

HUMBOLDT STATE UNIVERSITY

PARKING & COMMUTER SERVICES BUSINESS PLAN

TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
ORGANIZATION DESCRIPTION.....	4
Mission Statement	4
Values Statements	4
Organization Chart & Staffing.....	5
Administration of the Campus Parking & Commuter Services Program	5
Regulations, Standards & Operating Procedures	6
FINANCIAL OVERVIEW	6
Existing Financial Status	6
Fee & Fine Structure	8
PROGRAMS & SERVICES	8
Customer Profile	8
Programs & Services Offered.....	9
Statistical Data.....	10
SERVICE SECTOR ANALYSIS	12
Service Sector Description	12
Trends.....	12
Best Practices.....	13
Key Performance Indicators	13
MARKET & CUSTOMER ANALYSIS	14
Customer Needs.....	14
Size of the Market.....	15
Pricing.....	15
Regulatory Governance & Restrictions	15
SWOT ANALYSIS	15
Overview.....	15
SWOT Chart	16
Analysis	16
RECOMMENDED PLAN	17
Overview.....	17
Goals, Outcomes & Objectives.....	17
Five Year Financial Plan.....	18
Five Year Capital Outlay Program.....	21

APPENDICES

- A. Organization Chart
- B. Parking & Transportation Advisory Committee
- C. Existing University Code of Regulations
- D. Proposed University Code of Regulations- Parking Enforcement
- E. Operating Standard 001-151009 Emeritus Faculty Parking Waiver Eligibility
- F. Operating Standard 002-151009 Parking Fee Waiver for Students with Disabilities
- G. Operating Standard 003-151009 Parking Fee Waiver for Those Transacting State Business with the Campus
- H. Operating Standard 004-151009 Reserved Parking
- I. FY2015/16 Parking Fees Fund Budget
- J. FY2015/15 Parking Fines/Forfeitures Fund Budget
- K. FY2015/16 Parking Projects Fund Budget
- L. FY2015/16 Alternative Transportation Fund Budget
- M. FY2015/15 JackPass IRA Fund Budget
- N. Parking Permit Fees
- O. Parking Fines

- P.** Parking Inventory
- Q.** Permit Sales Data
- R.** Parking Enforcement Data
- S.** JackPass Ridership Data
- T.** ZipCar Usage Data
- U.** Parking Fee Fund (TS003) Five Year Financial Plan
- V.** Parking Fines & Forfeitures Fund (TS001) Five Year Financial Plan
- W.** Parking Projects Fund (TS020) Five Year Financial Plan
- X.** Alternative Transportation Projects Fund (TS025) Five Year Financial Plan
- Y.** IRA JackPass Fund (TO130) Five Year Financial Plan
- Z.** Parking & Commuter Services Overall Five Year Financial Summary
- AA.** Five Year Capital Outlay Program
- BB.** Map of Capital Outlay Projects

EXECUTIVE SUMMARY

At the request of the President, Parking & Commuter Services, in collaboration with the Parking & Transportation Committee, developed this business plan and accompanying five year financial plan to clearly define its roadmap for organizational success. The purpose of this Plan is to provide a clear vision of the organization including its current financial situation, services and programs along with an evaluation of its service sector, market and customer base so as to assess the ability of Parking & Commuter Services to meet the demands of the campus both organizationally and financially. The result of such an analysis deeply influenced the recommended plan which is inclusive of outcomes and objectives aligned with the University's Strategic Plan along with a five year financial and capital outlay program in support of such.

Parking & Commuter Services is a service organization within the institution. While its programs are not directly aligned with the primary mission of the institution, they are an important service allowing the University to pursue such. As a service organization, Parking & Commuter Services will continue to focus on how to best serve the institution while ensuring its programs are reflective of the University's values and supportive of the Strategic Plan. As a result and over the next five years, the core focus of Parking & Commuter Services can be summarized into six key areas:

- Technologically modernize the delivery of programs and services to gain efficiency and improve customer satisfaction.
- Aggressively support the development of additional alternative transportation programs to decrease the demand for single occupant vehicle parking within the campus boundary.
- Aggressively pursue improvements to existing facilities while maximizing the amount of parking available within the campus boundary and creatively consider how demand may be satisfied through off-site facilities.
- Support use of non-traditionally fueled, more environmentally friendly vehicles through development of additional infrastructure.
- Establish clear regulations, policies, standards and key performance indicators to ensure consistent and successful administration of existing programs and to foster growth of additional programs and services designed to better meet the needs of the campus now and in the future.
- Evaluate and analyze the success of current programs and services including review of fee structures, operational costs and capital financing requirements to achieve such.

