

# Program History

## Types of Permits and Sales History

Permit Types	Depts/Affiliates	Faculty/Staff	Students	Visitors
Base Lot		X	X	
Department Ltd.	X			
Business Alternate		X		
Flex		X		
UW Disabled		X	X	
Park and Ride		X		
Department Univ.	X			
Off-Campus Univ.	X			
Reserved	X			
Carpool		X		
Motorcycle		X	X	
Moped		X	X	
Temporary	X	X	X	X
Non-dated Temp	X			
Event Parking	X	X	X	X

### Lot Enforcement Times (condensed from multiple times to 4 categories)

Rate Categories	Type W Lots	Type X Lots	Type Y Lots	Type Z Lots
Level 1	N/A	7	N/A	3
Level 2	3	24	13	33
Level 3	2	1	2	7

#### Type W Lots

Enforced from 7 AM – 10 PM Monday – Saturday

#### Type X Lots

Enforced from 7 AM – 4:30 PM Monday – Friday

#### Type Y Lots

Enforced from 7 AM – 4:30 PM Monday – Friday

From 4:30 PM – 7 AM and all day Saturday and Sunday: Pay the meter or display a valid UW Annual Base Lot, Department Limited, or Park & Ride Permit

#### Type Z Lots

Enforced at all times: Pay the meter or display a valid UW Annual Base Lot Permit for the lot

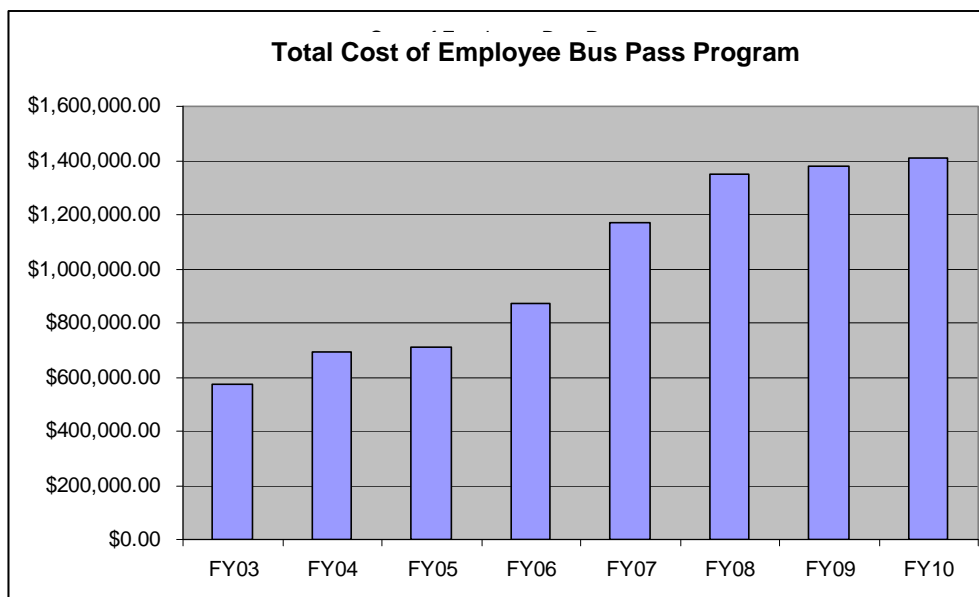
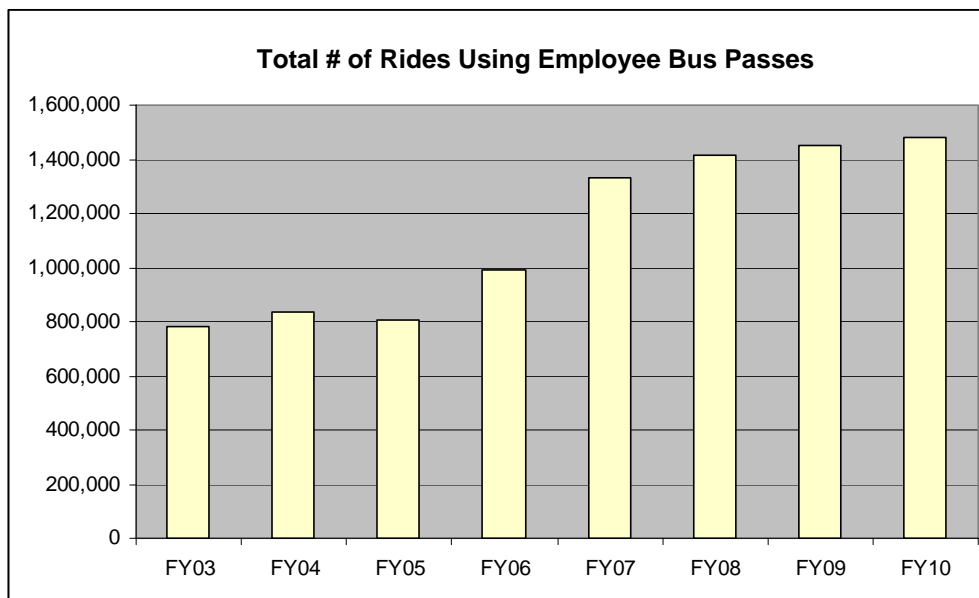
### Annual Permits Sales

Parking Year	Reserved	Universal	Off-Campus	Dept. Ltd.	Vendors	Faculty Staff	Total
2009-2010	396	407	177	1030	131	10792	12933
2008-2009	407	418	178	1167	126	10613	12909
2007-2008	452	411	179	1115	135	10416	12708
2006-2007	341	386	156	1075	135	10412	12505
2005-2006	319	381	129	919	144	10148	12040

# Program History

## Bus Pass History

- Before 2002 there was no program for providing bus passes to employees
- In 2002 Transportation Services provided discounted Madison Metro bus tickets and passes to staff and faculty
- In 2003 unlimited use annual passes were completely subsidized for all UW staff and faculty
- In 2009 over 15,000 passes were distributed to UW employees
- Since 2003 the per ride cost to UWTS from Madison Metro has increased from \$0.73 to \$0.95.
- Rates for 2010-2011 (currently being negotiated) will be between \$1.00 and \$1.15 per ride



# Program History

## Visitor Parking Options, History, and Challenges

### Campus Visitors:

- Historically half day (AM: valid 8:00 am – 12:30 pm; PM: valid 11:30 am – 4:30 pm) or full day permits have been available for many facilities, with payment due prior to entry
  - We have 4 facilities with a total of 615 stalls that are controlled by “pay by entry”
  - We have 25 facilities for which we can pre-sell a total of 1141 permits (note that “pay by entry” facilities are included)
- Metered parking is available at a rate of \$1.50/hour
  - We have 62 facilities with a total of 792 meters available

