facility Signage: Wayfinding to the various parking facilities and signage within the lots present opportunities for improvement. Wayfinding signs were scarce and located very near to the lots (See Image). In some instances, the wayfinding was only present from one approach to the lot. Parking lots and structures were not consistent in their postings of parking restrictions. A few examples are as follows:

- McComsey Lot – parking zones are striped via various pavement marking colors, but there aren't signs within the lot to notify drivers not to park in the various zones without a permit (See Image to left).
- Winter Center Parking – At the entrance of the Winter Center surface lots, there is a sign indicating that visitors are permitted to park in the Parking Garage on Prince Street. Upon entry to the parking garage, there are multiple signs denoting permit restrictions, which could be confusing to visitors (See Image to left).



VEHICLE TRAFFIC / CIRCULATION TRANSPORTATION REVIEW & DISCOVERY

Traffic Conditions: During the peak hours of class changes in the morning and evening, some queuing was observed at the signalized intersections along North George Street. Queues were most significant on the North George Street approaches, often times reaching the next intersecting roadway. However, the observed queues typically cleared the intersection within one signal cycle (See Image to the right). Discussions with University staff confirmed that there is little perception of traffic problems due to volume on campus during normal operating hours.

Loading Dock at Gordinier: The placement of the loading dock and the loading schedule present opportunities for improvement. The loading dock faces James Street, a main route through central campus, and is attached to the Gordinier Hall between the Lombardo Welcome Center and the Student Memorial Center (See Image to the right). With multiple key campus destinations located in proximity to the loading dock, there are many interactions between loading dock vehicles, pedestrians, and passenger vehicles. During the midday hours of 10:00 a.m. to 1:00 p.m., there was a heavy concentration of service vehicles accessing the loading dock at the same timeframe that this area and its associated parking lot (McComsey Lot) experience higher vehicular and pedestrian demand. Capacity at the loading dock appeared to be full at some point in this midday peak, for example, a delivery truck parked parallel to James Street in a fire lane adjacent to a crosswalk (See Image to the right). This proposes a hazard to pedestrians, as the vehicle obstructed the view of pedestrians crossing from a turning vehicle along James Street.

Special Events: During special event days with a concentrated demand of vehicular traffic, such as Move-in Day, Commencement, or game days, among others, the University police assists with directing traffic and is perceived by many to do so successfully. Transportation is sometimes provided from parking facilities on the edge of campus to central campus to help reduce the number of vehicles circulating central campus.

Transit: Transit stops and shelters are scattered throughout campus, serviced by four Red Rose Transit bus routes throughout the day, including: **Route 16 Campus, Route 16 Regular, Late Evening, and Park City Express.** The stops and shelters are designated with a bus stop sign, often posted on a utility pole or individual sign pole. The signs have route numbers and a scannable QR code with additional information, but they were observed to be posted too high and are inaccessible for scanning purposes on PennDOT owned N George Street (See Image to the right). Schedules and route information are not posted on the bus shelters, nor is real-time information about bus arrival.



SUSTAINABILITY

We understand Millersville University has sustainability principles in place. The Campus Facilities Master Plan draws on these guidelines to inform the recommendations in Section 4 .

Buildings / Energy: Millersville University has the set goal to be carbon neutral by the year 2040 by the way of designing new buildings and renovating existing buildings with high performance standards. The recently constructed Lombardo Welcome Center has been a University success obtaining net zero energy consumption and serves as an example for future sustainable building projects. University goals include, increasing on-site renewable energy through geothermal, photovoltaics, and energy storage. The most energy inefficient building on campus is the science building, Caputo/Roddy Hall, and alone accounts for 12% (\$323,000) of the campus' energy cost. This building is a priority for replacement or renovation for Millersville University.

Rain Gardens: Millersville University has two instances of rain gardens on campus, one adjacent to the Cambria House and one adjacent to the Lombardo Welcome Center (See Image). The rain garden adjacent to the Cambria House is a relatively small (10-foot diameter) planted depression within the surrounding landscape without a distinguishable point source. Signage is placed near the rain garden to identify it and explain its intent to students or other visitors; however, it does not appear to be located on a major pedestrian pathway. The Lombardo Welcome Center rain garden is located behind the building and appears to be point source fed by the buildings rain-water system along with nonpoint source fed by the adjacent landscape/pathway sloping towards it. This rain garden is not identified with signage but is located in an area with high student traffic near the residence halls.

Habitat: Millersville University is a 250-acre campus. A focal/gathering area of Millersville University is the Campus Pond which is home to a pair of swans along with several ducks. The Campus Pond is considered a certified wildlife habitat along with a historic center of campus. Other water-based habitat areas on the edges of campus include Roddy Pond, a fenced storm-water management pond located adjacent to the Creek Drive parking lot and the biological preserve on the campus' southeast edge bordering the Conestoga River. The University's science programs utilize these spaces to conduct research but are not readily accessible to the public.

Millersville University is also a certified Monarch Waystation and has an apiary on campus.

Native Plants: Two locations on campus are said to be planted with only Pennsylvania native plants including the Lombardo Welcome Center and the Library Reading and Sculpture Garden. It is stated that a transition to native plant material and minimization of exotic plants is planned for all future landscaping projects.

THE GLOBAL GOALS FOR SUSTAINABLE DEVELOPMENT



ORGANIC GARDENS

Organic vegetable gardens located behind the Huntingdon House are managed by faculty, staff and students.

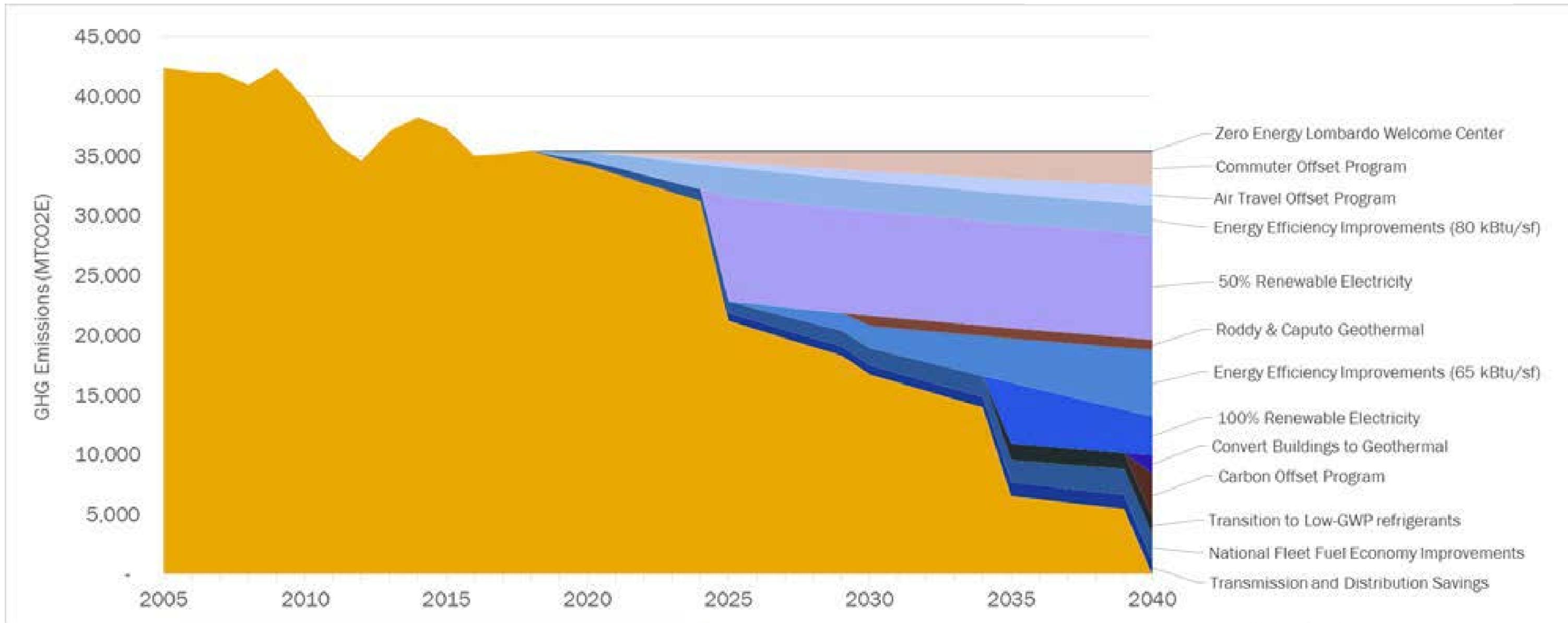


RAIN GARDENS

Campus rain gardens manage stormwater onsite, preventing pollution from reaching local streams.

SUSTAINABILITY

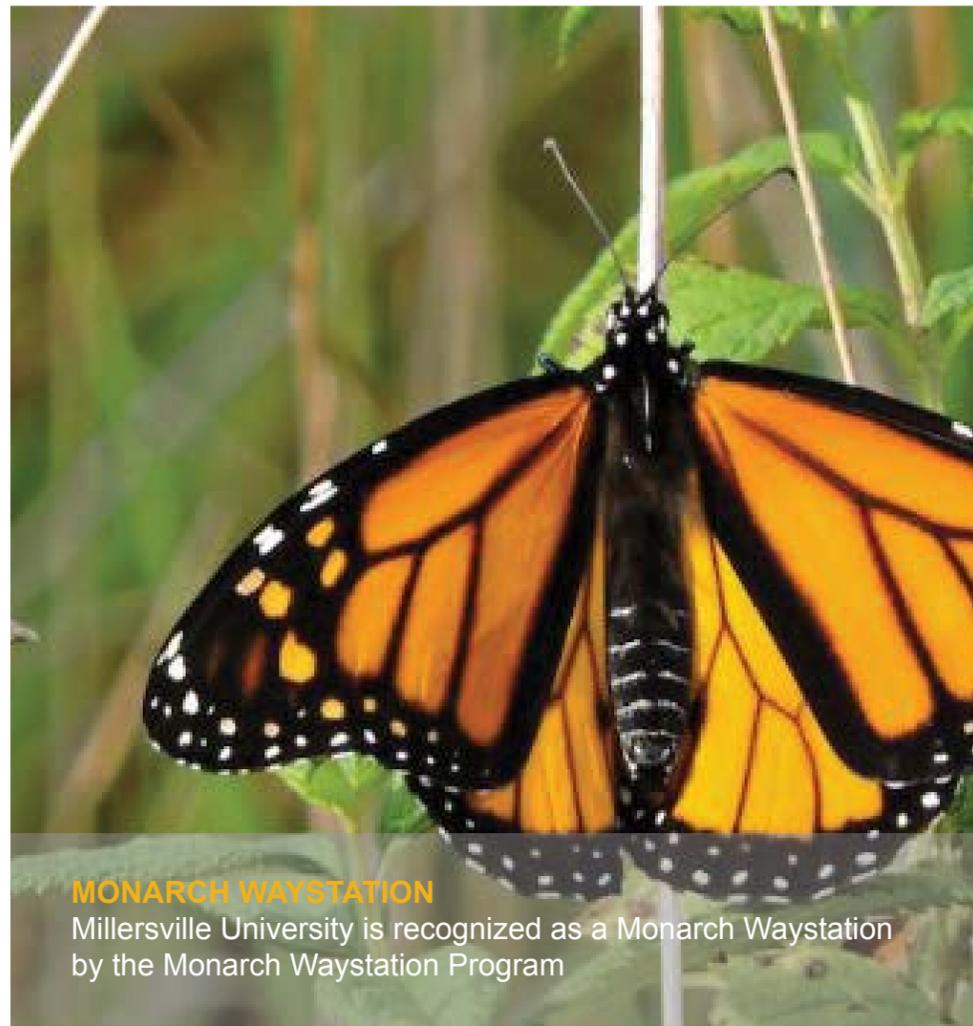
MILLERSVILLE UNIVERSITY'S PATH TO CARBON NEUTRALITY (from Climate Action Plan)





CAMPUS RAIN GARDENS

Campus rain gardens manage stormwater onsite, preventing pollution from reaching local streams.



MONARCH WAYSTATION

Millersville University is recognized as a Monarch Waystation by the Monarch Waystation Program



APIARY

Millersville students manage an apiary on campus.



The following solutions and recommendations were developed using all the intelligence gathering and analysis outlined in the previous sections. In addition, the following assumptions were discussed and agreed to by the Campus Facilities Master Plan Steering Committee:

- College of Science and Technology (STCE) buildings and components will be primary focus for next 10 years
- Campus population will remain relatively static (no major growth or reduction)
- Resident life structures will not be addressed other than the potential repurposing of Bard and Lehigh Halls

To better understand each recommendation, the campus has been divided into the following Zones:

Northwest Campus Zone

Area of campus south of West Cottage Ave, west of North George street, and north of West Frederick Street.

Southeast Campus Zone

Area of campus south of East Frederick Street and east of Shenks Lane.

Northeast Campus Zone

Area of campus north of East Frederick Street and east of North George Street.

Campus Linking Zones

Interconnecting areas between the main campus zones to include South George Street, Shenks Lane Walk, and McComsey parking lot site.

Enhanced Campus Connections from Southeast Campus

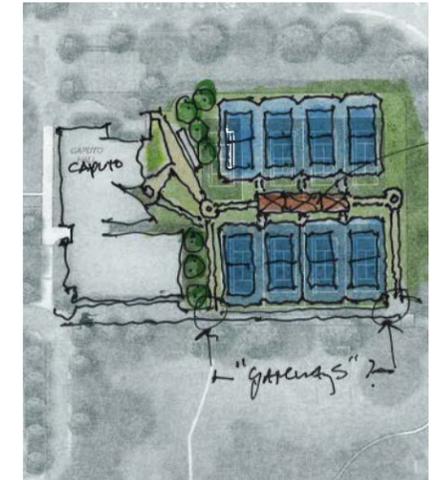
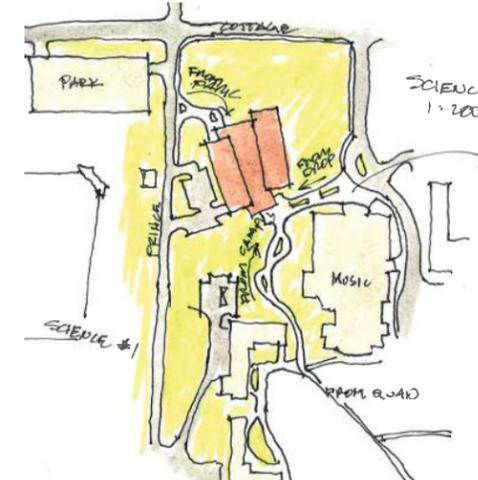
As noted above, and in the analysis sections of this report, the residential quad in the Southeast Zone is cutoff from other parts of campus by several busy streets, intersections and parking lots. It is in this area that vast improvements to campus walkability, accessibility, pedestrian safety and improved traffic patterns can be achieved. The two main recommendations for this zone include the closure of South George Street from East Frederick Street to James Street to create a pedestrian mall, and the removal of the large McComsey surface parking lot and closure of James Street in front of the Lombardo Welcome Center to create a new campus greenway into the Northeast Zone (academic core). Implementation of these recommendations would result in improved zone connections and enhance the overall experience of the Millersville University Campus.

Improved Northeast Campus

The Northeast Zone of campus is primarily academic in use with athletic components at its edges. It is in this zone that a predominate number of buildings are classified as poor to fair condition in the facilities assessment report. Roddy Hall, which houses science programs, Gerhart Hall, and the Biemesderfer Stadium are recommend for demolition. Removal of these building provides the opportunity to consolidate the Athletic Department into one area of campus with greatly needed improved facilities and allows for the demolition or divestment of Jefferson Hall in the Northwest Zone. In addition, the relocation of the science programs currently housed in Caputo and Roddy Halls, into new buildings design specifically for STEM programs would support Millersville University's standard of excellence in education.

Reinforce Campus Arrival

Since Millersville University is situated in Millersville Borough, arrival at campus can often be missed. Part of the charm of the campus is the house lined streets along North and South George Street, West Cottage Avenue and West Fredrick Street. Master Plan recommendations for enhanced gateway and monument signage at key arrival points would improve visitor and communities' sense of arrival on campus and delineate campus property from the Borough of Millersville. Recommended arrival points would include intersection of North George Street and West Cottage Avenue; "T" intersection of North George Street and McCullough Avenue; intersection of North George Street and Frederick Street; intersection of West Cottage Avenue and North Prince Street, and the "T" intersection of West Frederick Street and Shenks Lane.



CAMPUS MASTER PLAN CONCEPTS

Renewal of Northwest Campus

Development of the Southeast Campus Zone into a residential quad resulted in some unintended consequences. The building of the new residence halls; East Village, South Village and West Village, the expansion of the Student Memorial Center, Gordinier Dining Hall Upper Deck addition, and Lombardo Welcome Center provided students with all the amenities and community activities needed in one central location. Once all resident students were located in the Villages; Gaige Hall, Bard Hall and Lehigh Hall were no longer needed resulting in the demolition of Gaige Hall and the decommission of Bard and Lehigh as active residential facilities. Access to the main academic core located in the Northeast Zone of campus results in little traffic and use of the Northwest Zone. This portion of Campus is the most picturesque and recalls the early history of Millersville University. Use of the old Gaige Hall site as new academic building site, renovation and addition to Lehigh and Bard Halls to provide needed accessibility, and the renovation and addition of Brooks Hall will revitalize and activate this zone of campus with the added benefit of increased use of the Prince Street Parking Garage.