The six key areas noted above are more specifically addressed within this Plan and also supported through the clear assignment of financial resources to help achieve such. The Plan includes specific information concerning the organization, a financial overview, programs and services, service sector analysis, market and customer analysis, and analysis of its strengths, weaknesses, opportunities and threats. This information was then utilized overall to develop the recommendations associated with goals, outcomes and objectives as well as a five year operational and capital outlay program.

ORGANIZATION DESCRIPTION

Mission Statement

Parking & Commuter Services is committed to ensuring the University community and campus visitors are provided with access to parking and transportation services that align with the University's core mission and goals. We accomplish this through the provision of responsive, cost-effective, customer-driven and sustainable programs and services.

Values Statements

Parking & Commuter Services embraces the following core values in all endeavors associated with serving the campus and community.

- *Customer Service:* We commit to understanding the needs of the campus community, communicating effectively and delivering services and solutions in a courteous, professional and timely manner.
- *Collaboration & Transparency:* We commit to building strong, successful partnerships and sharing our expertise and knowledge within our department and with the campus community.
- *Respect:* We commit to developing and maintaining mutual respect through soliciting input, active listening and communication, recognizing diverse points of view, and receiving constructive feedback.

- *Integrity:* We commit to conducting our business ethically and with the highest level of integrity while demonstrating social responsibility and showing respect for those with whom we work, partner and contract.
- *Excellence & Pride:* We commit to the highest standards of quality and performance and are dedicated to continuous improvement. We are proud of our work and are devoted to serving the campus community.
- *Effectiveness & Accountability:* We commit to efficient, transparent processes and delivery of services that meet campus priorities and achieve department goals while also being fiscally, operationally, and environmentally responsible.
- *Innovation:* We commit to continuously learn, develop and improve; we will build on our successes and learn from our failures.
- *Stewardship:* We commit to respecting the history and traditions of the University while managing our resources for the benefit of present and future generations and taking responsibility for our work and actions.
- *Safety:* We believe workplace injuries are preventable and will work together to promote safety and wellness within the department and throughout the campus community.
- *Employee Ownership & Satisfaction:* We commit to providing the resources, professional development and support necessary to effectively complete our job responsibilities. We commit to having a work environment inclusive of diversity and conducive to staff engagement, a sense of ownership, high performance and professional satisfaction.
- *Sustainability:* We commit to providing services and infrastructure that lessen reliance on single-occupant vehicle travel and reduce vehicle trips to campus as a means of relieving congestion and parking pressures while reducing HSU's environmental impact.

Organization Chart & Staffing

Parking & Commuter Services is a 100% fee-support University department whose programs and services are administered under the direction of the Associate Vice President, Facilities Management. The organization chart is included as Appendix A. Parking & Commuter Services directly employs a staff of two full-time parking service officers as well as up to ten part-time student positions. Parking officers are primarily responsible for enforcement, patrol, and event parking notification while students working for Parking & Commuter Services assist with enforcement and serve as a primary interface with customers at the Parking Kiosk located northwest of the Student Business Services Building. Facilities Management supports Parking & Commuter Services through the provision of staff responsible for coordination of programs and services as well as providing customer and business support functions. Additional support is provided by Financial Services, the Budget Office, Contracts, Procurement & Risk Management, and the University Police Department.

Authority, Administration & Oversight

The authority to administer the University's Parking & Commuter Services program is based on a number of California codes and regulations as well as California State University memoranda. Specific authority to operate and administer the Program is outlined under the following:

- California Education Code 89031 which grants the California State University authority to make rules and regulations for the governance and maintenance of University buildings and grounds; and
- California Code of Regulations, Title 5, Section 42200 provides authority to grant permission for the driving, stopping, standing, or parking of any vehicles on the University campus; and
- California Code of Regulations, Title 5, Section 42201 conveys permission to stop, park, or leave standing any vehicle may be granted only to persons who have paid a parking fee or granted a parking fee waiver; and
- California Vehicle Code, Section 21113 grants authority to enforce all parking and traffic laws and regulations upon the University pursuant to the California Vehicle Code; and
- California Vehicle Code, Sections 40200 thru 40230 outlines procedures associated with processing parking violations; and
- California Penal Code Section 830.2 provides authority for California State University Police to enforce all laws at the University; and
- California Education Code 89701 and 89701.5 provides statutory authority for California State University parking fees and their use; and
- California State University Coded Memorandum BF95-09 transferred parking programs to the campuses of the California State University and under the authority of the President.