### Hospital Visitors:

- Hourly parking is available at a rate of \$1.25/hour (\$10 daily max) in the UW Hospital parking ramps
  - Payment is made at exit or prior to exit at a pay station
  - We have 2 facilities with a total of 1348 stalls available

### Event Visitors:

- Flat rate permits are available for specific facilities depending on the venue and expected visitor volume
- Cost is variable depending on the event and location

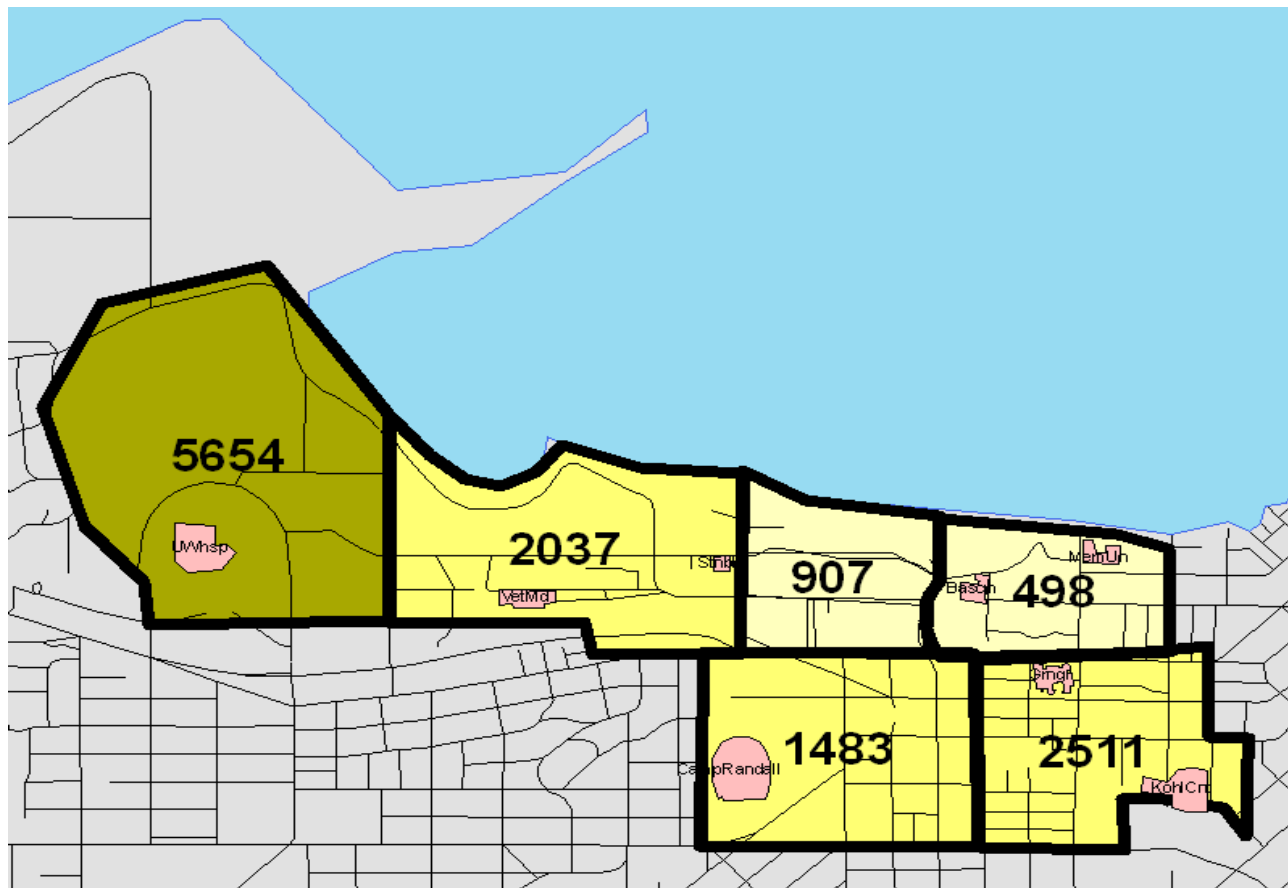
### Challenges:

- Having differing visitor parking models is confusing to customers
- Having multiple areas selling to visitors within one facility leads to inefficiency
- “Pay by entry” structures require staff be present to assist customers and slow down entry of vehicles
- Flat rate permits discourage short term parking (less than 4 hours), reduce stall availability and frustrate customers
- Meters require change, collection and maintenance

# Program History

## Cap on Parking

- The UW campus has promised to limit parking on campus to 13,000 stalls
- With over 62,000 students and employees, the UW has one of the lowest parking to population ratios of any university in the country
- Reasons that led to the cap on parking stalls include:
  - Agreements with the City of Madison and Village of Shorewood Hills to address local traffic concerns
  - Lack of space on a landlocked campus
  - Environmental and energy goals
- Currently, there are 13,090 stalls distributed as shown below:



# Financial Snapshot

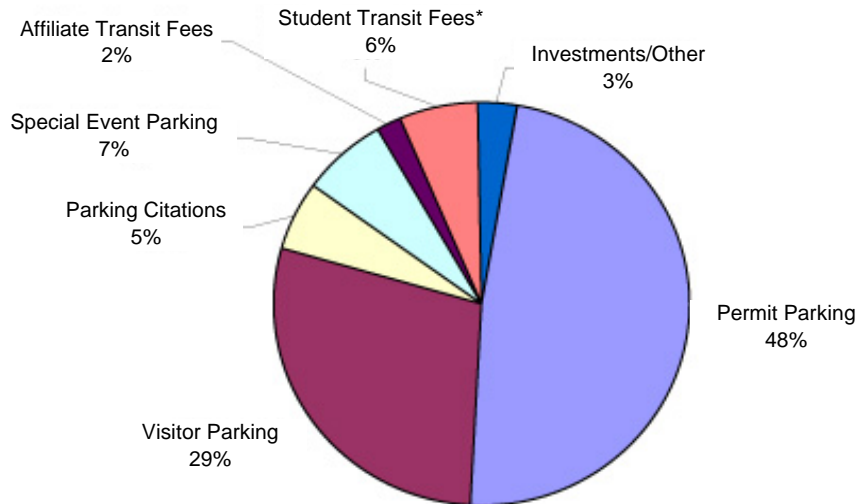
## Financial Needs and Obligations

- As an auxiliary enterprise, UW Transportation Services does not receive any state funding
- Revenue generated pays for the products and services provided by UWTS, including:
  - Parking infrastructure
    - Build and fund all construction of campus parking
      - Ex: Cost of parking at new SoHE: \$70,000 *per stall*
  - Parking management
    - Manage supply and demand of parking to large population
    - Ensure parking is available for our customers through enforcement
  - Parking lot and structure maintenance
    - Perform repairs, cleaning, snow clearing of all lots
  - Bus pass and alternative transportation support
    - Manage all alternative transportation programs
    - Encourage alternatives to driving alone
    - Mitigate challenge of limited parking
  - Special event parking management
    - Provide access for guests
    - Generate revenue to offset the cost of parking for campus community
- UWTS rates are set in compliance with university policy to cover only the cost of operating the department
- Currently, UWTS is running an annual deficit of approximately \$1,000,000

# Financial Snapshot

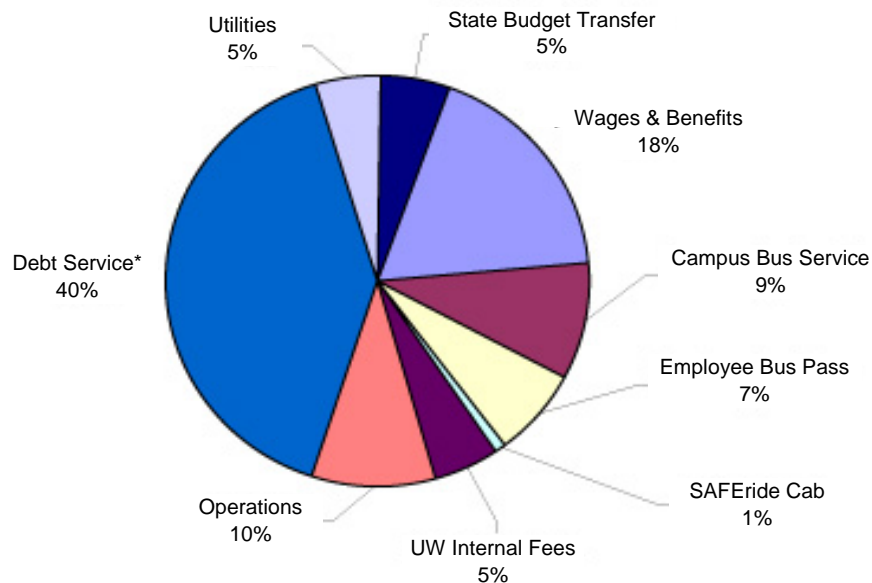
## Revenues and Expenses

### Revenues (FY 09-10):



\*Direct support from ASM for Campus Bus and SAFeride Cab services

### Expenses (FY 09-10):

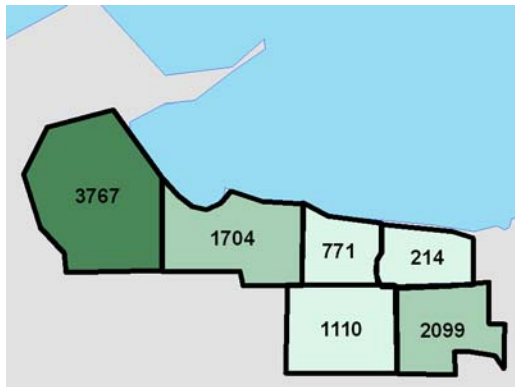


\*Principle and interest for new parking facilities

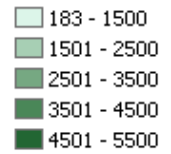
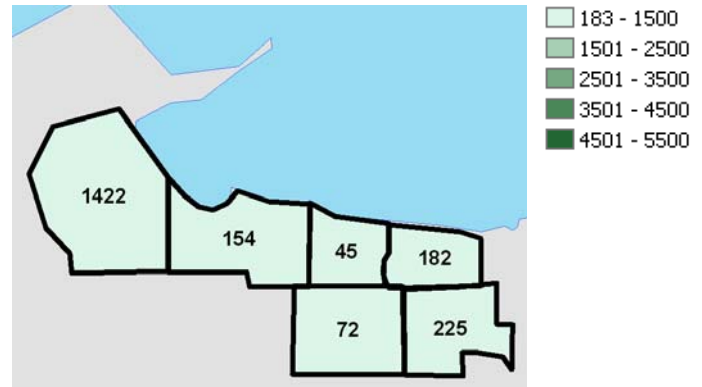
# Future Challenges

## Parking Supply and Demand on Campus

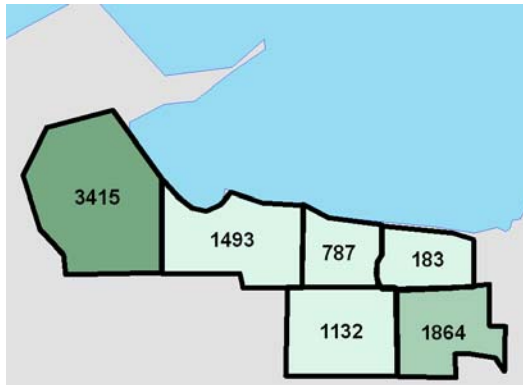
Current Annual Baselot Permit Stalls\* (9,665)



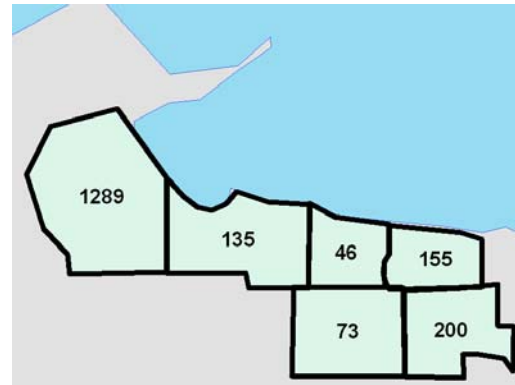
Current Visitor Stalls and Meter Stalls\* (2,100)