SOLUTIONS /
RECOMMENDATIONS

OVERALL CAMPUS FACILITIES MASTER PLAN CONCEPT



CAMPUS ZONES: NORTHWEST

NORTH WEST CAMPUS



Recommendations:

- Removal of Jefferson Hall
- Development of Gaige Hall Site: Academic building site and Potential P3 Project
- Demolition of Northumberland house and relocation of athletic locker rooms to Prince Street Garage
- Addition and renovation of Bard and Lehigh Halls
- Addition and renovation of Brooks Gym
- Outdoor gathering space at Campus Pond
- Addition and renovation of Boyer Building
- Renovation and addition of Tin Shop for Maker Space
- Potential P3 development at North George Street and Cottage Avenue
- Demolition of Mifflin and Potter House





GAIGE BUILDING SITE

Recommended Uses: One of the key SCTE components. Ideally one that is in need now and could be funded as one of the top (if not the top) priorities. Portion of the site is also reserved for potential LGH Partnership Health Sciences building.

Benefits:

- Redevelop with almost no disruption to the campus or individual programs
- Increase use of the Parking Garage which in turn relieves parking in other parts of campus
- Help reinvigorate the Northwest Zone of campus
 - Negative impacts from relocating student housing and the virtual “moth balling” of Lehigh, Bard and Brooks Halls
- Location was previously developed, has great access to utilities and is relatively flat and easy to build on
- Opportunity to positively mark and brand the Northwest Zone of campus including a new campus monument sign

Concerns:

- “Relative distance” from the current hubs of activity and potential remoteness or isolation
- Implementation consistent with sustainability goals
- Accurately “right sizing” the needs for SCTE and Health Sciences components
- Possible Borough or resident opposition
- Lacking dining service option in this area
- Potential impact on “historic” houses in the Borough
- Siting the building with an LGH annex



Inspirational Images



LEHIGH/BARD SITE

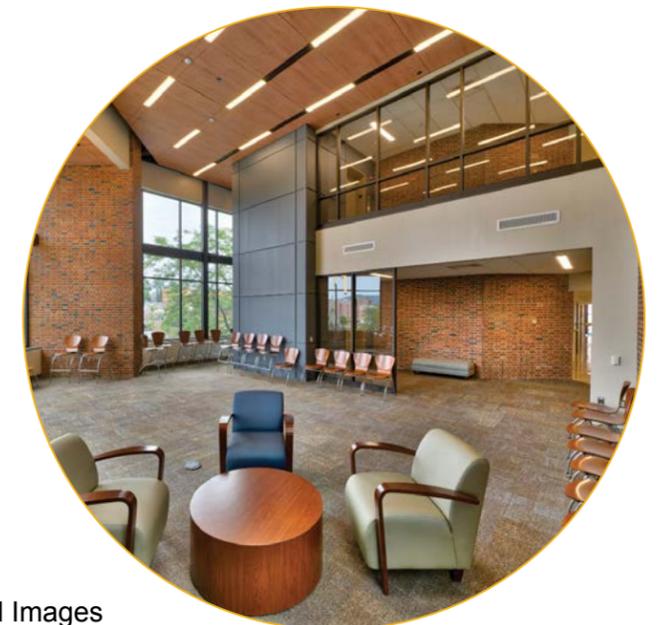
Recommended Uses: LGH partnership, administration, music/sound, existing program relocation, existing uses, etc.

Benefits:

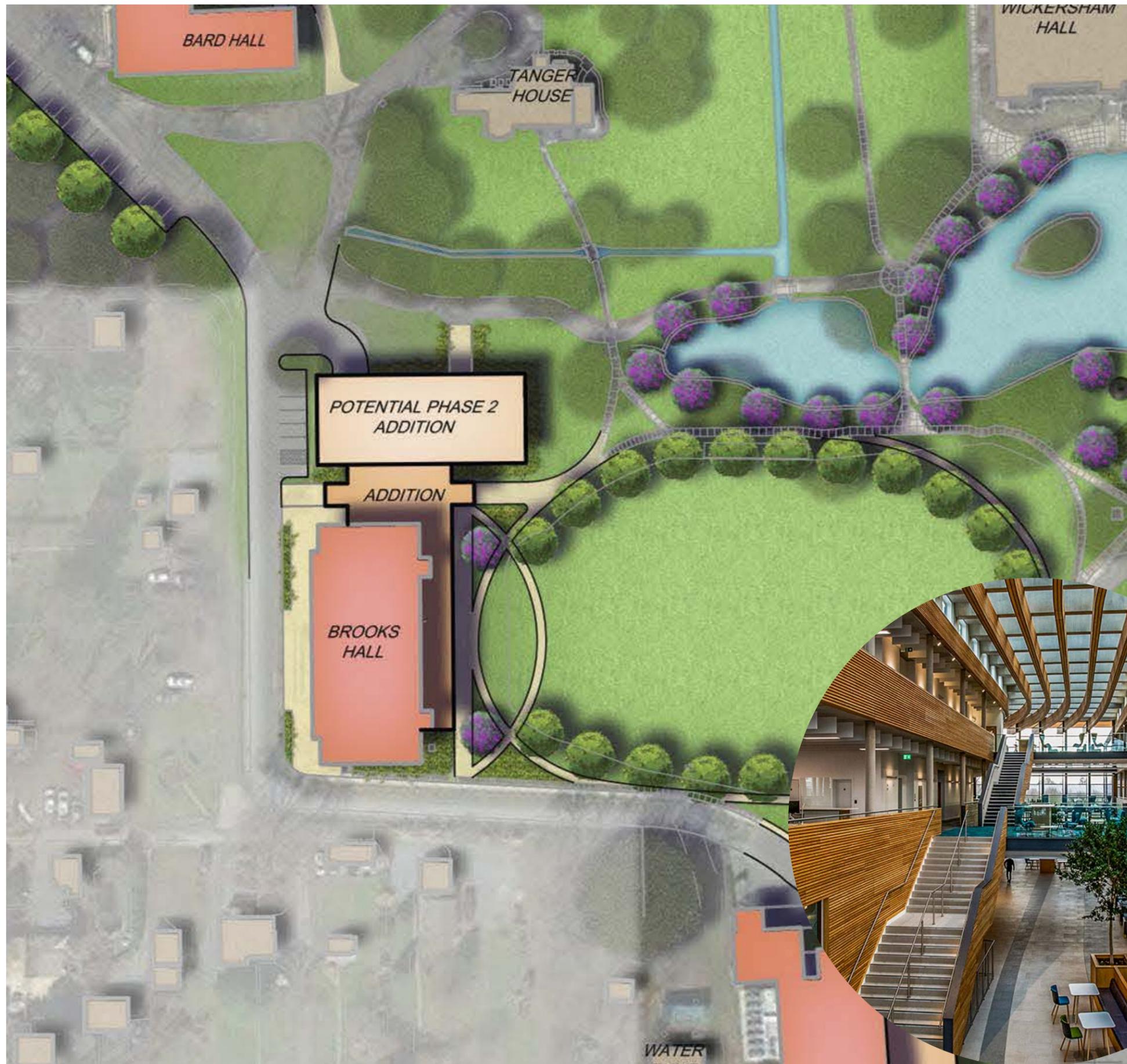
- Current relatively low occupancy contributes to decline of this area. Positive investment or removal would both improve that.
- Can be redeveloped with very little disruption to the campus and all but a few individual programs
- Increase use of the Parking Garage which in turn relieves parking in other parts of campus
- Reinvigorate northwest part of campus
- Buildings are in relatively good condition. Connecting the two buildings would accommodate a variety of potential programs
 - Cost less than building completely new
 - Address handicap accessibility and modernize systems
- Keeping and renovating this building is consistent with the University's Sustainability goals

Concerns:

- "Relative distance" from the current hubs of activity
- Implementation consistent with Sustainability goals
- Maintaining current program(s) housed here or finding suitable location(s)
 - Overflow housing and summer camp housing
- If converted from auxiliary to E&G use, outstanding bonds would need to be paid
- Floor to floor ceiling heights, floor loading, load bearing walls



Inspirational Images



BROOKS GYM RENOVATION & ADDITION

Recommended Uses: New College of Business, Music and Theater Programs, Maker Space, Re-establish intramural recreation space

Benefits:

- Redeveloped with almost no disruption to the campus or individual programs
- Site is prominent overlooking the Northwest Zone
- Current condition has a negative impact on the field, Campus Pond and west campus area
- Reinvigorate the northwest part of campus
- Building has character and is in structurally sound (renovation cost would be less than building new)
- Good access to utilities - addition located at the unused tennis courts is flat and easy to build on
- Project could be attractive to a donor(s) who is interested in preserving and reusing one of the campus's more iconic historic structures
- Increase use of the Parking Garage which in turn relieves parking in other parts of campus
- Opportunity to develop public outdoor space at Dutcher Hall overlooking the pond
- Renovation and addition are consistent with the University's Sustainability goals

Concerns:

- Finding the right use to best take advantage of the current space afforded by the building
- Drainage, flood plain and accessibility issues



Inspirational Images



BOYER BUILDING RENOVATION & ADDITION

Recommended Uses: Relocated Police Department, SCTE "Data Center" for Emergency Management program, CDRE, Computer Science and Information Technology

Benefits:

- Consolidation of University Technology, with academic programs that are compatible can create unique synergy for the University and its students
- An addition to Boyer could greatly enhance the look and feel of this corner of campus
- If a SCTE HUB is considered for the West side of campus, this would complete the concept
- Housing some programs here would reduce the size of other new or expanded facilities, possibly making each more financially feasible
- Improve pedestrian and vehicular traffic patterns
- Reduction in the total amount of paving and configuration of paving could lend a greener feel and meet stormwater and sustainability goals
- Renovation and addition are consistent with the University's Sustainability goals

Concerns:

- Possible impact on existing operations during construction
- Perceived impact on neighbors



Inspirational Images





TIN SHOP RENOVATION & ADDITION

Recommended Uses: New centrally located Maker Space for campus. Renovation of 2 story brick house into creative maker space labs and addition of high bay space in location of current facility sheds.

Benefits:

- Central location for multipurpose maker space that could be used by all university departments
- Redevelopment of a building that has limited use
- Redeveloped with almost no disruption to the campus or individual programs
- Renovation and addition are consistent with the University's Sustainability goals



Inspirational Images

POTENTIAL PRIVATE PUBLIC PARTNERSHIP OR GREEN PARK SITE



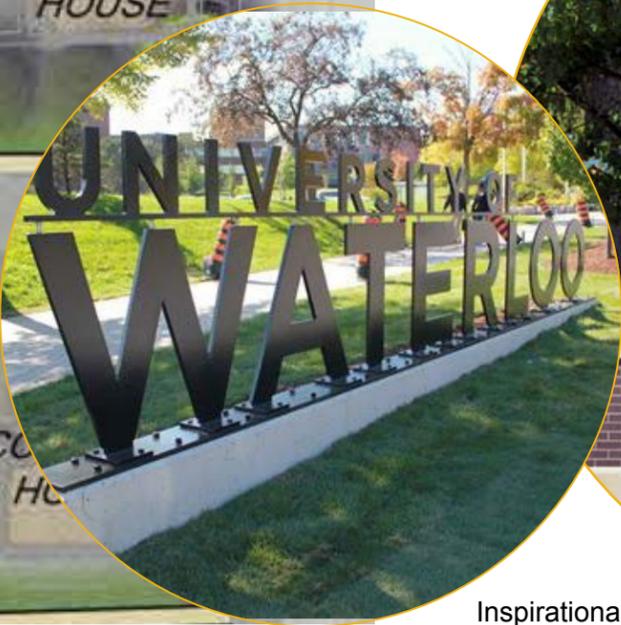
Recommended Uses: Private Public Partnership or new green park and monument sign to highlight entrance to campus

Benefits:

- Opportunity for a signature building that marks the primary entrance to Campus and sets the tone
- Creates a true sense of arrival
- Relocate Police to better facilities and consider repurposing or removing existing building

Concerns:

- Scale for structure relative to neighbors
- Implementation that is consistent with the University's Sustainability goals
- Securing approval to remove existing structures if required
- Proper relocation of police facilities



Inspirational Images



JEFFERSON HALL

Recommend demolition of Jefferson Hall and potential long-term lease or divestment of this property. Uses for property which would be beneficial to the University would be health science related partnerships or residential senior housing for Alumni looking to retire in the area.

Benefits:

- Decrease University inventory surplus
- Allows already designated renovation funds to be used elsewhere
- Relocates Athletics Department to more central location on campus

Concerns:

- Relocating Band practice and storage spaces
- Relocating Costume Shop
- Relocating Housekeeping Laundry facilities



Inspirational Images



PARKING GARAGE

Recommend demolition of Northumberland House which currently houses athletic lockers rooms associated with Cooper Stadium. New locker room facilities and storage, which would better meet the needs of the athletic teams, would be added in the existing parking garage.

Benefits:

- Decrease University inventory surplus
- Provides accessible and updated locker room facilities for Athletic department

Concerns:

- Parking demand needs to be assessed with the revitalization of the Northwest Zone and repurposing program space in garage for locker rooms



Inspirational Image

CAMPUS ZONES: SOUTHEAST

SOUTHEAST CAMPUS



Recommendations:

- Pedestrian Circulation Improvements
 - South George Street Pedestrian Walk
 - Shenks Lane Crosswalk (Unity Plots location)
 - Greenway Connection
- Academic building site at McComsey parking lot
- New parking lot at existing tennis and basketball courts
- Relocated basketball courts to residential quad
- Active development of residential quad green space
- New gazebo at SMC green space



NEW GREEN BELT AND BUILDING AT MCCOMSEY PARKING SITE AND IMPROVED VEHICULAR CIRCULATION

Recommended Uses: One of the key SCTE components, Future Academic Building, Maker Space or another campus need that might be impacted by other campus changes. Ideally one(s) that is in need now and could be funded as one of the top priorities.

Key Features:

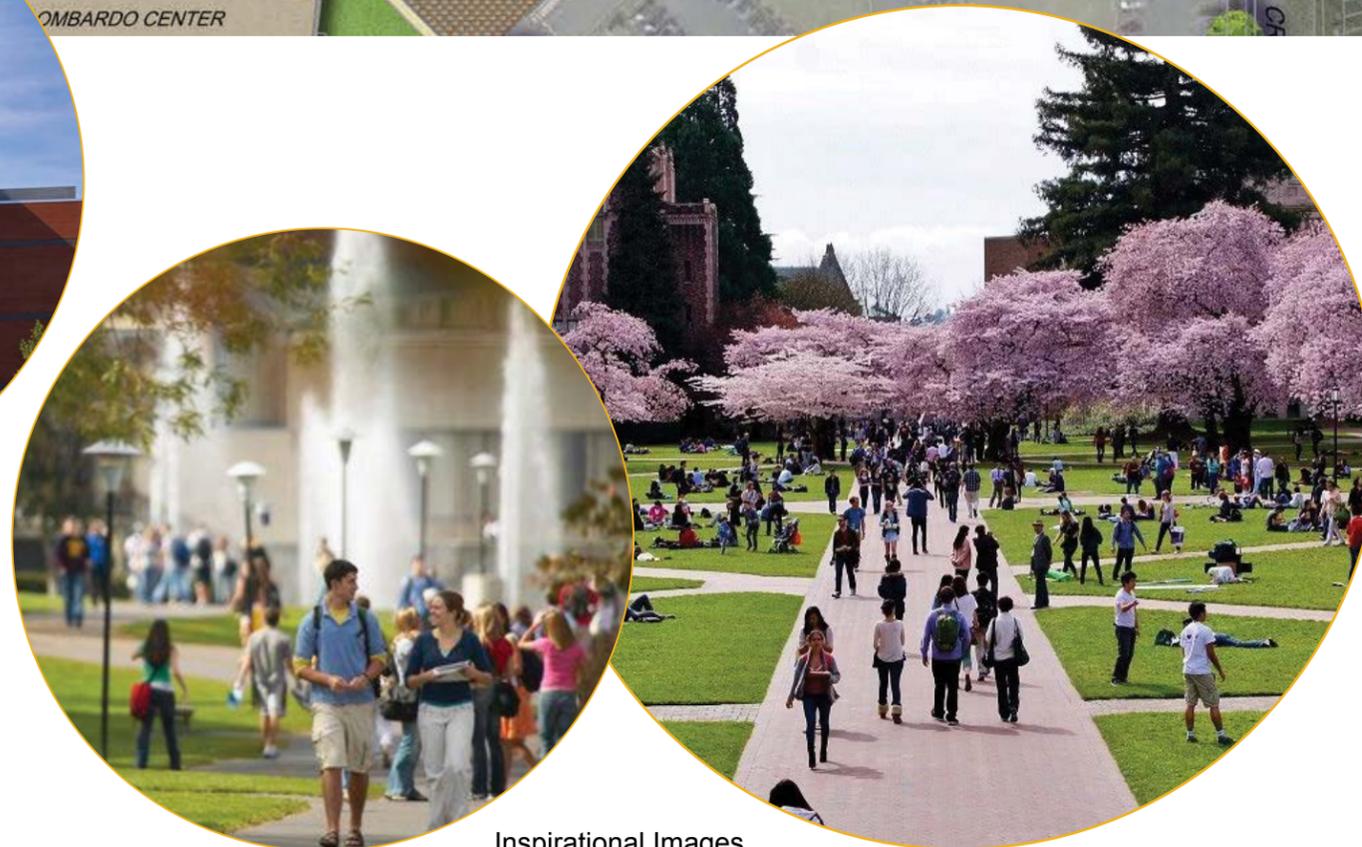
- Connecting Southeast Zone (residential core) and the Northeast Zone (academic core)
- Consider a major building site on the east side of the new green belt that would face McComsey and screen the new lot
- Create a second parking lot at the location of the current tennis courts and basketball court
- Create a major crossing and pedestrian gathering area in the green belt
- Remove Gerhart Hall and Perry House
- Create a major outdoor space utilizing the hill/change in grade. Consider perhaps an amphitheater
- Consider a major building site in the south west corner of the Bylery Green to align with the newly proposed building site to the south
- Terminate Highschool Ave at Normal Ave to eliminate through traffic