Furthermore, the University President has delegated authority and responsibility to administer Parking & Commuter Services including operations, maintenance, construction, and planning of parking facilities to Facilities Management with enforcement being shared between those staff members directly employed by Parking & Commuter Services and the University Police Department.

To ensure open communication and collaboration with the campus community, the University maintains a Parking & Transportation Committee whose primary purpose is to serve as a forum for parking and transportation issues. This Committee is advisory in nature and receives input, evaluates parking and transportation strategies, develops and recommends policies and procedures for adoption, makes other recommendations for action, and implements strategies as directed by the President. The Committee is outlined in Appendix B.

Regulations, Operating Standards & Procedures

Parking & Commuter Services is governed by a number of California codes and regulations as well as further administered based on California State University memoranda and executive orders. Based on such guiding documents, the University has developed enforcement regulations as well as operating standards and procedures.

Enforcement is governed by the University's Code of Regulations. The existing Code of Regulations dates to 1999. Over the course of the past year, Parking & Commuter Services, in consultation with and under the advisement of the Parking & Transportation Committee, updated the code of regulations specific to parking enforcement and have recommended approval of such to the President. It is anticipated the updated code will be adopted in Spring 2016. The existing Code of Regulations is included as Appendix C and is specific to the entire University Code of Regulations; the proposed Code of Regulations specific only to Parking Enforcement is included as Appendix D.

In addition to enforcement regulations, Parking & Commuter Services requires a number of operating standards and procedures to properly and consistently administer its programs and services. As with the Code of Regulations, these documents are severely outdated, inconsistent, and not in alignment with the University structure as it is organized today. Due to this lack of appropriate organizational administrative structure, Facilities Management is working with Parking & Commuter Services staff and the Parking & Transportation Committee to review existing documents as well as consider development of appropriate operating standards and procedures. This is a critical task which will allow Parking & Commuter Services to improve the programs it offers to the campus community as well as the efficiency at which such is delivered.

Formally adopted operating standards are included as follows: 1) Appendix E, Operating Standard 001-151009 Emeritus Faculty Parking Waiver Eligibility; 2) Appendix F, Operating Standard 002-151009 Parking Fee Waiver for Students with Disabilities; 3) Appendix G, Operating Standard 003-151009 Parking Fee Waiver for Those Transacting State Business with the Campus; and 4) Appendix H, Operating Standard 004-151009 Reserved Parking. In addition to these adopted operating standards, Facilities Management anticipates additional standards will be developed, in 2016, associated with parking permit sales limitations, complimentary permit eligibility, and issuance of complimentary permits to faculty during the summer. As operating standards are developed, corresponding procedures are also created to ensure consistent implementation of such by staff.

FINANCIAL OVERVIEW

Existing Financial Status

Overview

Parking & Commuter Services is financially organized as its own major business unit comprised of five different funds under its jurisdiction. Two funds serve annual operational purposes; two funds are designed to support specific and planned projects; and the other fund is designed to support the majority of the campus mass transportation program. Each fund is described in depth below. California State University requirements concerning the development and ongoing establishment of parking fees and the use of these funds are outlined in a variety of California codes and California State University regulations. The ability to establish parking fees is specifically outlined in California Code of Regulation, Title 5, Division 5, Chapter 1, Subchapter 5, Article 7 (42200) with the development and maintenance of the primary funds below (other than the JackPass IRA Fund) outlined in the California Education Code Section 89701.

Parking Fees Fund

This Fund (TS003) is the primary source of the Parking & Commuter Services operational budget. Income is primarily derived from permit sales with expenses being associated with the majority of routine, ongoing operations and services. At the end of each fiscal year, monies earned in this Fund are rolled over into the Parking Projects Fund in order to provide a source of revenue to accommodate planned construction and major maintenance/renovation projects.

For FY2015/16, the Parking Fees Fund included planned revenue earnings of \$929,000 with planned operational expenditures being \$526,201 not including an anticipated balance transfer of \$402,799 to the Parking Projects Fund at the end of June 2016. The FY2015/16 Parking Fees Fund Budget is included as Appendix I.