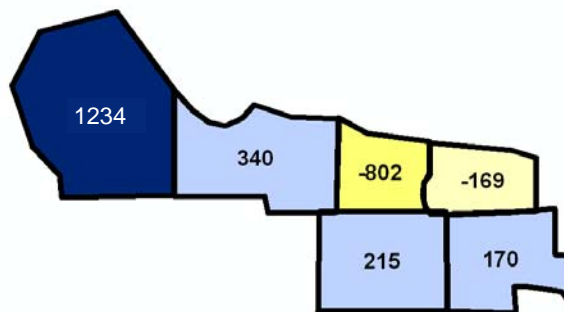
2019 Annual Baselot Permit Stalls\* (8,874)



2019 Visitor Stalls and Meter Stalls\* (1,898)



Change in Number of Employees Current to 2019



Permit Stalls Lost	791
Visitor Stalls Lost	202
Stalls Needed for Growth	<u>775</u>
<b>Total Stalls Needed</b>	<b>1,768</b>

Cost to Build Stalls @\$25,000 each	\$44,200,000
Annual Debt Obligation	\$3,500,000
Projected Annual Revenue	\$1,900,000
Projected Annual Subsidy from other Current Revenue Sources	\$1,600,000

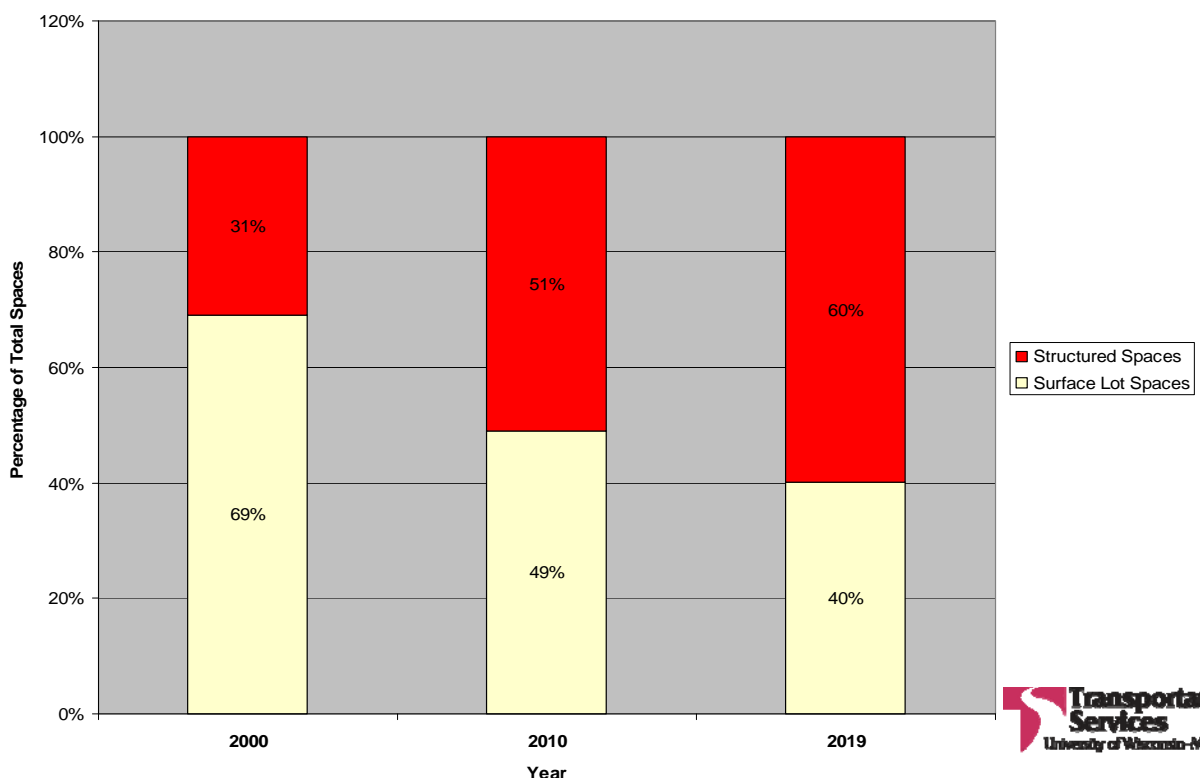
\*Current numbers exclude special stall types, eg, reserved, loading zone, etc., 2019 numbers are projected based on future construction and other factors.

# Future Challenges

## External Factors that Impact Future Decisions

- Employee bus pass costs have increased by over 57% in the last 5 years
- Madison Metro is asking for a 21% increase for FY 11
- Campus bus service costs have increased by 30% over the last 5 years
- Annual parking structure debt expenses have increased by 50% over the last 5 years
- Over 40% of the annual budget is dedicated to parking debt service and depreciation
- Between 2007 and 2013, 1,300 parking stalls will be lost resulting in a \$1,200,000 reduction of annual revenue
- Permit prices have increased an average of \$12 per year since 2004
- The average cost to build a surface lot is \$2,000 per stall
- The estimated cost to build a new parking structure now exceeds \$25,000 per stall. Annual permit rates do not cover this cost
- As parking is shifted from surface lots to parking structures, annual operational costs will increase to maintain the facilities