Benefits:

- Eliminates the existing conflict between vehicular and pedestrian traffic – significantly enhancing safety and walkability of campus
- Creates a green belt connecting the southern residential core with the northern academic core
- Creates a new collegiate space that will benefit the campus in lieu of the parking lot that dominates the area along James Sreet
- Consolidates traffic to a single route (East Frederick Street) while maintaining convenience
- Provides convenient parking for conferences, special events, camps and Lombardo Welcome Center visitors
- Better prominence to McComsey, its entrance and the new green belt to the north of East Frederick Street
- Elimination of Gerhart Hall and Perry House is a benefit to the campus as a whole
- Removal of the through traffic makes a more collegiate feel possible
- Area is currently underutilized and could become a major campus feature and hub

Concerns:

- Disruption during construction
- Implementation that is consistent with the University's Sustainability goals
- Property ownership and subdivision technicalities



Inspirational Images

RESIDENTIAL QUAD DEVELOPMENT



Key Features:

- Active engagement elements to existing residential quad
- Amphitheater / gazebo, event area at SMC green space
- Intramural fields
- Basketball courts
- Outdoor “living room” elements: benches, tables and chairs, shade structures

Benefits:

- Increased use of open quad area
- Energized student activity and intramural programs
- Increased feeling of community and engagement

Concerns:

- Lighting and noise impact on residence halls



Inspirational Images

CAMPUS ZONES: NORTHEAST

NORTHEAST CAMPUS



Recommendations:

- Remove following buildings:
 - Roddy Hall
 - Brossman Hall
 - Nichols House
 - Gerhart Hall
 - Witmer Infirmary
 - Stadium
- Renovate following buildings:
 - Caputo Hall
 - Pucillo Gym
 - Chryst Hall
- New stadium and locker facility
- New tennis court facility

CAPUTO HALL RENOVATIONS

Recommended Uses: Athletics Operations, Wellness, other existing underserved or displaced program or new programs, Athletics recruiting, training and film study rooms

Key Features:

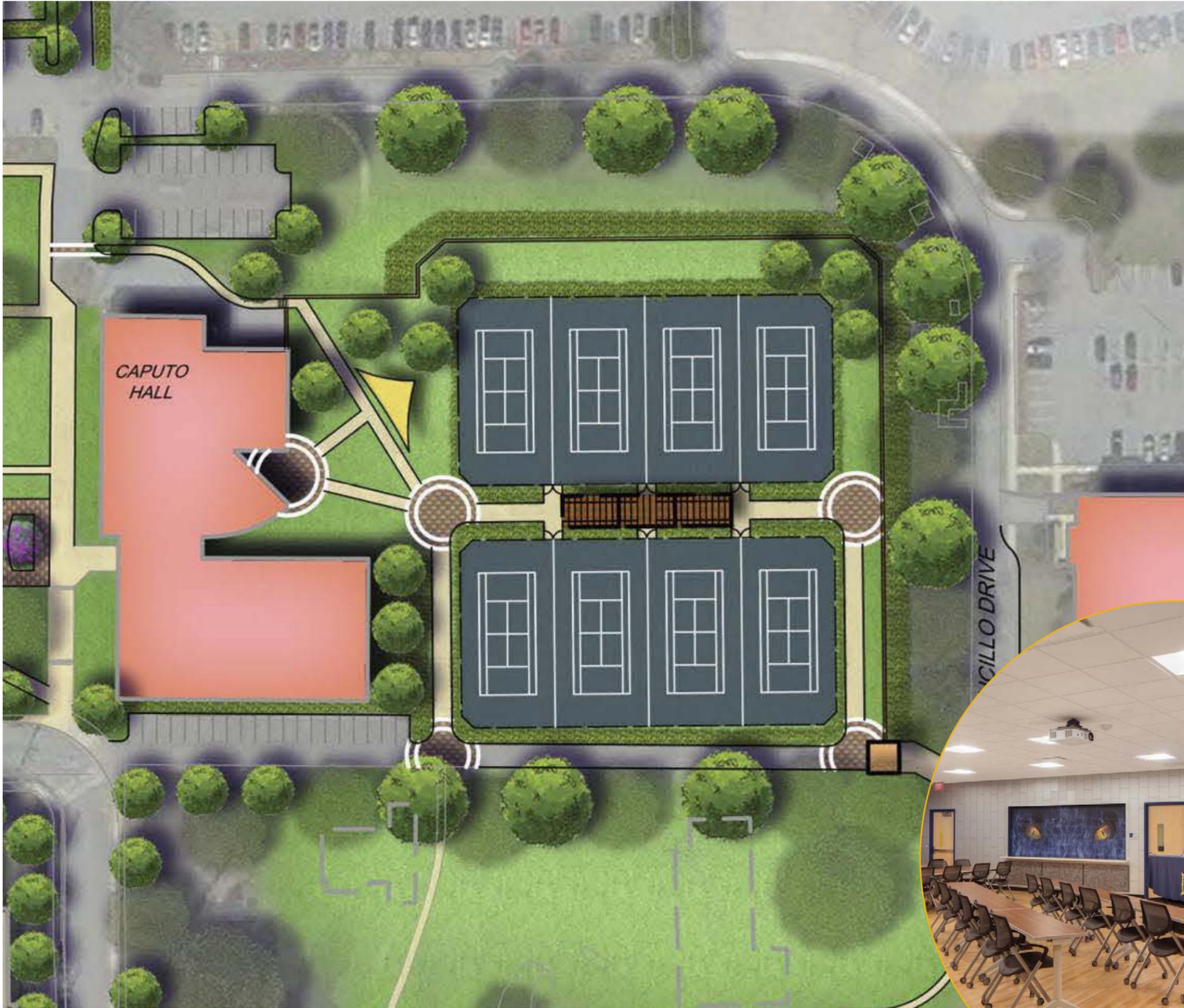
- Roddy Hall is well past its useful life and is a detriment to the campus and its programs. Removal will create a usable/buildable area (Roddy Hall = 36,500 asf)
- Caputo Hall is in many ways “brought down” by Roddy. With Roddy gone, Caputo becomes a viable and economical choice to relocate programs from other structures or to house new programs.
- Roddy site is a good location for improved athletics facilities, and for the creation of a better and more accessible route to Pucillo Gym.
- Remove Athletics operation from Jefferson and relocate to a renovated Caputo

Benefits:

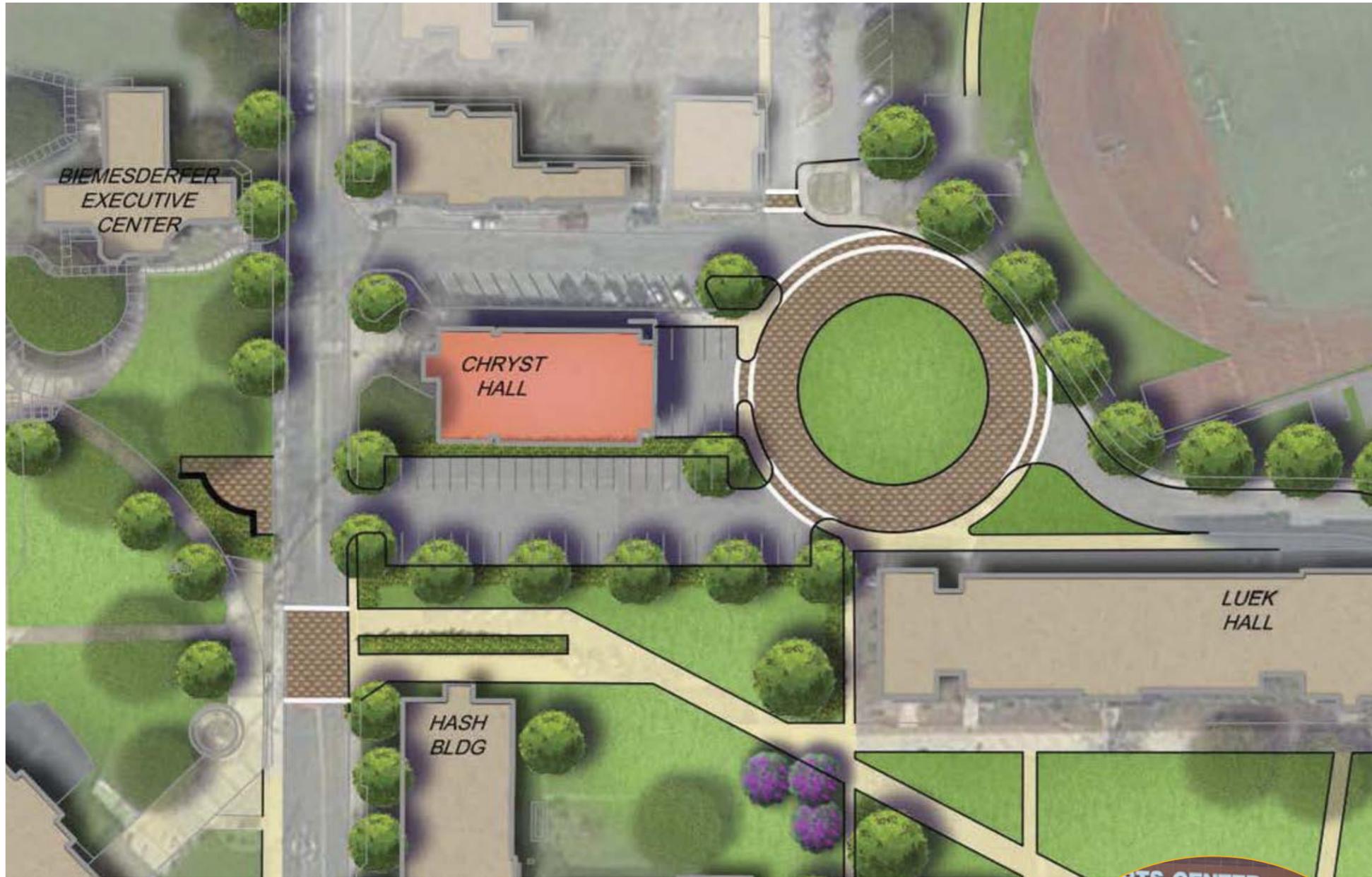
- Removal of Roddy
- Caputo is a great home for other programs
- Improve the flow and function for this part of the campus

Concerns:

- Creation of new home for current programs housed in Roddy and Caputo prior to implementing this change.
- Implementation that is consistent with the University’s Sustainability goals
- Right sizing the needs of the tennis program



Inspirational Images



CHRYST HALL & WITMER INFIRMARY

Recommended Uses: Greatly improved Chryst Hall could house relocated Police Department or departments needing relocation by other building removals.

Key Features:

- Improve a very difficult view of campus as these two facilities are in a prominent location and do not “show well”
- Allow surrounding area to be more green and less paved - increases campus walkability
- Current users can relocate to the other facilities recommended above
- Opportunity to improve traffic circulation and parking in this area

Benefits:

- Removal of Witmer Infirmary
- Physical and visual connection across George Street

Concerns:

- Finding great homes for impacted programs
- Property ownership and subdivision technicalities
- Potential relocation of Student Health Center Services



Inspirational Images



ATHLETICS IMPROVEMENTS

Key Features:

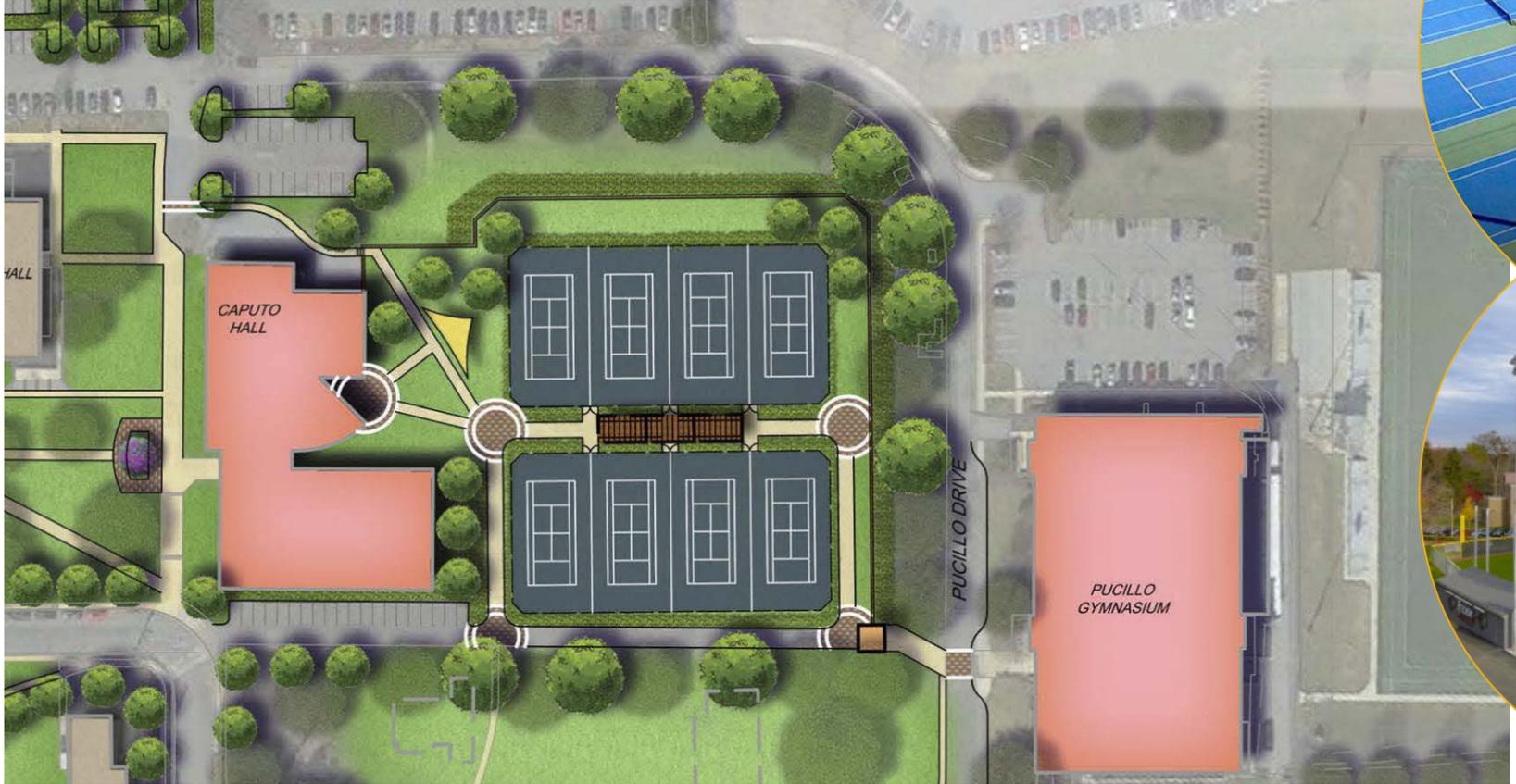
- Make Stadium Improvements for both athletes and guests including new locker facilities, toilet facilities, and Press box. Provide area for game day sales of swag, food truck(s), and student group concessions
- Improve Pucillo Gym including locker facilities, training facilities, wrestling room, concourse and spectator experience and adding air conditioning
- Relocate Wellness operations to Caputo Hall
- Replace and relocate Tennis facilities
- Replace and relocate varsity training facilities

Benefits:

- Recruitment and retention
- Physical evidence (to campus and visitors) of confidence in athletic programs

Concerns:

- Making sure the Athletics branding in the various facilities including Caputo is implemented well and consistently
- Reallocation of existing funding



Inspirational Images

CAMPUS ZONES: LINKING ZONES

GEORGE STREET CORRIDOR & PEDESTRIAN WALK

Recommendations:

- Unify Main Campus arrival through gateway signage along North George Street
- Create pedestrian mall at South George Street
- Reinforce use of Shenks Lane walk with location of Unity Plot memorial and improved crosswalk
- Add gateway signage at “T” intersection of Shenks Lane and West Frederick Street
- Remove McComsey Parking lot and establish pedestrian friendly and accessible “greenway” from Lombardo Welcome Center to Lyle Hall