Parking Fines & Forfeitures Fund

This Fund (TS001) is the primary source of the Parking & Commuter Services budget associated with enforcement activities. Income is primarily derived from enforcement-related fine and forfeiture collection with the majority of expenses being directly related to enforcement actions. At the end of each fiscal year, monies earned in this Fund are rolled over into the Alternative Transportation Projects Fund. The requirement for this Fund is specifically outlined in California Education Code Section 89701 which notes that funds derived from parking fines and forfeitures shall be used exclusively for the development, enhancement, and operation of alternative methods of transportation programs for the students and employees, for the mitigation of the impact of off-campus student and employee parking in University communities, and for the administration of the parking fines and forfeitures programs..

For FY2015/16, the Parking Fees Fund included planned fines and forfeiture revenue earnings of \$123,000 with planned operational expenses being \$90,250 not including an anticipated balance transfer of \$32,750 to the Alternative Transportation Projects Fund at the end of June 2016. The FY2015/15 Parking Fines Fund Budget is included as Appendix J.

Parking Projects Fund

This Fund (TS020) is the primary source of funds available to implement capital projects to expand existing parking as well as complete major maintenance and capital renewal projects associated with existing facilities. These funds are utilized based on a five-year capital outlay plan. Projects associated with this plan can take place over more than a single fiscal year. Projects which the University elects to pay for directly are budgeted within this Fund. Those projects which require bond proceeds are paid for over the term of the bond from the Parking Fees Fund (our operational fund). While the University does not currently have any bond debt specific to Parking & Commuter Services, the capital outlay plan proposes future projects be funded in such a manner.

For FY2015/16, the Parking Projects Fund had a carry forward balance of \$1,219,361 with an additional \$402,799 anticipated to be transferred by the end of June 2016. Planned capital projects designated to get underway in the current year are estimated to require \$948,000 in funding. If all planned projects were implemented within a single fiscal year (although they are not planned to proceed in that manner), the fund would have a fiscal year-end balance of \$674,160.

Alternative Transportation Projects Fund

This Fund (TS025) is the primary source of funds available to implement physical improvement projects associated with alternative transportation. These funds are also utilized based on a five-year capital outlay plan. Projects can also take place over more than a single fiscal year. As stated above, use of these funds are restricted in a manner consistent with that described in California Education Code, Section 89701. In addition, projects which the University elects to pay for directly are budgeted within this Fund while those paid through bond proceeds would be paid for via the Parking Fines & Forfeitures Fund.

For FY2015/16, the Alternative Transportation Projects Fund had a carry forward balance of \$505,870 with an additional \$32,750 anticipated to be transferred by the end of June 2016. Planned projects designated to get underway in the current year are estimated to require \$208,000 in funding. If all planned projects were implemented within a single fiscal year (although they are not planned to proceed in that manner), the fund would have a fiscal year-end balance of \$330,620.

JACKPASS IRA Fund

This Fund (TO130) is the primary source of funds available to implement the JackPass public transit program. Monies within this Fund are derived from IRA fees paid by students and are then utilized to partially pay for JackPass service agreements and resulting contracts with local transportation agencies. It should be noted that JackPass costs associated with ridership by faculty, staff or other qualifying non-students are paid for through the Parking Fines & Forfeitures Fund. Faculty, staff and other qualifying non-students are also assessed a fee to utilize the JackPass service.

For FY2015/16, the JackPass IRA Fund had a planned revenue stream of \$473,000 with expenditures associated with administering the program equating such revenue.

Fee & Fine Structure

Permits & Parking Fees

Parking & Commuter Services offers a number of different permits for purchase by students, faculty, staff and the general public. Permits are required to park on campus Monday- Thursday from 7:00 a.m. thru 10:00 p.m. and Fridays from 7:00 a.m. thru 5:00 p.m. unless an individual is parked at a meter. Permits sold are specific to the customer and where they are allowed to park based on type of customer and time of day; in addition, permits are sold in daily, monthly, semester, and annual formats.

The permit fee structure, attached as Appendix N, has not been adjusted for at least the past five years and is one of the lowest in the CSU system. As a comparison, our current daily permit fee is \$3.50; only one campus (Fresno) had lower daily permit fees (\$3.00) while the majority of campuses were charging at least \$5.00 for such permits as of winter 2014.

Fine Structure

One of Parking & Commuter Services primary responsibilities is associated with enforcing the parking code of regulations. Enforcement results in the issuance of citations to those who violate this code. Per the California Vehicle Code (CVC 40200), violation of any regulation not considered a misdemeanor governing the standing or parking of a vehicle under the California Vehicle Code, under any federal statute or regulation, or under any ordinance enacted by local authorities is subject to a civil penalty. Furthermore, California Vehicle Code section 21113, California Education Code 89031 and California Code of Regulations 42200 further vested the University's jurisdiction as a local authority with the capacity to determine fines associated with violation of its codes. The University's current parking fine structure is attached as Appendix O.