Parking Space Distribution

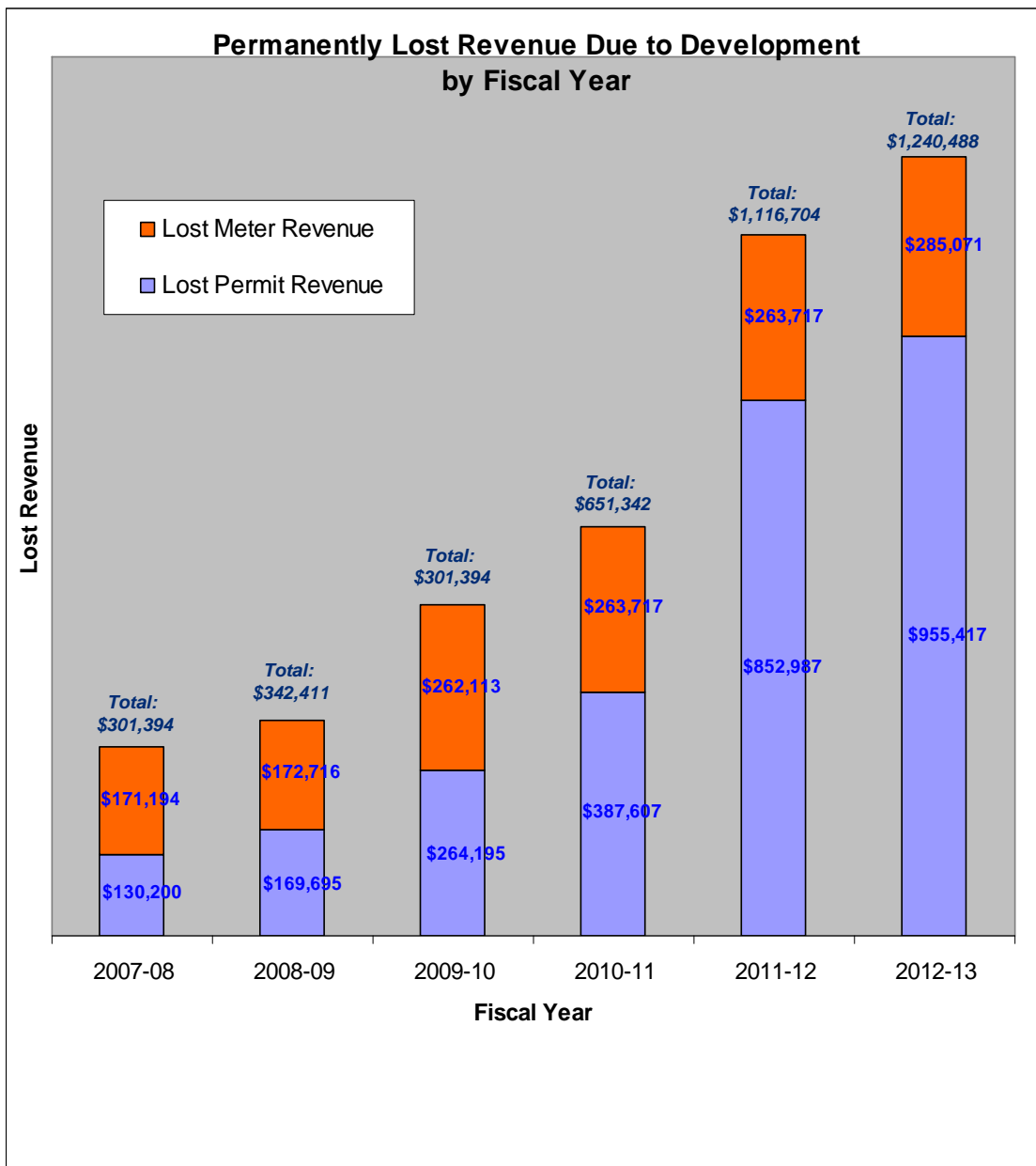




# Future Challenges

## Permanently Lost Stalls & Revenue Due to Construction 2007-2013

	# Stalls Lost	Lost Revenue						Cumulative Total
		2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	
Permit Stalls	1163	\$130,200	\$169,695	\$264,195	\$387,607	\$852,987	\$955,417	\$2,760,100
Metered Stalls	149	\$171,194	\$172,716	\$262,113	\$263,717	\$263,717	\$285,071	\$1,418,528
<b>Total Stalls</b>	<b>1312</b>	<b>\$301,394</b>	<b>\$342,411</b>	<b>\$526,308</b>	<b>\$651,324</b>	<b>\$1,116,704</b>	<b>\$1,240,488</b>	<b>\$4,178,628</b>



# Future Challenges

## Cost of Building Parking Structures on Campus

Facility	Location	Date Opened	Spaces	Total Construction Cost	Levels	Site	Cost per Space	Cost per Space Today's Dollar	Efficiency (SF/Space)
Lot 23	Van Hise	1950	44	\$100,000	1	Under Building	\$2,273	\$22,432	275
Lot 6	Helen C. White	1968	194	\$561,000	2	Under Building	\$2,892	\$17,963	592
Lot 46	Lake St.	1988	494	\$3,400,000	6	Above Ground	\$6,883	\$12,577	
		1997	251	\$3,700,000			\$14,741	\$19,855	
			745	\$7,100,000					322
Lot 7	Grainger	1991	409	\$5,400,000	3	Under Building	\$13,203	\$20,956	345
Lot 75	Hospital	1991	966	\$6,800,000	4	Above Ground	\$7,039	\$11,173	
		2001	361	\$6,000,000	2		\$16,620	\$20,288	
			1,327	\$12,800,000					318
Lot 20	McCardle	1993	220	\$3,900,000	3	Above Ground	\$17,727	\$26,520	332
Lot 36	Steenbock	1998	349	\$3,800,000	4	Above Ground	\$10,888	\$12,282	
		2008	114	\$2,360,000			\$20,702	\$20,786	
			463	\$6,160,000					319
Lot 83	Fluno	1998	299	\$7,100,000	2	Under Building	\$23,746	\$31,493	365
Lot 17	Engineering Dr	2000	800	\$8,400,000	5	Above Ground	\$10,500	\$13,182	299
Lot 95	HSLC	2004	153	\$4,000,000	1	Under Building	\$26,144	\$29,919	405
Lot 76	U-Bay Dr.	2005	1,285	\$14,000,000	4	Above Ground	\$10,895	\$12,060	298
Lot 29	Park St.	2006	341	\$9,300,000	4	Under Building	\$27,273	\$29,245	357
Lot 38	Microbial	2007	146	\$5,800,000	4	Under Building	\$39,726	\$41,418	370
Lot 63	Children's Hospital	2007	251	\$6,000,000	3	Under Building	\$23,904	\$24,923	665
	Union South	2011	183	\$10,000,000	2	Under Building	\$54,645	\$54,645	372
	Human Ecology	2011	42	\$2,950,000	1	Under Building	\$70,238	\$70,238	624
			<b>6,902</b>	<b>\$103,571,000</b>			<b>\$15,006</b>	<b>\$18,851</b>	<b>391</b>
						<b>Average Above Ground</b>	\$10,818	\$14,018	311
						<b>Average Below Building</b>	\$24,836	\$30,195	425
						<b>Average Over Last 10 years</b>	\$32,239	\$33,725	
						<b>Average Over Last 5 Years</b>	\$39,415	\$40,096	
						<b>Average Cost for Additions</b>	\$17,354	\$20,309	

# Reducing Expenses – Decrease Spending

## How can UWTS reduce annual expenditures for the employee bus pass?

### Problem

- Rides increased by 739,833 or 97% between 2002 and 2009
- Cost per ride increased from 73 cents to a proposed \$1.15 for 2011
- The cost of the whole program increased by \$870,000 or 156% between 2002 and 2009