GEORGE STREET PEDESTRIAN WALK, SHENKS LANE & NEW MCCOMSEY GREENWAY

Key Features:

- Convert South George Street from the intersection with Frederick Street to the south in favor of a pedestrian walk and plaza
- North George Street would “T” at Frederick Street and all vehicular traffic would either turn on East or West Frederick Street
- Remove portions of James Street between South George Street and Creek Drive (see next slide)
- Reinstate East Frederick as a two-way street with no parking, but with traffic calming tables or other means of giving it a more pedestrian feel
- Create a new service drive and parking lot running north and south between East Frederick and James Streets that also provides screened service access to Gordinier
 - Create a new campus monument sign at 3 locations:
 - Corner of North George Street and West Cottage Ave
 - North of new McCollough Avenue pedestrian crosswalk
 - At Shenks Lane crosswalk
- Unify the length of George Street with a combination of improved accessible sidewalks, lighting and branding banners
- Unify the length of George Street with consistent landscaping to tie it as one experience and better associate it with the University rather than the Borough
- Create a consistent and clear system for signage including both buildings and wayfinding
- Relocate Police to better facilities and consider repurposing or removing existing building
- Relocate Unity Plot memorial

Benefits:

- Creates a more colligate feel for the campus
- Removal of portions of James Street, along with the relocation of the Gordinier parking lot allows creation of a new quad in the relatively flat area south of East Frederick Street better linking the campus from south to north

- Creating a pedestrian walk in front of the SMC in lieu of a busy drive will have many benefits including reducing the visually negative impact of personal and service vehicles
- Pedestrian walk to be rated for emergency vehicles
- “T” intersection created at the terminus of George Street is great opportunity to make traffic safety and pedestrian crossings better
- Will create an opportunity for a major Monument Sign and clear way finding
- Provides solution to the problem of the loading/service area of Gordinier
- Provides a consistent promenade that centers campus

Concerns:

- Securing approvals for the traffic changes
- General disruption and change to a new normal
- Property ownership and subdivision technicalities
- Possible high costs associated with utility relocation and/or adjustments (overhead lines, drainage patterns and crossings - this is solvable)
- Ensuring adequate and approved fire access to existing buildings (this is solvable)



CAMPUS IDENTITY & SIGNAGE



Inspirational Images



Campus Gateways

- Provides a distinct edge and announces arrival on campus
- Reinforces campus identity but is also an important element in campus safety.
- Locations: Gateways are proposed at five entry points to campus:
 - George Street and Cottage Avenue intersection— enhance existing sign
 - Prince Street and Cottage Avenue intersection
 - George Street and McCullough Avenue
 - George and Frederick Streets intersection – arch gateway design for entry
 - West Frederick Street and Shenks Lane
 - Shenks Lane and Centennial Drive

Wayfinding / Directional Signs—Pedestrian Scale

- Primary source of directional information - pedestrians
- Reinforce the University identity
 - Incorporate University logo and colors
- Constructed to withstand weather and vandalism
 - Illuminate directional information
 - Surround with pedestrian-scaled landscaping
- Locations: at roadway and pedestrian walkway intersections

Wayfinding / Directional Signs —Vehicular Scale

- Primary source of directional information - motorists
- Reinforce the University identity that began at the gateways
- Constructed to withstand weather and vandalism
 - Illuminate directional information
 - Proper font size for 24 hour visibility
 - Surround with pedestrian-scaled landscaping
- Locations: at primary roadway intersections and at entrances to parking facilities

Kiosk Signs

- Outdoor campus map for overall visitor orientation
 - Additional feature to provide information about campus events and campus life
- Reinforce the University identity
- Constructed to withstand weather and vandalism.
- Locations: at primary outdoor gathering places

Road Signs

- Identify each campus road
- Reinforce the University identity
 - Poles could also carry MU banners
 - Incorporate University logo and colors
- Constructed metal flag type signs mounted on tall (12'—14') poles
- Locations: at all roadway intersections

Building Identification

- Identify each campus building
- Construction options
 - Cast metal letter attached to the building wall
 - Free-standing signs of low height set in front of buildings
- Locations: adjacent to each public entrance of every building

Banners

- Reinforce University identity
 - Illustrate campus history or prominent alumni
 - Announce special events
 - Incorporate University logo and colors
- Constructed of weatherproof semi-permanent fabric attached to struts attached to light poles.
- Locations: located along any campus roadway or pedestrian path.

CAMPUS LANDSCAPE

Develop Campus-Wide Landscape Guidelines for Design and Operations

- The guidelines should analyze and develop a Campus Landscape that is coordinated/formalized into a program for development of a resilient landscape. The guidelines should pertain to existing and proposed Campus conditions and contain information related to the following:
- Criteria and process for a prioritized program for soil amendment based on soil testing that will over time - reduce use of herbicides, fertilizer and chemical applications.
- Reference the inventory performed previously by a MU-student, update the study to most-current conditions, and develop a canopy tree and understory replacement plan that plans for provision of succession plantings in lieu of replacement of expired plantings.
- Translate the study into an electronic program easily accessible as a data-base to MU-Facilities staff.
- Provide counsel for locating the “right plant in the right place” in context to low maintenance, desired mature size and seasonal interest. For example:
- Provide plants that grow to a desired mature height and do not require severe maintenance pruning to retain desired dimension(s).
- Provide plants that peak (either in seasonal color, vegetation climax or bloom-time) in coordination with the Fall/Spring academic calendar.
- Consider Crime Prevention Through Environmental Design (CPTED) guidance to inform planting placement and species decisions.

Develop Planting Strategies That Reinforce Campus Spaces and Places

Provide overall planting design at a campus-wide strategy scale to provide visual and perceptual unity, while reinforcing the campus as a “place”. For example:

- Provide a uniform landscape pattern of trees, shrubs and lawn in front of houses along George Street for visual continuity at the main campus entrance from the Borough.
- Provide Cherry (*Prunus* Sp.) trees around the Campus Pond to replace expired trees and to reinforce the previous planting pattern. Expand the planting palette to include *Prunus* Sp. that have extended peak bloom periods. Provide *Prunus* x *incamp* “Okame” (early season peak), *Prunus* x *yodoensis* “Akebono” (mid-season peak) and *Prunus* *serulate* “Kwanzan” (late season peak). *Prunus* x *subhirtella* “Autumnalis” blooms periodically during the Fall.
- Standardize the campus-wide planting palette for canopy and understory trees, shrubs, ornamental grasses,

ground-covers and turf grass.

- Standardize the campus-wide planting palette to reference plant species acclimatized to United States Department of Agriculture (USDA) Hardiness Zone 6b and 7a (2012 ed).
- Standardize the campus-wide planting palette to plant species that upon establishment, require minimal water (periods of drought accepted) and are readily available in the commercial nursery industry.

Develop Landscape Strategies That Emphasize Important Campus Identity Sites

Provide specialized plantings and/or landscape treatment for high-profile sites that identify Campus gateways, places of special events/traditional formalities and buildings. For example:

- Develop a clear visual emphasis on creating plantings that support the President’s House for events such as the President’s Garden Party and numerous other events.
- Prioritize use of annuals to placement associated with Campus gateways and prominent buildings (Student Engagement, Alumni House, President’s House, Memorials, SMC entrance).
- Consolidate and/or remove multiple location(s) of annuals placed in large pots throughout the campus.

Develop Landscape Strategies That are Coordinated with Campus Infrastructure

Integrate planting strategies with campus infrastructure items such as utilities, site lighting, pedestrian and parking areas, existing and proposed buildings to develop long-term operational resiliency. For example:

- Identify turf areas that are greater than 4:1 slope as possible sites for turf-grass alternatives. In these areas consider use of slope-holding mesh or erosion control blanket. These products may be synthetic (nylon) or natural (jute) material. Doing so, increases slope retention until plantings are established. Shrubs and/or evergreen groundcover are generally recommended in lieu of perennials (such as *Hemerocallis* Sp.) in deference to need for seasonal maintenance and dormancy during wither months. Low growing shrubs (sun/shade mix) recommendations include *Forsythia* x *Cortasol* “Gold-Tide”, *Hypericum* *fondosum* x “Sunburst”, or *Cotoneaster* *adpressus* “Little Gem”. Groundcover (sun/shade mix) recommendations include *Juniperus* *horizontalis* “Blue Rug”, *Thymus* *citriodorus* “Archer’s Gold”, or *Pachysandra* *procumbens* “Allegheny Spurge”.
- Coordinate installation of trees, including species, with campus lighting (parking and pedestrian lights) so that as the trees mature, they do not compromise the light levels.
- Coordinate installation of trees with existing overhead utility lines in context to proposed Campus improvements. The timing and disposition of not-undergrounding or undergrounding overhead lines will have significant impact on tree species selection. This is particularly important for key sites such as along George Street. Along George Street the anticipated growth habit of proposed trees should also be comparatively scaled in concert with adjacent buildings (individual houses and large-scale institutional buildings).
 - Ornamental trees may be provided when overhead

utilities are to remain in place. Such trees do not typically attain a height or spread that may conflict with overhead utilities. With provision that they are limbed-up to avoid low-branching conflicts with pedestrians, lawn maintenance and similar grounds operations, trees such as *Cercis canadensis*, *Cornus kousa*, and *Amelanchier canadensis* are suitable options that have prolific Spring flowers and Fall color.

- Upright/vase-shaped or open/ovoid shade trees may be provided when overhead utilities are to be placed underground. These shade trees are comparatively more substantial in growth habit than ornamental trees. Shade trees such as *Acer rubrum* “October Glory”, *Ulmus Americana* “Valley Forge”, and (non-fruiting) *Ginkgo biloba* “Autumn Gold” are suitable campus-scale alternatives that also feature prominent Fall color.

- Develop strategies that address at-grade treatment and plant species in relationship to drip lines, erosion, signs, memorial spaces, and sun exposure in relationship to roof overhangs of new buildings.
- Develop a specialized planting palette that will contribute to enhancing ongoing studies for the area immediately related to Roddy Pond.
- Remove/replace and/or transplant previously installed plantings that are horticulturally unsuitable for their current location – such as in dormitory courtyard planters.

Develop Landscape Strategies That are Coordinated with Campus Operations Practices

Integrate planting strategies with campus operations. For example:

- Coordinate planting locations with snow removal and/or application of de-icing chemicals.
- Coordinate campus event programming with outdoor natural turf areas to ensure adequate recovery time between uses.
- Coordinate planting species and locations in relationship to operational accessibility, available grounds staff resources and visibility.
- Consider developing an edging and trimming inventory to seek opportunities for reduction in the frequency and/or amount of operational handwork.
- Consider developing a “mowing map” that prioritizes high-use and primary visibility Campus areas against secondary and tertiary areas that may not require the same level of maintenance and manicure to seek opportunities for reduction in the frequency of effort.
- Consider further developing a specialized operations program for intramural and inter-collegiate athletic field facilities.



CORNUS KOUSA



CERCIS CANADENSIS



OCTOBERGLORY



CHERRY PRUNUS SP



ULMUS AMERICANA



AMELANCHIER CANADENSIS



CAMPUS FACILITIES MASTER PLAN PHASING

The Campus Facilities Master Plan will need to be implemented in phases.

PHASE 1

- Projects 0-5 years
 - Landscape / Grounds Maintenance Standards
 - Wayfinding and Exterior Signage
 - Residential House Assessment

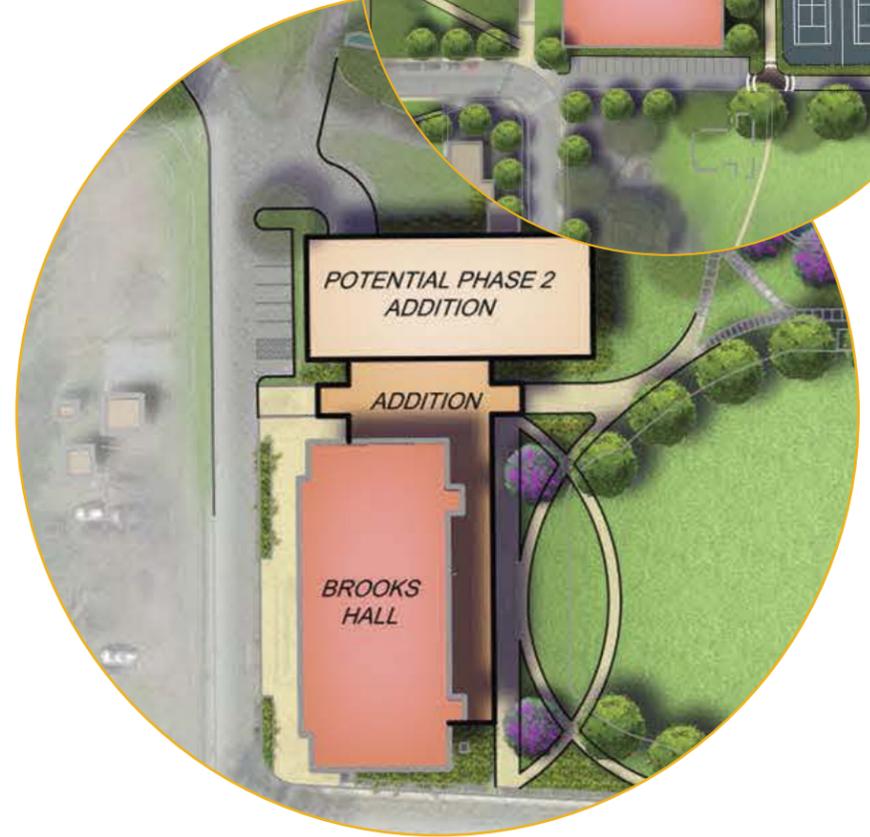
0-5 YEARS



PHASE 2

- Projects 5-15 years
 - New SCTE Facilities and potential Private Public project at Former Gaige Hall Site and Beyond
 - Brooks Hall Renovation
 - Caputo Hall Renovation and Roddy Hall Demolition
 - Pucillo Gym Renovation
 - Stadium Projects
 - University Research Park / Maker Space (Initiated)

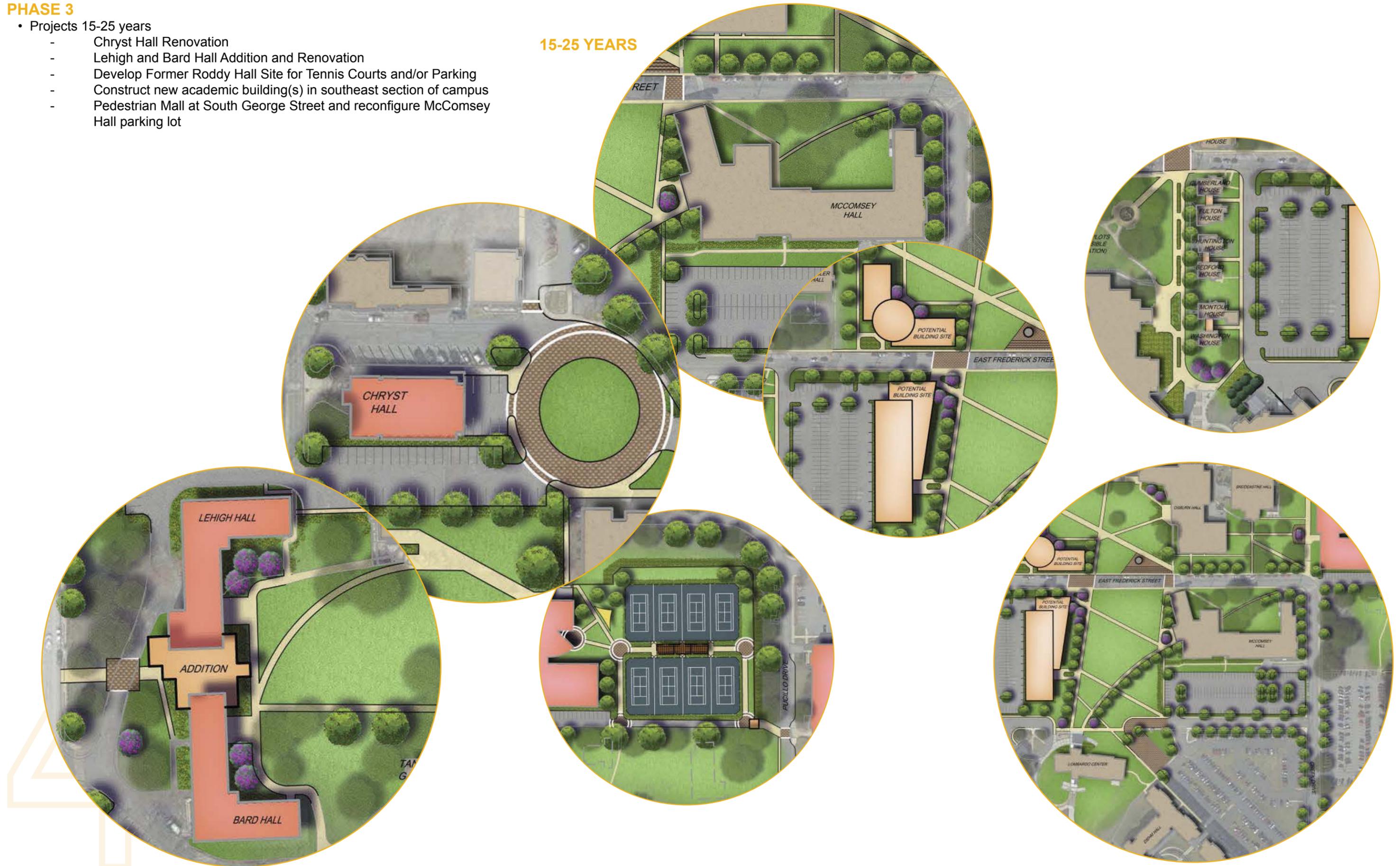
5-15 YEARS



PHASE 3

- Projects 15-25 years
 - Chryst Hall Renovation
 - Lehigh and Bard Hall Addition and Renovation
 - Develop Former Roddy Hall Site for Tennis Courts and/or Parking
 - Construct new academic building(s) in southeast section of campus
 - Pedestrian Mall at South George Street and reconfigure McComsey Hall parking lot

15-25 YEARS



SITE DEVELOPMENT

Build Upon University's EPPIIC Values to Develop a Campus-wide Accessibility Plan

- Supplement the existing ADA inventory and accessible route mapping to expand campus accessibility
- Identify additional sites and routes that may act as a permanent secondary system and/or serve as an interim system during proposed campus improvements
- Identify buildings and facilities that will benefit from analysis and improvements such as Wickersham and Lyle Halls.
- Coordinate changes to existing routes and proposed new routes with campus-wide facilities improvements including existing houses and new building facilities
- Coordinate potential ADA routing with inclement weather operations including snow removal and freezing precipitation remaining on exposed walkways
- Locate and analyze accessible parking spaces with respect to proximity to core accessible routes and facilities. Identify alternate or supplemental locations to better serve the campus.

Establish Baseline System Maps

Inventory, document and analyze water, sanitary sewer and storm drainage system for location, sizes and capacity of the various system. Documentation is needed for accurate site conditions as campus redevelops under this master plan.

SITE UTILITIES

Coordinate Site Utilities with Proposed Campus Plan Changes

- Along primary travel ways (such as George Street and Frederick Street) convert existing overhead utilities to underground as a means of enhancing campus viewsheds and reducing operational concerns related to storm damage.
- Along primary travel ways (such as George Street and Frederick Street) coordinate location of underground utilities including storm drainage lines/easements with proposed plantings and pedestrian improvements.

MS4 Program Support

- Develop training program for entire MU staff and faculty to educate them of the benefits and requirements of the USEPA mandated program as well as the Chesapeake Bay Preservation Act.
- Establish action plan to fund and maintain a MS4 program that meets the campus goals on sustainability and mission
- Invest in MS4 program to reduce runoff pollutant loads by incorporating Low Impact Development Techniques into renovations, alterations and new construction projects.

PARKING

Introduce Attractions across Campus to Create better Parking Distribution

Parking utilization could be improved by the redistribution of academic buildings to attract students to areas and parking spaces that are currently underutilized.

- Develop an academic building on the Gaige Hall site to reinvigorate the northwest part of campus and provide a reason to use the Parking Garage at West Cottage Avenue and Prince Street.
- Redevelop Lehigh Hall and Bard Hall and reallocated programs to attract students to the west side of campus and provide a reason to use the Parking Garage at West Cottage Avenue and Prince Street.

Reassess the Distribution of Permit Types across Campus

Redevelopment of buildings and parking lots will introduce the opportunity to redistribute the parking spaces allocated to the various parking permit categories on campus.

- Perform a parking utilization study to assess the true utilization of each lot and the capacity of spaces by each permit type to determine if proportions of permit-based spaces are adequate for those traveling to campus via their personal vehicle.
- Reallocate staff/faculty spaces based on the density of employees among the academic buildings.
- Spread commuter parking space across campus to accommodate students destined for various locations.

Redistribute Parking Areas into Smaller Lots

Proximity to academic destinations is an important factor for commuters and employees, as evident by the overcrowding of the large lots central to campus.

- Split large central parking lots into smaller lots that are adjacent to multiple destinations.
- Redistribute parking to more buildings to improve circulation of traffic across campus. Providing more destinations for vehicles to park encourages traffic to utilize more of the transportation network rather than attracting the majority of trips to a singular central location.
- Move parking away from central pedestrian circulation patterns to reduce vehicular-pedestrian conflicts.

Provide Handicap Parking Spaces near Localized Accessibility Routes

- Determine the location of the most accessible route into each academic building (see Site Development recommendations).
- Allocate handicap parking spaces as close to these accessible routes as possible to reduce the length of travel from parking areas to building access points.
- Coordinate parking improvements with campus-wide Accessibility Plan.

Designate Parking Areas by Single Permit Type

Given the large commuting nature of the University, convenient access to parking and clear designation of student-centric lots will provide an optimal experience for those commuting to class each day. Currently, each parking lot has a mix of park-

ing spaces intended for various users, which are delineated by different colored pavement markings. If a driver arrives at a lot and their allotted spaces are all occupied, they must navigate to another lot with vacancies. Future parking assignment should designate a singular permit type per lot. Clear designation of centralized parking for students and separate facilities for faculty, staff or visitors reduces confusion and circulating time related to finding a spot designated for the specific user spread across numerous facilities. This has also been successful for creating clearer expectations for daily commuters, allowing them to develop habits, have consistent expectations of travel times and create more consistent traffic patterns to and through the campus. Other benefits include:

- Improved utilization of lots that are currently underutilized
- More efficient enforcement, as the same permit type would be displayed for every vehicle
- Easier maintenance, for lots can be designated by signage at entry points and will no longer need multi-colored pavement markings

Maintain or Increase Parking Capacity

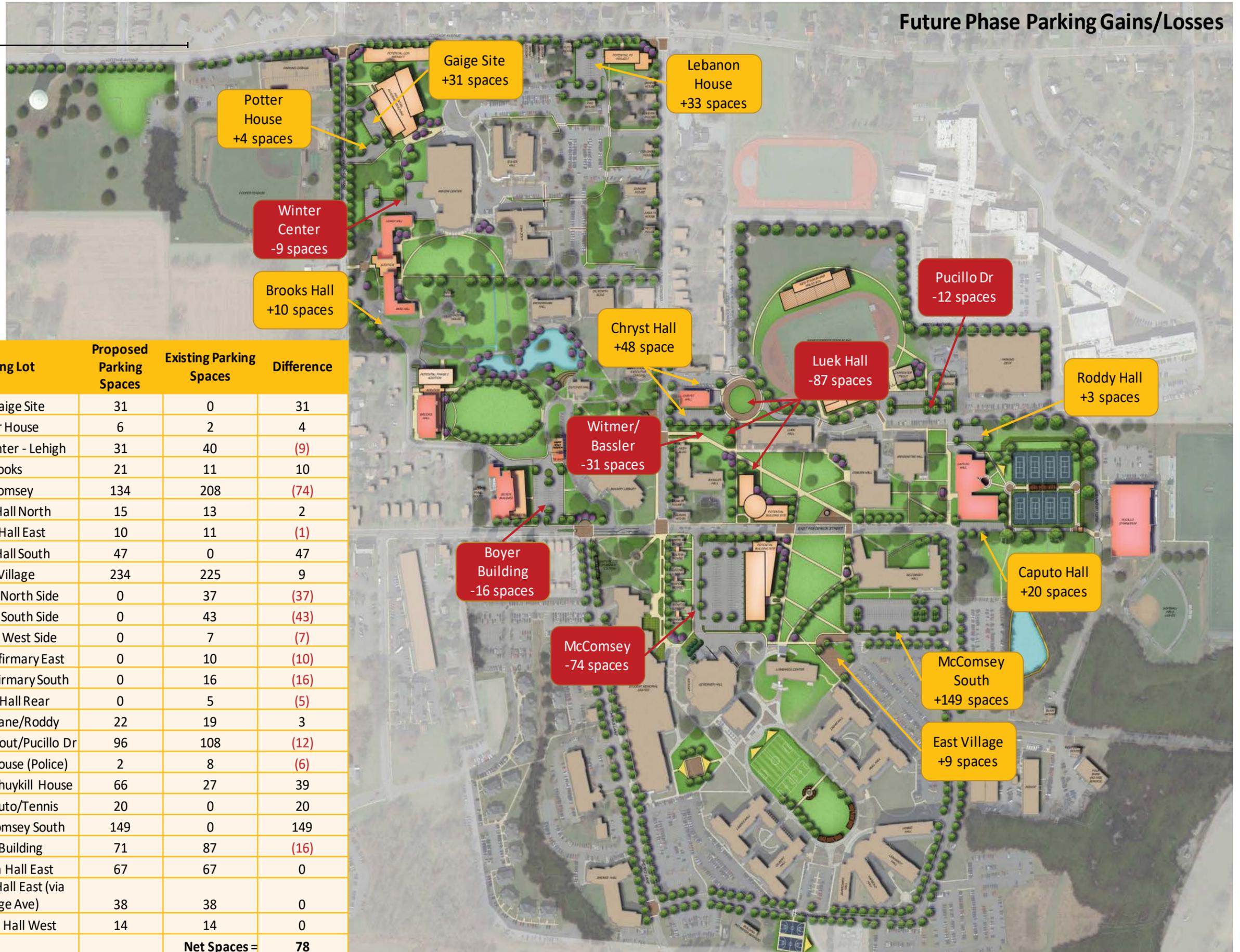
The proposed master plan will remove existing parking spaces and introduce new parking areas, providing the opportunity for the redistribution of spaces and increased parking capacity. The proposed plan will have the following impact on parking capacity:

- Reduction of approximately 199 spaces, including an estimated 92 faculty/staff spaces, 90 commuter spaces, 8 handicapped spaces, 6 university spaces and 3 unmarked spaces.
- Introduction of 277 new parking spaces.
- Future Phase improvements will result in a net gain of 78 parking spaces

** Estimation of parking spaces by type were based on existing distribution of spaces in each lot that is impacted by the proposed modifications.*

PARKING MAP

Future Phase Parking Gains/Losses



Parking Lot	Proposed Parking Spaces	Existing Parking Spaces	Difference
New Gaige Site	31	0	31
Potter House	6	2	4
Winter Center - Lehigh	31	40	(9)
Brooks	21	11	10
McComsey	134	208	(74)
Chryst Hall North	15	13	2
Chryst Hall East	10	11	(1)
Chryst Hall South	47	0	47
East Village	234	225	9
Luek Hall North Side	0	37	(37)
Luek Hall South Side	0	43	(43)
Luek Hall West Side	0	7	(7)
Witmer Infirmary East	0	10	(10)
Witmer Infirmary South	0	16	(16)
Bassler Hall Rear	0	5	(5)
Science Lane/Roddy	22	19	3
Carpenter Trout/Pucillo Dr	96	108	(12)
Lebanon House (Police)	2	8	(6)
Lebanon/Schuykill House	66	27	39
New Caputo/Tennis	20	0	20
New McComsey South	149	0	149
Boyer Building	71	87	(16)
Jefferson Hall East	67	67	0
Jefferson Hall East (via Cottage Ave)	38	38	0
Jefferson Hall West	14	14	0
		Net Spaces =	78



TRAFFIC

Implement Circulation Changes at the Southern End of Campus

Provide a better pedestrian environment by reducing conflicts with vehicles. For example:

- Abandon South George Street from the intersection with East/West Fredrick Street in favor of a pedestrian walk and plaza
- Terminate James Street as a through street between George Street and Creek Drive to create a pedestrian experience between the SMC, Lombardo Welcome Center, Gordinier/Bolger and the residential quad to the north without crossing traffic.
- Reinstate East Frederick Street as a two-way street without parking and introduce traffic calming measures to provide for safer pedestrian crossings

Perform Capacity Analysis of Key Intersections

The redistribution of parking spaces and modifications to the transportation network will introduce revised travel patterns across campus. The following analysis should take place:

- Estimate redistribution of traffic in response to the revised network, development of new academic buildings, and modification to parking lots.
- Perform intersection capacity analysis to evaluate any potential impacts of the proposed redevelopment projects

Re-evaluate Loading Areas

With closure of James Street near Lombardo Welcome Center, changes to the maintenance/loading area of Lombardo Welcome Center will be required. Develop screening plan to shield view from access route to Lombardo Welcome Center.

- Develop screening plan for loading area of Student Memorial Center.



COST

Campus Facilities Master Plan Phases:

PHASE 1 (Projects 1-5 years)

- Landscape / Grounds Maintenance Standards (basic inventory and recommendations)	\$ 150,000
- Wayfinding and Exterior Signage (inventory, analysis and recommendations)	\$ 200,000
- Residential House Assessment (grounds assessment and recommendations)	\$ 70,000
PHASE 1 Total	\$ 420,000

PHASE 2 (Projects 5-15 years)

- New SCTE Facilities at Former Gaige Hall Site	
- SCTE Building	\$52,500,000
- P3 Building	\$11,250,000
- Brooks Gym Renovation	
- Existing Building Renovation	\$8,750,000
- Atrium Addition for Accessibility	\$2,550,000
- Phase 2 Addition for Expanded Programs	\$6,400,000
- Quad Improvements and Repurposing of Rugby Field	\$1,250,000
- Pond, rills and SWM Refurbishment	\$3,500,000
- Dutcher Hall Special Landscape and Small Plaza Area	\$ 500,000
- Caputo Hall Renovation and Roddy Hall Demolition	
- Existing Building Renovation	\$32,375,000
- Demolition of Roddy Hall and Related Site Work	\$ 750,000
- Pucillo Gym Renovation	
- Existing Building Renovation	\$16,125,000
- Accessible Pedestrian Acces and Site Elevator	

\$2,000,000

- Stadium Projects	
- Selective Demolition of Existing Stadium and Renovation of Existing Locker rooms	\$1,875,000
- New Public Toilets and Press Box	\$1,750,000
- New Stadium Seating	\$3,000,000
- Roundabout with special paving, lights, pedestrian amenities	\$1,750,000
- Food Truck Court with special paving, fence and support utilities	\$1,500,000
- New Lockers Rooms at Prince Street Parking Garage	\$600,000
- Reconfigured Parking, lights, amenities	\$2,000,000
- Pedestrian Improvements, lights, amenities	\$2,000,000
- University Research Park / Maker Space (Initiated)	\$50,000
PHASE 2 Total	\$ 149,975,000

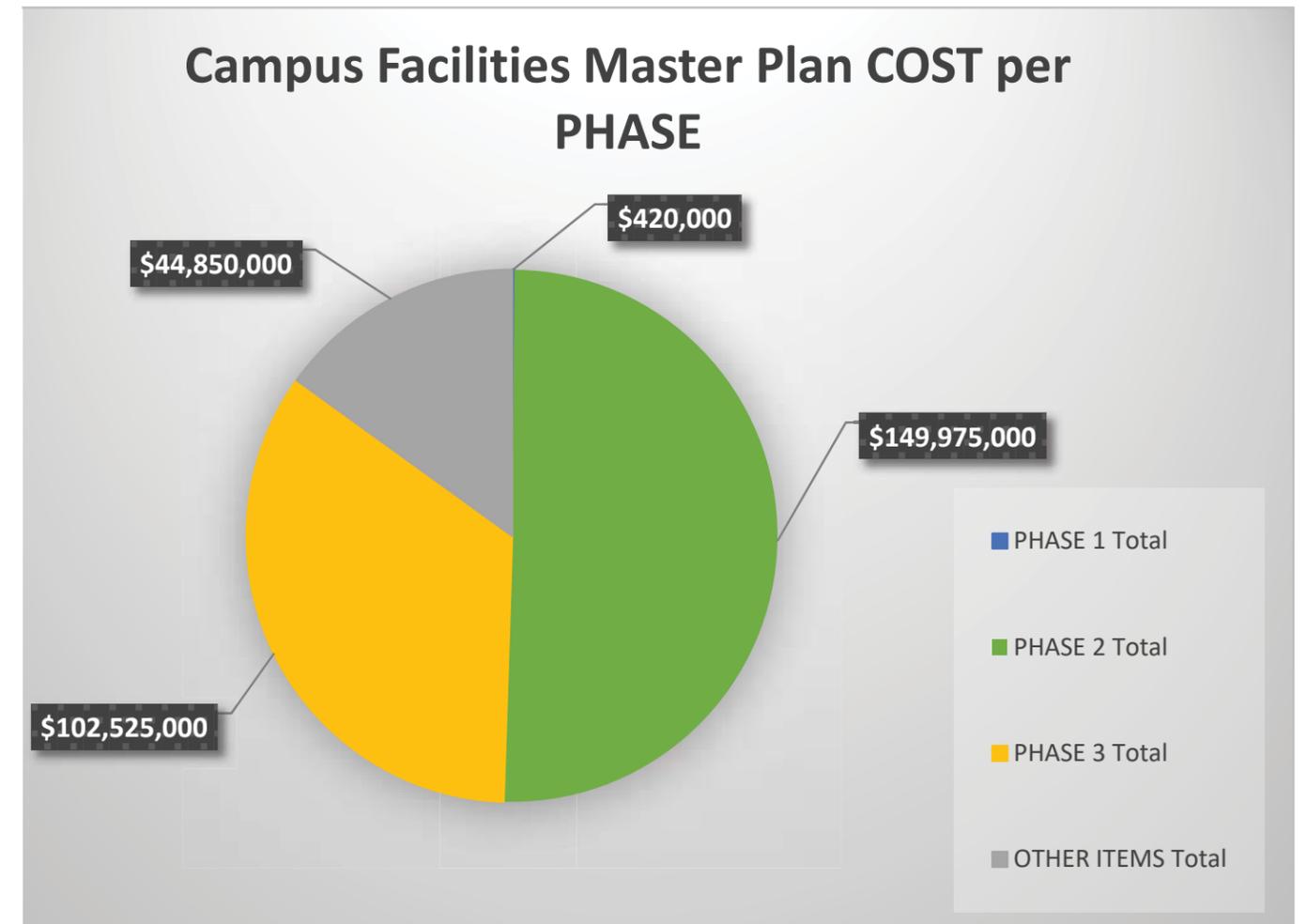
PHASE 3 (Projects 15-25 years)