### Possible Solution #1

#### Charge fee for the employee bus pass

**Potential Revenue Generated by Level of Fee Charged for Annual Pass and Number of Passes Distributed**

	6,500 Passes	4,200 Passes	3,800 Passes	2,500 Passes
<b>\$50</b>	\$325,000	\$210,000	\$190,000	\$125,000
<b>\$100</b>	\$650,000	\$420,000	\$380,000	\$250,000
<b>\$150</b>	\$975,000	\$630,000	\$570,000	\$375,000
<b>\$300</b>	\$1,950,000	\$1,260,000	\$1,140,000	\$750,000

**Predicted Impact of Charging for Portion of Employee Bus Pass**

Current pass holder behavior	Cost to employee to buy UW pass	Cost to employee to buy Metro pass	Likely action if UW charges for passes
<b>Ride Every Day</b> (2,465 riders)	\$50-\$300	\$660 (monthly pass)	- Purchase pass from UW
<b>Ride More Than Once a Week</b> (1,435 riders)	\$50-\$300	\$312 (quick tix)	- Purchase pass from UW - Or stop riding
<b>Ride Once a Week</b> (440 riders)	\$50-\$300	\$156 (quick tix)	- Purchase pass from UW or Metro (Depends on UW Price) - Or stop riding
<b>Ride Less Than Once a Week</b> (2,205 riders)	\$50-\$300	\$36 (quick tix)	- Purchase from Metro - Or stop riding

# Reducing Expenses – Decrease Spending

## How can UWTS reduce annual expenditures for the employee bus pass? (cont.)

Possible Solution #2

### Restrict Bus Pass Use

Current pass use:

- 138 average rides per pass annually
- 69 median rides per pass annually
- 1,894 rides per year for pass with highest use

Options for Limiting Bus Pass Use:

- If passes are only valid on weekdays
  - Save 75,000 rides/year or 5% of rides (\$86,250)

**OR**

- If rides capped at 500 rides/year per pass
  - Save 66,000 or 4% of rides (\$75,900)
- Concerns:
  - Hospital and some UW employees work on weekends
  - Some employees require multiple transfers to commute to campus
  - Difficulties in administering

# Reducing Expenses – Improve Efficiency

## Should UWTS convert to swipe Flex?

### Current Flex Program:

- Requires customer to register with an outside vendor and then call that vendor to charge a credit card for parking on any given day

### What is Swipe Flex?

- Customer receives a permit with a magnetic strip in the mail
- Customer swipes the permit through a reader, thus opening the gate to allow lot entrance
- At the end of parking, customer swipes the permit through another reader to open the gate and exit

### Purpose/Value:

- Easy to use and does not require separate phone call for each parking event
- Reduced violations since parking access impossible without swiping proper permit
- Lower management and enforcement costs
- Better data on Flex usage to support improvements tailored to Flex customer needs

# Reducing Expenses – Improve Efficiency

## How do business alternates impact lot utilization & revenue?

### Current Business Practices

- Customers limited to one business alternate lot
- Business alternate pricing based on flat rate (\$115)
- Business alternate permit fees are paid by the individual not the department
- Permits are not pro-rated or refundable

### Issues

- For every 3 business alternates sold in a lot we lose 1 annual base lot assignment
- Reduced revenue from the loss of annual permit sales
- No control on when permit will be used which can impact lot full problems

BA Permits	# BA Permits	BA Revenue	BL Sales Loss	Total Loss
Level 1	9	\$ 1,035.00	\$ 1,455.00	\$ 420.00
Level 2	159	\$ 18,285.00	\$ 38,955.00	\$ 20,670.00
Level 3	101	\$ 11,615.00	\$ 36,550.00	\$ 24,935.00
<b>Total</b>	<b>269</b>	<b>\$ 30,935.00</b>	<b>\$ 76,960.00</b>	<b>\$ 46,025.00</b>

### Number of Baselot Permit sales lost due to Alternates

Parking Year	# Business Alternates	# Permit Assignments Reduced
2009-2010	269	89
2008-2009	265	88
2007-2008	272	91
2006-2007	288	96
2005-2006	296	99

### Proposal for 2011-2012 Business Alternates

- Base the cost of Business Alternate parking on the lot fee divided by 3
- Encourage customers to use Department permits for business
- Encourage customers to ride the “free” campus bus
- Permits will be pro-rated based on date of sale
- Refunds will be based on date the permit is returned

# Reducing Expenses – Improve Efficiency

## Should UWTS revise the permit assignment process?

### Current Assignment System

- The current permit assignment process does not effectively meet the needs of our customers
  - Each year employees are ranked by their college or division based on varying criteria.
  - 57 Unit Transportation Coordinators have been designated on campus to coordinate this effort.
  - Over 80% of employees are reassigned to the same parking lot each year.
  - New employees must wait at least two weeks before they can apply for parking.
  - Long term employees have been assigned to different parking lots based on their college or division ranking.

### Potential Solution

- What can be done to improve the process?
  - Create an annual renewal process to allow people to be reassigned in their current lot.
  - Develop protocols to allow new employees access to available parking upon entry into the Human Resources System.
  - Create permit assignment protocols for employees who are hired to replace employees with existing parking.
  - Improve the waitlist process to get permits into employees possession faster.

# Reducing Expenses – Improve Efficiency

## Should UWTS revise the moped policy?

### Current Policy

- Customers may buy permits that allow mopeds to park in a designated (painted) stall at any of 73 different parking locations. There are over 1,700 parking stalls on campus.
- About 1,800 moped permits are sold every year.

### Concerns

- Moped parking occupies areas needed for landscape and campus development
- Safety of moped drivers, esp. without helmets
- Mopeds are not just used for commuting to campus
- Mopeds used to go from building to building contribute to
  - Congestion and travel delays for others during class changes
  - Pollution: high emissions of fine particulate and 100 times the ozone emissions of a car

### Action

- Study moped movements:
  - This summer UW Engineering (TOPS) will conduct moped origin/destination studies and track congestion issues where moped density is high
  - Results of the study will inform possible improvements in moped parking policies.

### Potential Solutions

- Sell permits for assigned lots or parking areas only
- Fewer, larger lots in strategic locations
- Others?