- Chryst Hall Renovation	\$2,800,000
- Lehigh and Bard Hall Addition and Renovation for Program Relocations	
- Atrium Addition for Accessibility	\$2,800,000
- Renovation of Lehigh Hall	\$4,500,000
- Develop Former Roddy Hall Site for Tennis Courts	\$5,000,000
- Construct New Academic Building(s) in Southeast Section of Campus	\$5,500,000
- New Construction (East Fredeick Street north side site)	\$50,750,000
- New Construction (East Frederick Street south side site)	\$28,750,000
- Pedestrian mall at South George Street and reconfigure McComsey Hall parking lot	
- Utility Undergrounding	\$2,500,000
- Plaza/Mall	\$5,000,000
- Parking	\$ 425,000
PHASE 3 Total	\$ 102,525,000

OTHER ITEMS (for discretionary assignment in Master Plan Phasing):

- Quad East of McComsey Hall	\$4,250,000
- Quad South of Luek and East of Osborn Halls	\$3,000,000
- Quad Between Chryst, Hash and Bassler Halls (includes parking at Chryst Hall)	\$2,500,000
- Residential Quad Full Synthetic Turf and Redesigned Drainage	\$3,250,000
- Residential Quad Pavilions, Arbors, and Perimeter Retaining Walls	\$5,000,000
- Pavilions and Small Plaza East of Student Memorial Center	\$ 350,000
- Boyer Building Renovation	
- Existing Building Renovation	\$3,400,000
- Addition	\$8,750,000
- Parking Lot and Site Improvements	\$ 425,000
- Tin Shop Renovation	
- Existing Building Renovation	\$ 300,000
- Addition	\$ 375,000
- P3 at George Street and Cottage Avenue	
- New Construction	\$7,500,000
- Specialized Intersection Pavement and Pedestrian Improvements with New Signal Lights	
- George Street and Cottage Avenue	\$1,250,000
- North George Street and McCollough Street	\$1,250,000
- West Frederick and Shenks Lane	\$1,250,000
- Boardwalk and overlook at Roddy Pond North of Creek Drive	\$ 250,000
- Gordinier Hall and Lombardo Welcome Center Access Reconfiguration	\$1,750,000
OTHER ITEMS Total	\$ 44,850,000

CAMPUS FACILITIES MASTER PLAN TOTAL \$ 297,770,000





UNIVERSITY CONTACT INFORMATION

www.millersville.edu
 General: 717-871-4636
 Undergraduate Admissions: 717-871-4625 or 1-800-MU-ADMIT
 Graduate Admissions: 717-871-4723 (GRAD)

55 Lombardo Welcome Center
 Admissions, Zero Energy Building



LEGEND

- Academic Facilities
- Administrative Buildings
- Residence Halls
- Athletic Facilities
- Other Facilities
- Parking Garages

Adams House	45	Blair House	86	Chryst Hall	40	Gerhart Hall	67	Lombardo Welcome Center	55	Palmer Building	84	Ropes Course	92	Tin Shop	37
Allegheny House	70	Boyer Building	25	Columbia House	30	Gordinier Hall & Bolger Conference Center	54	Luzerne Building	69	Perry House	66	(not shown on map)		Ware Visual & Performing Arts Center	93
Armstrong House	71	Breidenstine Hall	65	Cumberland House	46	Hash Building	42	Lyle Hall	20	Philadelphia House	26	Schuykill House	17	(not shown on map)	
Band Practice Field	2	Brooks Field	24	Dauphin House	68	Healthy Living Apartments (Affiliated Housing)	59	McComsey Hall	74	Pike House	18	Shenks Hall (Affiliated Housing)	60	42 N. Prince St., Lancaster, PA	
Bard Hall	14	Brooks Hall (Gymnasium)	23	Delaware House	39	Huntingdon House	48	McComsey Tennis Courts	75	Pole Barn	88	Softball Field	90	Water Tower	1
Bassler Hall	43	Brookwood Court Apartments (Affiliated Housing, not shown on map)	58	Dilworth Building	34	Inventor's Workshop	72	Mercer House	15	Potter House	10	Somerset House	29	Washington House	52
Bedford House	49	Brossman Hall	83	Duncan Alumni House	31	Jefferson Hall	3	Mifflin House	9	Prince Street Garage	4	South Village	78	West Village	77
Bennett J. Cooper Park (Baseball Field)	5	Cambria House	51	Dutcher Hall	36	Juniata House	32	Montgomery House	87	Pucillo Fields	91	Stayer Hall	19	Wickersham Hall	21
Berks House	28	Caputo Hall	80	East Village	76	Lancaster House	11	Montour House	50	Pucillo Garage	79	Student Memorial Center	53	Winter Visual & Performing Arts Center	12
Biemesderfer Center	35	Carpenter-Trout Athletic Training Center	62	Francine G. McNairy Library & Learning Forum (at Ganser Hall)	38	Lebanon House (Police)	27	Nichols House	82	Pucillo Gymnasium	89	Susan P. Luek Hall	63	Witmer Building (Health Services)	41
Biemesderfer Stadium & Chryst Field	61	Chester House	33	Franklin House	44	Lehigh Hall	13	Northampton House	16	Reighard Hall (Affiliated Housing)	57	Susquehanna House	73	York House	8
Bishop Service Building	85			Fulton House	47			Northumberland House	6	Roddy Hall	81	Tanger House	22		
								Osburn Hall	64						

BUILDING RECOMMENDATIONS

House Recommendation Key:	
1	Keep and improve. Provide ADA access to all levels
1A	Keep and improve. Provide ADA access to 1st floor level
2	Keep and return to Residential Use
3	Divest
4	Outside Group Lease - Potential P3 Project
5	Demolish
6	Maintain

Campus House Recommendations

House Name	Section	Location	Campus Map #	Current Use	Future Use (if applicable)	Recommendation	Relocated Program Area (SF)	Assignable SF	Assignable SF (removed)	Assignable SF (new)	Notes
Adams	NE Campus	2 North George Street	45	Center for Disaster Research Development IT Cyber Security Experiential Learning & Career Mgmt	TBD	4	-	3,000	(3,000)		* Programs to be vacated under Millersville Migration Planning Report 8/2017 EL&CM moved to Lyle Hall - Development moved to Duncan Move CDR and IT to Boyer
Allegheny	SE Campus	21 East Frederick Street	70	Technology Assistance Center	Demolish	5	400		(1,360)		* Programs to be vacated under Millersville Migration Planning Report 8/2017
Armstrong	SE Campus	23 East Frederick Street	71	Student Affairs & Enrollment Management	Demolish	5	1,025		(1,500)		* Programs to be vacated under Millersville Migration Planning Report 8/2017
Bedford	SE Campus	12 South George	49	Civic & Community Engagement	No change	1	-	1,375			ADA access done as part of new Pedestrian Mall
Berks	NW Campus	233 North George	28	Residence	No change	2 or 4	-	3,716	(3,716)		
Blair	SE Campus	160 Creek Drive	86	AFSCME Union	Demolish	5	-	1,107			Demolish Relocate AFSCME to Schuylkill with APSCUF DGS space no longer needed
Cambria	SE Campus	14 East Ann Street	51	Global Education and Partnerships	Demolish	5	1,350		(2,185)		Used as rental property Demo and identify another house for rental purposes
Chester	NW Campus	135 North George Street	33	Lancaster Partnership and Student Success & Retention	TBD	4 or 5 or 6	1,500		1,686		* Programs to be vacated under Millersville Migration Planning Report 8/2017 Difficult to demolish building on George Street Program to relocate to McComsey when/if College of Business moves out
Columbia	NW Campus	215 North George	30	Military Science (ROTC)	No change	1	-	3,091			
Creek Lodge	SE Campus	198 Creek Drive		Conferences Apartment	No change	1					
Cumberland	SE Campus	2 South George Street	46	Center for Health Education	No change	1	-	1,472			ADA access done as part of new Pedestrian Mall Occupants moved to Lyle Hall in 2019 Center for Health Education and Promotion (CHEP) moved from Montour to Cumberland January 2020
Dauphin	SE Campus	19 East Frederick Street	68	Vacant	Demolish	5	1,395		1,395		* Programs to be vacated under Millersville Migration Planning Report 8/2017
Delaware	NE Campus	104 North George	39	Vacant	Sell	3	-	1,426			Sell property
Duncan Alumni	NW Campus	205 North George	31	Advancement	No change	1	-	7,389			
Franklin	NW Campus	6 North George	44	Honors College	No change	1 or 4	-	1,934	1,934		Could relocate program to Lehigh / Bard
Fulton	SE Campus	4 South George	47	Government and Political Affairs	No change	1	-	1,662			ADA access done as part of new Pedestrian Mall
Huntingdon	SE Campus	8 South George	48	Civic & Community Engagement	No change	1	-	2,711			ADA access done as part of new Pedestrian Mall
Juniata	NW Campus	139 North George Street	32	Storage for Advancement	Demolish	5 or 6	-	3,128			Difficult to demo building on George Street Currently vacant - used for storage
Lancaster	NW Campus	46 West Cottage	11	Center for Disaster Research	TBD	2 or 4	2,418		2,418		Relocate program to Lehigh / Bard
Lebanon	NW Campus	237 North George	27	Police	TBD	4 or 5 or 6	2,354		2,354		Relocate to Chryst or Boyer
Luzerne	SE Campus	8 Highschool Avenue	69	Center for Disaster Research	Demolish	5	1,978		1,978		CDRE moved to Lancaster House in 2018
Mercer	NW Campus	28 - 30 West Cottage Avenue	15	Veterans Resource Center and Rental Unit	No change	2 or 4 or 6	-		2,918		Relocate Program to SMC or Montour House
Mifflin	NW Campus	220 North Prince Street	9	Migrant Education	Demolish	5	-		2,099		Relocate Program to Stayer, Lehigh, Bard, McComsey (in priority order)
Montgomery	SE Campus	165 Creek Drive	87	Facilities - Housekeeping - Electronics	Demolish	5	-	2,006			Relocated to Palmer February 2020
Montour	SE Campus	16 South George Street	50	Center for Health Education	TBD	1	-	2,038			ADA access done as part of new Pedestrian Mall CHEP moved to Cumberland in January 2020
Nichols	SE Campus	18 Creek Drive	82	Academic Advisement and Earth Science	Demolish	5	1,600		2,050		Relocate to Brossman, Roddy and/or Caputo
Northampton	NW Campus	26 West Cottage Avenue	16	Vacant	Residence	2 or 4 or 5	-		1,071		Difficult to demo building on Cottage Avenue May transition to Academic Advisement for Education
Northumberland	NW Campus	219 North Prince	6	Baseball Team Locker Room	No change	5 or 6	-	1,208			Could Demo and Replace w/ new facility
Perry	NE Campus	18 East Frederick	66	English, Psychology, Facilities	Demolish	5	1,810		1,810		Occupants could move to McComsey and Palmer
Philadelphia	NW Campus	34 West Frederick Street	26	Vacant	Sell	3	1,525		1,525		Previous use was Commuter House Sale property
Pike	NW Campus	227 Cove Drive	18	Migrant Education	No change	1	-	881			Seek opportunities to combine Migrant Education (Pike and Mifflin)
Potter	NW Campus	218 North Prince	10	Campus Ministries	Demolish	5	1,107		1,107		Relocate program to SMC, Lehigh or Bard (in priority order)
Schuylkill	NW Campus	22 West Cottage Avenue	17	APSCUF Union	APSCUF and AFSCME Unions	2 or 4	1,713		1,713		APSCUF house - poorly used space - one person is in the house Potential AFSCME meeting space
Somerset	NW Campus	225 North George Street	29	Multidisciplinary Studies (AHSS)	No change	2 or 4	1,665		1,665		Relocate Program to McComsey if/when College of Business moves out
Susquehanna	SE Campus	29 East Frederick	73	Vacant	Demolish	5	-		2,304		
Tanger	NW Campus	10 Hemlock Lane	22	President's Home	No change	6	-	6,416			
Washington	SE Campus	18 South George	52	Chief Diversity Officer	No change	1	-	1,482			ADA access done as part of new Pedestrian Mall
York	NW Campus	68 West Cottage Avenue	8	Music	TBD	5	1,659		1,659		Relocate program to Lehigh / Bard Potential LGH P3 site
Totals							23,499	46,042	43,447		

Campus Building Recommendations											
Building Name	Section	Location	Campus Map #	Current Use	Future Use (if applicable)	Recommendation	Relocated Program Area (SF)	Assignable SF	Assignable SF (removed)	Assignable SF (new)	Notes
Bard Hall	NW Campus	60 Brooks Drive	13	Basement - CAP STEM Academy 1st floor - Apartment 2nd and 3rd floor - vacant	Athletics Administrative offices	3		24,888		10,000	
Lehigh Hall	NW Campus	80 Brooks Drive	14	1st floor - apartment Basement, 2nd and 3rd floors -vacant	LGH Partnership Music Administrative offices	3		22,858			
Beimesderfer Executive Center	NW Campus	101 North George Street	35	President and Provost Office	No change	1		4,458			
Beimesderfer Stadium	NE Campus	35 Pucillo Drive	61	Bleacher seating, Press box, concessions, public toilets	No change	5		8,557	8,557	6000 12000	New stadium bleacher seating, public toilets, press box New team locker facilities
Bishop Service Building	SE Campus	157 Creek Drive	85	Facilities	No change	1		11,925			
Boyer Building	NW Campus	37 West Frederick Street	25	IT - Data center and offices Mail Room and ID Office	IT - support and academic Police Station	3	6844	17,470	-	20,000	Relocate Mail Room to Palmer Move ID office to Gordinier, SMC or Palmer
Breidenstine Hall	NE Campus	46 East Frederick	65	Art and Design	No change	1		35,068			
Brooks Hall	NW Campus	40 Brooks Drive	23	Vacant	College of Business	3		21,000		20,000	Renovate for College of Business or other program
Brossman Hall	SE Campus	110 Pucillo Drive	83	Science and Technology	Demolish	4	6,720		6,875		Relocate programs to Caputo or new science building
Caputo Hall	NE Campus	50 East Frederick Street	80	Science and Technology	Science and Technology Athletics Wellness Academic (TRD)	2	55,965	55,965			Move other programs into building after new science building is completed
Carpenter-Trout	NE Campus	45 Pucillo Drive	62	Athletic Training	No change	1		1,686			
Chryst Hall	NE Campus	30 North George Street	40	English	Police CDRE	2 or 4	6,855	6,855			
Dilworth Building	NW Campus	20 Dilworth Drive	34	Finance and Administration	No change	1		11,878			
Dutcher Hall	NW Campus	30 Ganser Loop	36	Theater	No change	1	-	7,752			
Gerhart Hall	NE Campus	22 East Frederick Street	67	Anthropology	Demolish	4	-	5,087	5,087		Relocate occupants to McComsey if/when College of Business moves
Gordinier Building	SE Campus	40 James Street	54	Dining / Conference	No change	1	-	54,671			
Bassler Hall	NE Campus	10 North George Street	42	Communication and Theatre	No change	2	11,733	20,794			
Hash Hall	NE Campus	10 North George Street	43	English / Classrooms	No change	2	-				
Inventor's Workshop	SE Campus		72	Facilities		4	-				May be a carry over when the Armstrong Garage was used by the SME club
Jefferson Hall	NW Campus	164 West Cottage Avenue	3	Athletics Band Costume Shop	Demolish	4	22466 6135		31,642		Relocate Athletics to renovated Caputo Relocate Costume shop to Bard / Lehigh Move band to new structure for storage and practice
Lombardo Welcome Center	SE Campus	88 James Street	55	Admissions Housing and Residential Programs Sustainability	No change	1		13,600			
Lyle Hall	NW Campus	40 Dilworth Road	20	Dining Services Global Education Advisement - Tutoring Financial Affairs Graduate College Counseling Institutional Research	No change	1		42,224			
McComsey Hall	SE Campus	43 East Frederick Street	74	Arts, Humanities, and Social Sciences	No change	1		44,374			
McNairy Library	NW Campus	9 North George	38	Library	No change	1		78,979			
Osburn Hall	NE Campus	40 East Frederick	64	Science and Technology	No change	1		48,766			
Palmer Building	SE Campus	153 Creek Drive	84	Facilities	No change	2		20,065			
Pole Barn	SE Campus	Creek Drive	88	Facilities	No change	1		7,066			
Pucillo Gym	NE Campus	105 Pucillo Drive	89	Athletics Wellness and Offices Intramurals	No change	2	2499	48,530			
Roddy Hall and Greenhouse	NE Campus	50 East Frederick Street	81	Science and Technology	Demolish	4	36,264		36,264		
Stayer Hall	NW Campus	51 Lyte Road	19	Education and Social Work	No change	1		36,444			
Student Memorial Center	SE Campus	21 South George Street	53	Student Affairs Dining Services Intramurals	No change	1	-	118,445			
Susan P Luek Hall	NE Campus	24 Pucillo Drive	63	Psychology / Classrooms	No change	1	-	20,270			
Tin Shop	NW Campus	11 Ganser Loop	37	Facilities	Maker Space	2 or 5	2,710	2,710			Possible use as Maker Space
Ware Center	Downtown Lancaster	42 North Prince Street	93	Performing Arts Center	No change	1	-	30,889			
Winter Center	NW Campus	60 West Cottage	12	Visual and Performing Arts	No change	1		49,955			
Witmer Building	NE Campus	4 McCollough Street	41	Health Services	Demolish	4	7,457		7,457		LGH or similar partnership initiative
Totals							165,648	894,631	95,882	68,000	68,000

Building Recommendation Key:	
1	Maintain
2	Renovate
3	Addition and Renovation
4	Demolish
5	Demolish and replace

MIGRATION PLANNING REPORT

Paulien & Associates, August 2017

This report was conducted by Paulien & Associates to analyze the existing use of space on campus, assess the space needs by department and compare based on the PASSHE space guidelines, and recommend migration of space usage to better facilitate use of campus facilities. Several project goals were identified:

- Compare the PASSHE space model for Millersville University to the space analysis developed by Paulien.
- Apply guidelines for space planning specific to Millersville University that reflect the mission and goals of the campus.
- Illustrate the impact of moving programs / departments from various houses.
- Identify realignment that will allow more small houses to be vacated, align programs / departments to the Paulien space needs analysis, and create appropriate adjacencies and synergies for programs / departments.