# Reducing Expenses – Improve Efficiency

## Should parking fines (citations) be revised to improve parking management & support campus priorities?

- Parking citations are issued to manage a scarce parking resource and protect the parking investment of permit holders.
- Without enforcement of the regulations, permit holders would have greater difficulty finding available parking for which they purchased.
- Pedestrian safety would also be compromised with vehicles blocking sidewalks, disabled access areas, and building entrances.
- The number of citations issued has declined over the last 5 years.
- Currently there are only 14 different violation types that cover broad definitional areas.
- Customers who receive a citation or warning are not always aware of the reasons due to limited information.
- Increasing the number of citation types will better define what constitutes a violation.
- The attempt is not to issue more citations, but to convey a more direct message on why a vehicle is in violation to prevent future violations.
- Any additional revenue generated from violations will help pay the cost of enforcement and provide subsidies for campus bus service.

### Potential New Citations and Fine Sched

Violation	Fines as of July 2010	Proposed Fine
<b>Permit Violations</b>		
Parking Without Permit	\$35	\$40
Expired Permit		\$40
Improper Display of Permit	\$15	\$30
Improper Permit for Area		\$40
No Flex Pay by Phone Record	\$35	\$40
<b>Parking in a No Parking Area (General)</b>		
Landscaped Area	\$45	\$40
Not Legal Space		\$40
<b>Parking in a No Parking Area (Safety)</b>		
Blocking Firelane		\$50
Blocking Bike Lane		\$50
Blocking Dumpster		\$50
Blocking Roadway/Exit/Drive Aisle		\$50
Blocking Other Vehicle		\$50
Blocking Sidewalk or Access Ramp		\$50
<b>Disabled Parking</b>		
Disabled Stall Violation	\$200	\$250
Blocking Access Aisle		\$250
<b>Parking Meters</b>		
Expired Meter	\$25	\$30
Parking at an Inoperable Meter		\$30
<b>Disregarding a Parking Control Sign</b>		
Overtime Violation	\$25	\$30
Oversized Vehicle		\$30
Undersized Vehicle		\$30
Reserved Stall		\$30
Vehicle in Motorcycle Space		\$30
Snow Route and Plowing Spaces		\$30
<b>Disregarding a Parking Control Device</b>		
Reserved Meter		\$50
Reserved Special Events	\$45	\$50
Reserved by Signs/Cones/Barricades		\$50
Moped Parking in Bicycle Area		\$50
<b>Garage/Ramp Violations</b>		
Parking without Payment of Daily Fee		\$50
Bypassing Gates to Avoid Payment		\$50
Tailgating vehicle into or out of Facility		\$50
Allowing Another Person to use Pass		\$50
<b>Improper Parking</b>		
Occupy Two Spaces	\$45	\$50
Parking Against the Flow of Traffic		\$50
<b>Improper Use/Application of Permit</b>		
Use/Display of Lost/Stolen Annual Permit	\$300	Cost of Permit
Use/Display of Lost/Stolen Temporary Permit	\$150	\$200
Use/Display of Counterfeit Annual Permit	\$300	Cost of Permit
Use/Display of Counterfeit Temporary Permit	\$150	\$200
<b>Other</b>		
Invalid or Missing License Plate	\$35	\$40
Double Permit	\$35	\$40
<b>TOTAL</b>		

NOTE: Current Citations are Highlighted

# Reducing Expenses – Improve Efficiency

## How should parking lots be used? What hours and days of the week should parking be enforced?

Proposal: Three (new) lot designation types:

Lot Type	Proposed Level One Lowest Demand Surface Lots	Proposed Level Two Surface Lots – No Gates	Proposed Level Three Gated Structures
<b>Cost</b>	\$495/year \$75/month \$10/day	\$745/year \$75/month \$10/day	\$1085/year \$2.00/hour
<b>Control</b>	Controlled M-F and Events	Controlled M-F and Events	Controlled at All Times
<b>% of Total Stalls</b>	10%	30%	60%
<b>M-F 7:00AM – 4:30 PM</b>	Requires valid permit for lot or event permit  Meets needs of commuting employees and event attendees	Requires valid permit for lot or event permit  Meets needs of commuting employees and event attendees	Requires valid permit for lot or pay by hour  Meets needs of commuting employees and visitors
<b>After Hours</b>	No requirement except during special events (when special event permit is required)  Meets needs of students, visitors, small events	Requires a valid permit for the lot or special event permit during event  Meets needs of commuting employees, event attendees	Requires valid permit for lot or pay by hour  Meets needs of commuting employees and visitors

### Advantages

- Uses technology to improve efficiency
- Better aligned with campus priorities
- Focuses enforcement resources
- Reduces costs to administer/manage/operate
- Easier for customers to understand
- Reduces complexity and misuse
- Better use of space (students, visitors, fac, staff)
- Increases visitor parking options

### Disadvantages

- Change is hard to accept
- May increase traffic circulation after 5PM
- Need to revise towing contract and impounding
- Some 2<sup>nd</sup> or 3<sup>rd</sup> shift employees may not get free parking

# Reducing Expenses – Improve Efficiency

## How can the Department Non-Dated permit program be improved?

### Current Program

Non-dated permits are designed for university departments who wish to provide temporary parking to non-university guests. However, unauthorized use of the non-dated permits is leading to overcrowded lots and limited space for permit holders and visitor to park.

### Issues

- Incorrect usage
  - Unauthorized use by staff
  - Usage not being tracked
  - Frequent violations of 2 permit/day limit
  - Incorrectly preparing permits for visitors
- Enforcement
  - Difficult to distinguish non-dated permits from daily permits
  - Cannot track number of permits distributed by departments
- Department Turnover
  - Difficult to keep department staff well trained on procedures
  - Compounds incorrect usage problems
- Displaced Permit Holders
  - Overuse of non-dated permits displaces base lot permit holders

### Supporting Data

March 2009 – March 2010

Number of customers (departments)	123
Number of permits sold	11,770

### Potential Solutions

- Limit non-dated permits to gated lots only – easier to monitor
- Limit the number of permits sold to 50/month – (2/week day)
- Help departments do a better job of planning ahead
  - Non-dated permits don't guarantee space in a particular lot
  - Dated permits guarantee parking and facilitate management of lot utilization
- Establish consistent, biannual training for departments using non-dated permits

# Reducing Expenses – Improve Efficiency

## Should UWTS create designated stalls in lots for Department & Vendor permits?

### Current Program

- Currently departments, vendors & visitors compete with annual permit holders for permit stalls
- Over 2,000 departmental permits are sold each year
- Universal permits for departments & vendors are valid in more than one lot
- Lot Full issues - 10 out of the top 15 Lot Full reports are lots used by Department Universal permit holders & vendors
- Departments have unique needs
  - Transporting equipment, tools, & supplies
  - Permits used by multiple groups including staff, visitors, patients, businesses, donors

### Advantages

- Better lot utilization – better management of our limited resources
- Reduced lot full problems
- Less confusion – permits valid in signed stalls only

### Disadvantages

- Less flexibility in parking – permits limited to signed areas rather than entire lot
- Empty stalls would not be available for annual permit holder parking
- Departments using high demand lots may need to park in a different lot if the designated stalls are full

# Reducing Expenses – Improve Efficiency

## How can campus bus routes be improved?

### Existing Campus Bus System

- Daytime routes: 80, 84, 85
- Night time routes: 81, 82
- 29,904 service hours, 2,640,000 rides/year

### Recent Changes:

- 2008: reduced travel time of route 80 and improved frequency to 6 minutes
- 2007: added new route 85 route that, for the first time, included the SE campus and service between Memorial Union and the Union South/Engineering campus

### Exploring future changes:

- General goal: Improve efficiency, frequencies, travel times, and crowding as possible
- Idea: Streamline routes to reduce travel time and increase frequencies at no extra cost (could mean walking further)
- Nighttime 82: Shorten inefficient, long route and double frequency of shorter route
- Nighttime 81 and 82:
  - Look for ways to serve old University Ave. and other student residential areas
  - Reduce current overlap of 80 with the 81
- Find ways to better align service with employee needs

# Increasing Revenue

## Should Flex rates be increased?

Current charges for Day/Half-Day vs. Flex:

	Temporary Permit	Flex Parking
Half-Day	\$ 6.00	\$ 3.00
Full-Day	\$ 10.00	\$ 6.00

### Potential Solution

- Increase Flex rate to be on par with temporary permit rates
  - Improve consistency: rate structure simple and easy to understand for all customers
  - Have Flex users pay in lots controlled during evening hours
  - Increase program revenue support
- Potential concerns:
  - Increased cost to Flex customer
  - Decreased participation and potential negative impact on encouraging sustainable transportation

# Increasing Revenue

## Should UWTS allow individuals to purchase reserved stalls?

### Current Reserved Stall Practices

- Reserved stalls are sold at the Level 3 (\$1075) rate category
- Reserved stalls are only sold to departments
- Issues with current practices
  - Impacts lot utilization
  - No premium for Level 3 reserved stalls (same price as base lot permit holders)

### Proposal for 2011-2012

- Increase Reserved stall fees
  - Proposed rate = \$1,000 + Base Lot Fee
  - Surveyed other Universities and found on average, reserved fee 2.5 times the lot rate*
- Allow individuals to purchase reserved stalls

### Pros and Cons

#### Advantages to Individual

- Guaranteed same spot 24/7
- Prestige factor
- Convenience

#### Disadvantages to Individual

- At least twice as expensive
- Must call to report violator in stall
- Reserved permit not valid with Dept Universal
- Reserved Permit ONLY valid in reserved stall

#### Advantages to UWTS

- Increased revenue
- Focuses enforcement resources

#### Disadvantages to UWTS

- Increased demand on enforcement
- Can't oversell stall

# Increasing Revenue

## How should parking lots be used? What hours and days of the week should parking be enforced?

### Lot Utilization

- Current policy is complex, especially for visitors
- Current policy is unrelated to cost. Market based pricing is a best practice
- After normal working hours, demand for parking is an opportunity to increase revenues
- Faculty, staff, & students that work late need a safe, convenient, affordable place to park
- Visitors and event attendees are willing to pay for parking

### Abuse

- Some customers don't pay for parking but park regularly in lots that are open to the public
- Visitors & students park overnight and prevent base lot customers from finding a parking space
- Abuse after-hours is difficult to detect, expensive to enforce if very complex

### Campus priorities

- Current policy restricts access to research, libraries, art, and other campus resources
- Numerous exceptions and special cases waste enforcement time and effort, result in numerous citation dismissals
- Current policy restricts UW's Mission: Teach, Research, Serve

### Work-related needs must be addressed

- Safety concerns for customers in lots and ramps need to be addressed
- After-hour parking demand is NOT expensive to meet (parking spaces are already there)
- Need to reduce administrative costs and complexity
- Needs to use proven, effective business practices



# Increasing Revenue

## How can the bagged meter program be improved?

### Program

Bagged Meters are a service offered to event hosts who wish to reserve parking close to their event facility

### Issues

- Execution
  - Bagging meters throughout the campus (vs. specific lots) is difficult to manage
  - Bags often remain on meters after the purchase date
  - Bagged meter customers are unfamiliar with lot policies during staffed events
- Inefficiencies and Errors
  - Meters are bagged for the entire day regardless of actual event duration resulting in an inefficient use of space
  - Inefficient tracking system– last minute changes are difficult to communicate to field staff and customers
  - Manual fulfillment process – each order or change requires new forms which use large amounts of paper
  - High error rate – orders not recorded result in meters not getting bagged after payment from customer
- Operational Issues
  - The permit used by customers does not have an clear valid time frame. The time validation is usually determined by the customer
  - Bags go on the meters around 6am and remain on the meters until after 5 PM
  - The current rate charged departments for a meter is less then the average daily revenue collected
- Customer Identification
  - Currently we sell this product to anyone.
    - Customers with no affiliation to the university can be difficult to contact

### Potential Solutions

- Sell bagged meters in the most requested lots only (1, 6, 17 & 43)
- Promote new garage visitor parking options to customers
- Create on-line request and processing program
- Redesign internal procedures to reduce errors and increase efficiencies
- Increase customer education and outreach
- Restrict usage to University departments only
- Increase daily rates
  - Recommended Rate: \$15 (the average daily meter revenue)
  - Last minute requests: \$25 (less than 48 hours notice)

# Increasing Revenue

## How could hourly parking and/or an online reservation system increase revenue?

### Automated Parking Facilities

- Charge visitors for the duration of their parking (time elapsed between vehicle entry and exit)
  - Historical information on this is not available, as permit sales do not indicate length of parking stays

### Possible Rate Structures/Increases

- \$1.50 per hour
  - Same rate currently charged at meters
- \$1 per ½ hour up to 2 hours, \$1 per hour thereafter
  - More revenue from short term parking visitors
  - Net revenue increase dependent on turnover rates and customer volume, as current short term visitors held to \$6 minimum for a half day permit
- Increase daily maximum, which is currently \$10
- Create an evening parking rate

### Online Reservation System

- Convenience fee charged for each reservation
  - Possibly dependent on stall quantity, lot demand, early or late notice, etc