The Migration report shows Millersville University currently has 775,548 assignable square feet (ASF) of space. Based on PASSHE guidelines of 658,555 ASF, the University has a surplus of 116,993 ASF. The guidelines created by Paulien & Associates suggest that the University should have 678,104 ASF to serve the current student population and university programs. This analysis still shows Millersville has an excess of 97,444 ASF. Suggested migration strategies allow for the removal from use many of the residential houses which Millersville currently occupies.

Analysis:

The migration report is helpful in identifying the house and programs which could easily be relocated to allow for the reduction of ASF overall on campus. In addition, the report's findings that today's teaching methods should allow for more assignable square footage per student than allowed for in the PASHHE guidelines. More teaching is done in laboratory and classroom settings and students require more group project and study space to complete course work. Further review of the details in this report reveal only one area which this Campus Facilities Master Plan differs which can be explained by the study's reliance on current program and student enrollment:

- College of Science and Technology: Space needs in report suggest that the Science departments currently have adequate space. Given the Universities goals to increase programs in STEM and Health Science related fields, this CFMP identifies locations for new academic buildings which would increase ASF for these programs.

Removal of the current residential housing inventory is a critical step to achieving closer alignment with the PASHHE ASF guidelines as noted in the space allocation report and also corroborated by the University. Recommendations for space migration as it relates to the various houses on campus have been included in the BUILDING RECOMMENDATIONS graph in Section 4.

Migration Planning

INTRODUCTION

Paulien & Associates, Inc. was selected by Millersville University of Pennsylvania to conduct space analyses, which included a space needs analysis and recommendations for migration.

A space needs analysis shows how much of what types of space is needed for the current student population (Fall 2015) and for a projected student population. The space analysis reviewed Millersville's existing facilities to determine the University's space requirements using the Pennsylvania State System of Higher Education (PASSHE) space guidelines as well as appropriate contemporary space metrics as determined by Paulien for this level of analysis.

The migration recommendations consider how much space each unit needs, where adjacencies are preferred, which units can fit where, and how best to align facilities to create appropriate synergies and efficiencies.

PROJECT GOALS

Throughout the process, the strategic goals of the institution were incorporated into the analysis. The focus of the study, as communicated by campus leadership, is to produce analytics that will support good decision making for the physical resources of the campus.

This study reflects an assessment of the existing physical assets on the campus, which is developed based on information provided by the University. The outcomes show how instructional space is being used and the difference between optimum space needs and the existing space. Generally, space planning outcomes will:

- Reflect a true picture of existing physical assets
- Portray optimum space needs by space category at target enrollments, operational strategies, pedagogy goals, contemporary practices, and faculty/staff levels
- Analyze the difference between what the University has and what it needs
- Identify opportunities for better practices

Additionally, there are several specific goals for this work:

- Compare the PASSHE space model for Millersville University to the space analysis developed by Paulien. The PASSHE space model for Millersville University shows a surplus of almost 150,000 ASF, but uses metrics appropriate for a variety of institutional types rather than specific to this university.
- Apply guidelines for space planning specific to Millersville University that reflect the mission and goals of the campus.
- Illustrate the impact of moving programs/departments from various small houses. The University currently has 38 small houses within the facilities inventory (although several are not currently occupied). Generally, the configuration of these small houses results in a higher amount of space being occupied than is generated per guidelines.
- Identify realignment strategies that will allow more small houses to be vacated, align programs/departments to the Paulien space needs analysis, and create appropriate adjacencies and synergies for programs/departments.

TERMINOLOGY

Terminology commonly used throughout this document is defined in this section. Additional space categories used in this analysis are defined in the Space Guidelines section of this document.

- **PASSHE:** Pennsylvania State System of Higher Education is the governing agency for 14 state-owned schools.
- **Weekly Room Hours (WRH):** the average hours per week of scheduled instruction over the course of a semester.
- **Weekly Student Contact Hours (WSCH):** the weekly room hours multiplied by the course enrollment.
- **Student Station Occupancy:** the average percent of seats filled for scheduled instruction over the course of a semester.
- **Space Use Codes:** a numerical classification assigned based on the function of a space as defined in the PASSHE facilities manual, which references the Postsecondary Education Facilities Inventory Classification Manual (2006 Edition). A list of the space use codes per the PASSHE facilities manual can be found in the section of this document Space Use Codes.
- **Assignable Square Feet (ASF):** the space within each room. Assignable square feet include space that can be attributed to a use. It excludes general building space such as janitorial closets, primary circulation areas, mechanical rooms, structural areas, and public restrooms.

PROCESS

This study is comprised of three components: data metrics, listening, and analysis. The data metrics are provided by the University. Meetings are held with the University to listen to strategic goals, current challenges, planned operational changes, and modifications to pedagogy, for example. The analysis melds the data metrics with what was heard on campus and the application of space planning guidelines.

Paulien started the project with an initial data request to Millersville University. The University provided course data for Fall 2015, staffing and employee data, and enrollment projections. The data was then validated and reviewed with the University.

Meetings were held with representatives of areas included in this study. The first set of meetings was held in October 2016 with senior leadership including the Provost Leadership Team, Vice Presidents, and Deans. This site visit also included meetings with representatives of the library, human resources, and campus scheduling. Paulien met with the President's Cabinet via webinar around this time. A second set of meetings were held during the latter part of October 2016 with academic and administrative groups. These includes various department representatives (e.g., Chemistry) and typically included the department chair. Meetings were also held with groups including Athletics, the Foundation, the Student Activity Association, and others. The space needs analysis was presented in February 2017 and during this site visit initial thoughts as to migration were discussed. A presentation of findings was made to the University in June 2017. This document presents the outcomes of this study.

PLANNING METRICS

- The space analysis is quantitative and does not account for the quality of existing facilities.
- PASSHE space planning guidelines were applied. For space types not included within the PASSHE space planning guidelines, metrics appropriate for an institution of Millersville's enrollment level, type, and mission were selected based on the consultant's knowledge. Descriptions of the space planning metrics used can be found in the section Space Guidelines.

- The existing student enrollment (Fall 2016) is 7,927 on-campus headcount students. The analysis assumes that on-campus student enrollment will remain constant for the next five years.
- A total of 369 faculty were reported by the University in the staffing file, and this number is expected to remain steady as well.
- The analysis was focused on E&G space, although most auxiliary functions were included in the analysis. The exception is student housing, which was excluded from the analysis.
- Several functions are unique and there are not appropriate guidelines at this level of planning. These include spaces assigned to Dining & Conference, Creek Lodge, Ware Center, and Outside Organizations (AFSCME Union, APSCUF Union, Millersville Federal Credit Union, and United Campus Ministries). These groups are shown as having what they need. If changes to existing or planned space impacts any of these units, further study is needed to determine the types and amounts of space required.
- The analysis is organized by space type as well as by the departments within the colleges and major administrative units. The college and major administrative units include: College of Arts, Humanities, & Social Sciences; College of Education & Human Services; College of Science & Technology; Advancement; Athletics; Finance & Administration; Information Technology; Library; President; Provost & Academic Affairs; Student Affairs & Enrollment Management; and Outside Organizations (noted in the bullet above).
- The facilities inventory is a snapshot in time of how the space is classified as well as which department is the primary occupant. Information was reviewed with the University several times to clarify discrepancies noted in the data provided by the University. Information provided by the University was incorporated into the analysis.
- The University has identified buildings that are potential candidates for departments to move out of. These include the Adams House (3,009 ASF); Allegheny House (1,366 ASF); Armstrong House (1,021 ASF); Berks House (4,487 ASF); Brooks Gymnasium (21,000 ASF); Chester House (1,686 ASF); Chryst Hall (6,855 ASF); Dauphin House (1,395 ASF); Franklin House (1,934 ASF); Gerhart Hall (2,800 ASF); Luzerne House (1,978 ASF); Northampton House (1,071 ASF); Northumberland House (1,208 ASF); Perry House (1,810 ASF); Philadelphia House (1,525 ASF); Somerset House (1,665 ASF); and Susquehanna House (2,304 ASF). This is a total of around 56,000 ASF of space that will be vacated and is reflected in the analysis in the future conditions. The ASF includes existing space that is classified as inactive.

PASSHE Space Model and Paulien Space Needs Analysis

- Most state systems that have space planning guidelines, including PASSHE, have developed these metrics for application at various types of campuses. The Paulien analysis considers the uniqueness of each campus and carefully reviews the information included in the analysis. For example, Paulien reviews which courses are taught in classrooms or lecture halls and only includes those weekly student contact hours within the classroom analysis. Whereas at a state system level analysis, Paulien has found that a campus may report the lecture weekly student contact hours no matter where the activity occurred. This means courses designated as lecture in the course file that were taught in a teaching laboratory generate classroom space rather than teaching laboratory space.
- The Space Needs Analysis Comparison Table and the chart Space Needs Analysis Comparison (only E&G space is included) shows the existing amount of ASF at Millersville, Millersville University ASF if/when the various small houses and other buildings (e.g., Brooks Hall) are vacated (Post-Migration Existing ASF), the PASSHE Guideline, the Paulien Guideline. The Space Needs Analysis Comparison Table also shows the existing ASF (Inventory Reported to PASSHE) as shown on the PASSHE Space Guideline report (dates March 2016).

Migration Planning

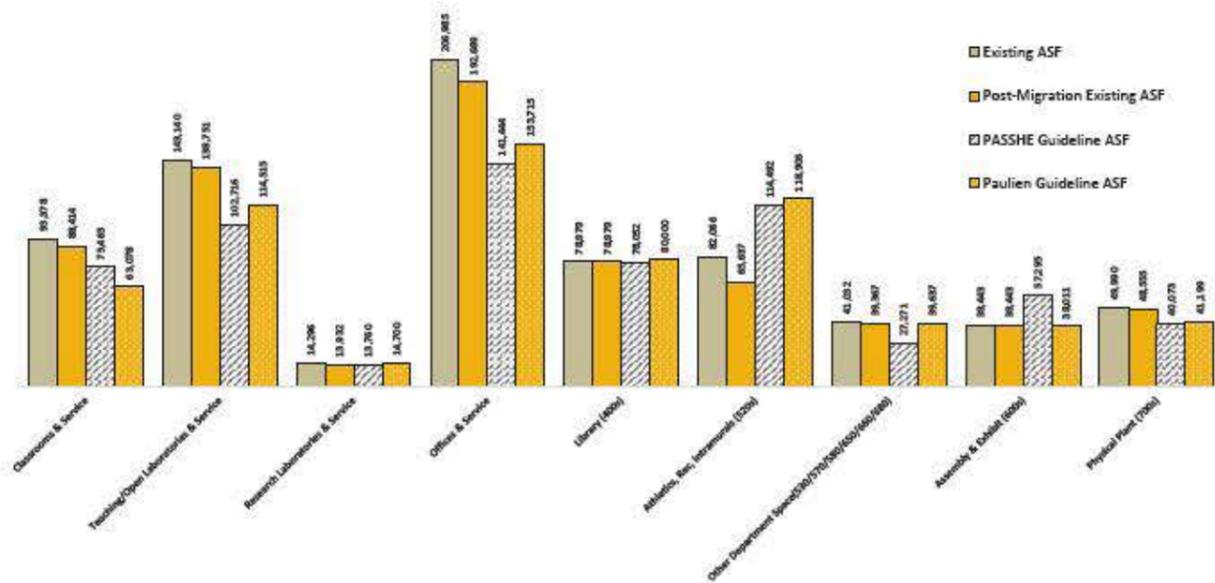
- The difference between the PASSHE Guideline ASF and the Inventory Reported to PASSHE is almost 150,000 ASF. The difference between the facilities inventory provided to Paulien and the Paulien Guideline ASF is almost 100,000. The difference between the Post-Migration ASF and the Paulien Guideline ASF is approximately 42,000 ASF.

Millersville University
Space Needs Analysis Comparison Table

Space Category	2016			Post-Migration	
	Inventory Reported to PASSHE	Existing ASF	Post-Migration Existing ASF	PASSHE Guideline ASF	Paulien Guideline ASF
Classrooms & Service	103,217	93,378	88,414	75,465	83,078
Teaching/Open Laboratories & Service	138,741	143,140	138,751	102,716	114,515
Research Laboratories & Service	14,242	14,296	13,932	13,780	14,700
Offices & Service	219,039	206,985	192,889	141,444	153,715
Library (400s)	67,997	78,979	78,979	78,052	80,000
Athletics, Rec, Intramurals (520s)	72,350	82,086	85,837	114,492	118,908
Other Department Space(530/570/580/650/660/680)	43,806	41,032	39,387	27,271	39,637
Assembly & Exhibit (600s)	54,455	38,443	38,443	57,295	38,011
Physical Plant (700s)	64,225	49,990	48,555	40,073	41,199
Student Health Care	5,750	6,746	6,746	2,987	7,927
President's Residence	12,949	6,416	6,416	5,000	6,416
Inactive/Conversion	0	14,075	2,028	0	0
Unclassified	9,788	0	0	0	0
Total	806,559	775,548	719,957	658,555	678,104

- The E&G existing ASF at Millersville University is approximately 775,000 ASF. When spaces are vacated (Post-migration), there is then approximately 720,000 ASF (a decrease of 56,000 ASF).
- The PASSHE guidelines show a need for approximately 658,000 ASF. When this is compared to the total amount of space used in this space planning effort (775,000 ASF), there is a surplus of almost 117,000 ASF.
- Paulien applied metrics in-line with the PASSHE guidelines, but that consider the enrollment-level, programmatic offerings, and mission of Millersville University at a slightly deeper level. The Paulien guidelines show that Millersville University needs more space (almost 20,000 ASF) than generated by the PASSHE guidelines.

Space Needs Analysis Comparison Chart



Migration Planning

The Paulien analysis shows that less classroom space is needed than per the PASSHE guidelines. However, there is a greater need for teaching laboratory space. This is likely the result of Paulien including only lecture courses taught in classrooms currently to generate classrooms space (and laboratory courses taught in lab spaces to generate laboratory space). The total amount of instructional space (classrooms and laboratories) needed is similar for the PASSHE and Paulien guidelines.

- The PASSHE classroom guidelines, which were applied to the Paulien analysis, use the metrics of 37.5 weekly room hours, 67% student station occupancy, and 20 ASF per station. Based on the analysis, Millersville University should examine its utilization to understand which existing classrooms are used below the PASSHE utilization expectations and why.
- The PASSHE teaching laboratory guidelines use the metrics of 23 weekly room hours, 70% student station occupancy, and 50 ASF per station. Additionally, PASSHE guidelines assume 4.2 weekly lab hours per FTES. The Paulien guidelines also applied 23 weekly room hours and 70% student station occupancy, but the ASF is based on the course discipline and there is no assumption of weekly lab hours per FTES. Instead the actual weekly student contact hours for courses taught in a laboratory is used in the analysis.
- Paulien finds that campuses of Millersville University's enrollment and course sizes likely require a higher ASF per station. The higher ASF per station is a provision for more courses in the 40 – 75 course enrollment, more engaged learning methods (e.g., small group activities within the instructional spaces) that require an increased amount of circulation space (over traditional face-forward designs), and a heightened awareness of good design that supports furnishings appropriate for adult-learners as well as table-top technologies such as tablets along with printed materials. Good design is also cognizant of an appropriate front-of-room and view angles for imbedded technologies. Paulien recommends a guideline of 24 ASF per station to support these factors at campuses of 6,000 to 12,000 students. This metric is appropriate for the course enrollment mix and changing pedagogies (i.e., an increase in active learning instructional models) as well as balancing the need that remains for larger section sizes (e.g., more than 100 students in a section) and smaller section sizes (e.g., fewer than 40 students).
- If a classroom guideline of 24 ASF per station were applied, which is a hypothetical as the PASSHE 20 ASF per station was used in the Paulien analysis, the guideline would be 75,699 ASF (rather than 63,078 ASF).
- Research laboratory space is comparable between the guidelines. The existing space is generally balanced to the guidelines.
- The existing office ASF of office space is almost 207,000 ASF. The post-migration ASF is just over 192,000 ASF. The Paulien guideline is higher than the PASSHE guideline and shows a need for almost 154,000 ASF. Various factors contribute to the surplus of office space: (1) Existing offices are larger than the amount of the guideline. For example, older buildings have larger office spaces as the result of structural layout; especially the small houses. (2) Employees may occupy offices that are larger than allocated in accordance with their employee type. For example, there are instances of an administrative support position (University staff) occupying a private office, but the analysis allocates this employee type a workstation amount of space. (3) Office space is allocated based on the employees within a human resources file. Efforts were made to collect information as to employees within other departments were made. However, the analysis relies on good data and, while multiple efforts were made to collect accurate information, there is a possibility that office space is needed for employees not recognized by the extensive collection efforts. (4) Departments may have offices that are vacant. (5) Departments may have space that is classified as an office, but used for another purpose such as office related storage.
- The amount of library space is in relative balance as compared to the existing ASF for both PASSHE and Paulien Guidelines.
- The Paulien Guideline for Assembly & Exhibit show that the campus has an appropriate amount of this space type.

- The existing amount of Physical Plant space is higher than either the PASSHE or Paulien guidelines.
- The amount of Student Health Care is slightly in deficit per the Paulien Guideline.
- Inactive/Conversion space is vacant ASF or ASF that is under renovation. At Millersville University, this category only includes vacant space. There is no guideline for this type of space as it is assumed that the space should be converted to a purposeful space type.
- The PASSHE Space Guideline report includes a line item for Unclassified. There is no guideline for this type of space. Paulien worked with the University to account for all ASF on the campus and therefore there is no space of the Unclassified category in the Paulien analysis.

MIGRATION STRATEGY

The Migration Strategy uses the outcomes of the Paulien Space Needs Analysis and is mindful of how to:

- Identify realignment strategies that will allow more small houses to be vacated;
- Align programs/departments to the Paulien space needs analysis; and
- Create appropriate adjacencies and synergies for programs/departments.

During a presentation to the campus in June 2017, a short-term, a mid-range, and a long-term strategy were discussed. Each of these migration strategies will require detailed planning for implementation beyond what is presented in the space needs analysis. A summary is shown below with details on the following pages.

SHORT-TERM	MID-RANGE	Long-Term
Precinct A		
<ul style="list-style-type: none"> • Vacate Mercer, Lebanon, Somerset, Chester • Lyle renovations for Enrollment Services, et al 		
Precinct B		
		<ul style="list-style-type: none"> • Demolish Brooks and move Campus Rec and Wellness to Pucillo (after renovation and possible addition)
Precinct C		
<ul style="list-style-type: none"> • Vacate Adams • Demolish Perry, Gerhart 	<ul style="list-style-type: none"> • Construction of new Health Services facility; vacate Witmer Infirmary • Renovate Hash/Bassler as needed • Major renovation and possible addition Roddy/Caputo • Construct new academic building • Vacate Nichols 	<ul style="list-style-type: none"> • Major renovation and addition to Pucillo • Vacate Chryst, Witmer
Precinct D		
<ul style="list-style-type: none"> • Vacate Philadelphia, Montour, Washington, Allegheny, Armstrong 	<ul style="list-style-type: none"> • Vacate Dauphin 	<ul style="list-style-type: none"> • Vacate Cumberland, Fulton, Huntingdon, Bedford • Renovate McComsey for better space efficiencies

- If a new academic building were constructed, in addition to the creation of contemporary instructional spaces, the building could host additional programs currently located in small houses. For example, if Global Education & Partnerships, Multidisciplinary Studies, Civic & Community Engagement, and Government were in a new academic building, over 8,500 ASF of space located currently in small houses could be consolidated. This includes Bedford House (1,374 ASF); Cambria House (1,350 ASF); Cumberland House (1,472 ASF); Fulton House (1,662 ASF); and Huntingdon House (2,711 ASF).

- Additionally, there might be potential for Washington House (1,052 ASF; offices related to the Vice President Student Affairs) and Montour House (1,608 ASF; Center Health Education & Promotion) to be vacated if the activities could be located within the Student Memorial. Washington House and Montour House are included in the analysis at the future conditions, but a change is suggested as part of the migration strategy.
- The migration strategies are grouped (arbitrarily) by area of campus. There is no methodology to the precincts other than building proximity.
- The following graphic shows the precincts and the buildings with each.



FACILITIES CONDITION ASSESSMENT REPORT

Entech Engineering, August 2019

This study was completed by Entech Engineering to assess the current condition of the University's facilities to help better inform decisions regarding building assets and capital plan initiatives as well as deferred maintenance cost planning. The report does not include assessment of the 38 houses owned by the University or the residential life buildings located in the Southeast Zone. Several project goals were identified:

- Determine general building and asset conditions
- Summarize conditions of major systems
- Identify and prioritize repairs and renewals
- Recommend projects to address deficiencies
- Provide opinions of probable cost for the corrective projects
- Quantify the aggregate cost of deferred maintenance and capital renewal liabilities over the next 10 years

This study found that the majority of the University's buildings are in Excellent or Good condition.

Analysis:

The Facility Condition Assessment report was used for the Campus Facilities Master Plan to identify and corroborate recommendations for buildings to be removed or renovated on campus. The majority of facilities rated as poor have been addressed in this plan to be removed with one notable exception: Brooks Hall. Recommendations for this building are part of the Northwest Zone and included in the BUILDING RECOMMENDATIONS graph in Section 4.



2.0 EXECUTIVE SUMMARY

2.1 Scope

The assessment team identified deficiencies and produced corrective measures for the following facilities:

BIEMESDERFER EXE CTR	
BIEMESDERFER STADIUM	
BISHOP SERVICE GARAGE	
BOYER COMPUTER CENTER	
BREIDENSTINE HALL	
BROOKS HALL	
BROSSMAN	
CAPUTO	
CARPENTER-TROUT	
COOPER FIELD/BASEBALL	
DILWORTH HALL	
DUNCAN ALUMNI HOUSE	
DUTCHER HALL	
GERHART HALL	
GORDINIER DINING HALL (un-renovated portion)	
HASH/BASSLER	
LUEK HALL	
LYLE HALL	
MC NAIRY LIBRARY	
MCCOMSEY HALL	
NORTH PRINCE STREET PARKING GARAGE	
OSBURN HALL	
PALMER BUILDING	
PRIMARY DISTRIBUTION CENTER	
PUCILLO GYM	
PUMP HOUSE	
RODDY GREENHOUSE	
RODDY SCIENCE CENTER	
STUDENT MEMORIAL CTR	
THE WARE CENTER	
THE WINTER VISUAL AND PERFORMING ARTS CENTER	
TIN SHOP	
WICKERSHAM HALL	
TANGER HOUSE	Arch only
STAYER HALL	Arch only
LOMBARDO WELCOME CENTER (NET ZERO)	No walkthrough
EAST VILLAGE	No walkthrough
SOUTH VILLAGE	No walkthrough
WEST VILLAGE	No walkthrough
WATER TOWER	No walkthrough

The assessment team observed the following systems and components in each facility, organized as per Uniformat II categories:

- A10 Foundations
- B10 Superstructure
- B20 Exterior Enclosure
- B30 Roofing
- C10 Interior Construction
- C20 Stairs
- C30 Interior Finishes
- D10 Conveying
- D20 Plumbing
- D30 HVAC/Mechanical
- D40 Fire Protection

The electrical systems, D50 category, were assessed by Century Engineering. Century's projects and recommendations are included in this report, but Entech is not responsible for the content of the projects.

2.2 Findings - FCA

The information presented in this report serves as a snapshot of current physical conditions at Millersville University. From the myriad of corrective projects, the following issues stand out as primary concerns for University:

- The majority of the buildings assessed are in Excellent or Good condition, as per the Facility Condition Index Calculation.
- Brooks Hall has the greatest potential project cost, mostly due to its age and obsolete systems. The cost of renovations and necessary upgrades to continue to use the facility as a gym will likely exceed the value of the building.
- Roddy Science Center, Osburn Hall, and the Pump House all have over \$2 Million worth of project identified.
 - The projects identified for Roddy and Osburn are mostly renewal projects and are not "Immediate" priority issues.
 - The University indicated that a project for a domestic water system upgrade as already been awarded.

2.3 Campus Executive Summary

Millersville Executive Summary 2019 - 2028

Campus FCI	0.032		
Total Project Cost	\$37,917,614		
Annual Renewal Cost	\$3,791,761		
Square Footage	12,821,263		
Deferred Maintenance	\$15,822,729		
Avg. Proj. \$/Sq. Ft.	\$2.96		
Avg. DM \$/Sq. Ft.	\$1.23		
		Rating	FCI
		Poor	Over 0.10
		Fair	0.05 to 0.10
		Good	0.02 to 0.05
		Excellent	Less than 0.02

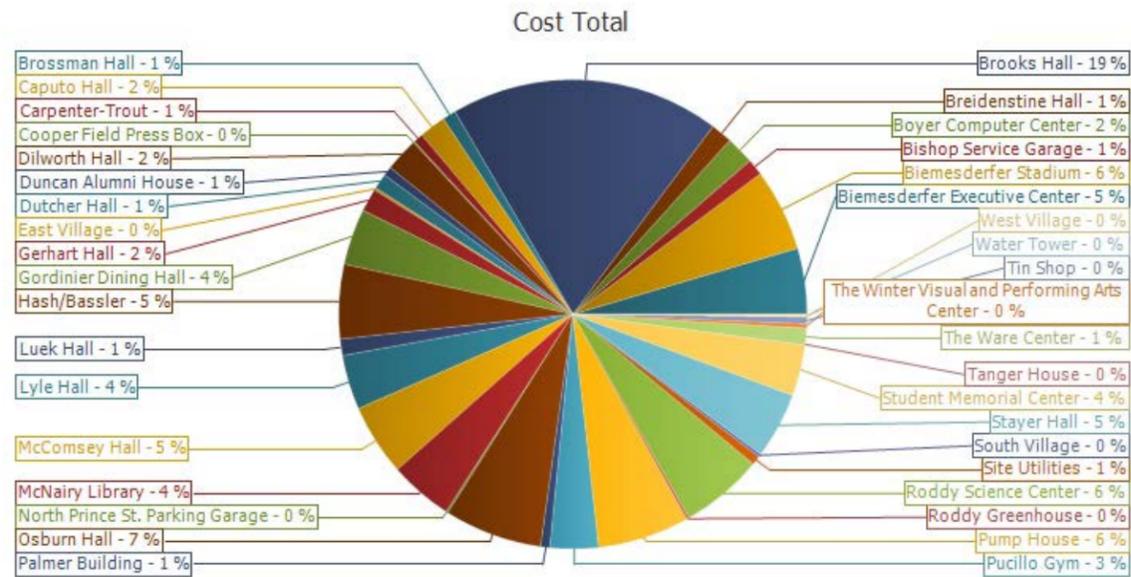
Millersville

Building Name	Project Total	Area	Total \$ / Sq. Ft.	Deferred Maintenance	DM \$ / Replacement Sq. Ft.	Cost	FCI
Biemesderfer Executive Center	\$1,721,637	12,763	\$135	\$1,543,825	\$120.96	\$3,922,159	0.394
Biemesderfer Stadium	\$2,155,226	10,581	\$204	\$131,126	\$12.39	\$1,906,485	0.069
Bishop Service Garage	\$429,363	13,354	\$32	\$215,418	\$16.13	\$2,406,124	0.090
Boyer Computer Center	\$740,410	25,743	\$29	\$101,642	\$3.95	\$4,896,061	0.021
Breidenstine Hall	\$561,391	53,901	\$10	\$82,614	\$1.53	\$12,409,628	0.007
Brooks Hall	\$7,057,379	30,134	\$234	\$7,057,379	\$234.20	\$7,390,213	0.955
Brossman Hall	\$351,927	10,040	\$35	\$14,093	\$1.40	\$3,087,875	0.005
Caputo Hall	\$697,301	92,414	\$8	\$223,374	\$2.42	\$92,506	2.415
Carpenter-Trout	\$254,146	4,560	\$56	\$189,650	\$41.59	\$1,049,849	0.181
Cooper Field Press Box	\$32,096	1,500	\$21	\$10,708	\$7.14	\$225,225	0.048
Dilworth Hall	\$883,102	19,267	\$46	\$171,159	\$8.88	\$3,760,822	0.046
Duncan Alumni House	\$240,278	10,740	\$22	\$191,840	\$17.86	\$2,472,670	0.078
Dutcher Hall	\$404,250	14,822	\$27	\$263,077	\$17.75	\$4,302,679	0.061
East Village	\$56,839	135,000	\$0	\$0	\$0.00	\$40,540,502	0.000
Gerhart Hall	\$605,170	5,087	\$119	\$374,058	\$73.53	\$992,957	0.377
Gordinier Dining Hall	\$1,469,480	79,209	\$19	\$366,352	\$4.63	\$22,993,582	0.016
Hash/Bassler	\$1,941,485	39,811	\$49	\$258,234	\$6.49	\$11,556,736	0.022
Lombardo Welcome Center	\$0	13,600	\$0	\$0	\$0.00	\$7,147,140	0.000
Luek Hall	\$429,184	33,776	\$13	\$42,571	\$1.26	\$7,438,151	0.006
Lyle Hall	\$1,429,354	69,148	\$21	\$159,141	\$2.30	\$14,743,253	0.011
McComsey Hall	\$1,865,669	87,173	\$21	\$139,073	\$1.60	\$16,579,434	0.008
McNairy Library	\$1,664,252	124,560	\$13	\$1,105,741	\$8.88	\$34,288,256	0.032
North Prince St. Parking Garage	\$52,020	30,000	\$2	\$10,192	\$0.34	\$5,495,490	0.002
Osburn Hall	\$2,563,459	72,689	\$35	\$668,120	\$9.19	\$15,279,955	0.044
Palmer Building	\$240,938	23,869	\$10	\$88,271	\$3.70	\$4,420,181	0.020
Primary Distribution Center	\$0	10,000	\$0	\$0	\$0.00	\$1,501,500	0.000
Pucillo Gym	\$1,264,875	74,836	\$17	\$490,426	\$6.55	\$16,854,939	0.029
Pump House	\$2,398,064	1,200	\$1,998	\$14,804	\$12.34	\$198,198	0.075
Roddy Greenhouse	\$65,839	1,595	\$41	\$0	\$0.00	\$215,540	0.000
Roddy Science Center	\$2,171,168	49,837	\$44	\$291,774	\$5.85	\$16,462,657	0.018
Site Utilities	\$229,734	10,890,000	\$0	\$0	\$0.00	\$10,900,891	0.000
South Village	\$85,610	200,000	\$0	\$0	\$0.00	\$60,060,003	0.000
Stayer Hall	\$1,728,582	59,827	\$29	\$970,077	\$16.21	\$13,474,537	0.072
Student Memorial Center	\$1,332,145	179,039	\$7	\$129,695	\$0.72	\$51,077,143	0.003
Tanger House	\$3,369	6,840	\$0	\$3,369	\$0.49	\$2,054,052	0.002
The Ware Center	\$437,123	72,600	\$6	\$366,360	\$5.05	\$21,075,055	0.017
The Winter Visual and Performing Arts Center	\$109,302	89,098	\$1	\$11,418	\$0.13	\$25,864,260	0.000
Tin Shop	\$186,033	2,710	\$69	\$136,561	\$50.39	\$515,415	0.265
Water Tower	\$587	1,500	\$0	\$587	\$0.39	\$225,225	0.003
West Village	\$58,828	135,000	\$0	\$0	\$0.00	\$40,540,502	0.000
Wickersham Hall	\$0	33,440	\$0	\$0	\$0.00	\$9,539,931	0.000

Millersville

Building Name	Project Total	Area	Total \$ / Sq. Ft.	Deferred Maintenance	DM \$ / Replacement Sq. Ft.	Cost	FCI
Totals	\$37,917,614	12,821,263		\$15,822,729		\$499,957,781	0.032

Buildings







Millersville University



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