PROGRAM & SERVICES

Customer Profile

The primary customers served by Parking & Commuter Services include students, faculty and staff. In addition but to a lesser extent, programs and services include the general public comprised of visitors, attendees at campus events, business vendors and contractors as well as guests of the campus.

As of Fall 2015, the campus served 8,790 students (headcount). Of those, 23% were freshman, 12% were sophomores, 26% were juniors, 33% were seniors, and the remaining 6% were post baccalaureate level. Approximately 23% of students live on campus. During this same time period, the campus employed 611 faculty and 836 staff members (headcount).

Customer interface with programs is also greatly impacted by the campus schedule. The majority of classes and the highest concentration of the workforce on campus tend to occur Monday- Friday between the hours of 9:00 a.m. and 4:00 p.m.

From a student perspective and based on feedback received, Parking & Commuter Services has identified space availability and convenience of access to alternative methods of transportation as being the highest priorities to achieve customer satisfaction. Students are willing to pay reasonable fees for parking but want to ensure such is available to them.

From a faculty and staff perspective, feedback has indicated space availability and convenience to be the highest priorities. Those who begin work in the late morning or who frequently leave campus during the day are most concerned with their ability to easily park upon arriving or returning to the campus. Faculty and staff appear to be more resistant to paying increased parking fees for additional access or improved facilities; collective bargaining agreements have been modified to restrict the ability of the campus to raise rates for many in this segment of the campus population.

Visitors to the campus are most concerned with the availability of parking as well as being opposed to the payment of parking fees (as parking is often free throughout the county). Visitors often express that they are paying to attend an event on campus and therefore don't understand why the campus is also charging an additional fee to park especially in the evening when there appears to be plenty of parking available and permits are not always required (see Permits & Parking Fees section above).

Programs & Services Offered

Parking

Parking & Commuter Services provides parking in 16 developed parking lots across the campus as well as through street side parking stalls and smaller unnamed locations in closer proximity to campus buildings. Statistical information regarding the University's parking inventory is included under the section entitled "Statistical Data".

Permits

Parking & Commuter Services provides a variety of permits designed to meet customer's needs and are available for purchase by students, faculty, staff and the public. Area available for parking depends upon the permit which the customer is qualified to purchase. Students are able to purchase general and resident permits, faculty and staff are able to purchase faculty/staff and general permits, and the public is able to purchase general permits. Daily permits are available for purchase by students, faculty, staff and visitors at the Parking Kiosk as well as via a number of pay stations located throughout campus; meter payments are accepted at the meter when parking. Students, faculty and staff may also elect to purchase permits for a longer period of time (i.e., a semester or academic year); these permits can be purchased online or at the Cashier's Office located in the Student Business Services Building on campus. Online permits are fulfilled via mail provided such is requested by the payee or are available for pick-up at the Cashier's Office. In addition, faculty and staff are also afforded the option of having permit fees deducted from their paycheck on a monthly basis. Statistical information regarding permits is included under the section entitled "Statistical Data".

Enforcement

Enforcement of parking regulations, as adopted by the University and noted within the California Vehicle Code, is maintained 24 hours per day throughout the year. Enforcement staff are generally present on campus Monday-Friday between the hours of 7:30 a.m. and 10:30 p.m. during the academic year and between 8:00 a.m. and 5:00 p.m. during the summer. At those times Parking & Commuter Services enforcement staff are not present, the University Police Department assumes passive supervision of parking lots and areas throughout the campus.

Enforcement staff issue citations to those persons in violation of adopted parking regulations; citations are then processed through two third party vendors. Clancy Systems provides the University with handheld smart devices used by enforcement staff to issue citations. The handhelds are then "synced" each day with Clancy's software; information is then downloaded by the Phoenix Group into their parking citation management system. The University contracts with the Phoenix Group for its citation management and collection services. As such, the Phoenix Group is responsible to pursue payment for all citations and then issues such to the University.

Individuals issued a citation are able to appeal such under the California Vehicle Code sections 40200 thru 40230 and further defined in the Parking Code of Regulations.

Statistical information regarding enforcement is included under the section entitled "Statistical Data".

Special Events

Parking & Commuter Services provides a variety of supporting services in association with campus events. Due to the small nature of its staff, the department often relies on support from units within Administrative Affairs to support larger campus events. Examples of events supported include HOP, Housing Move-In & Move-Out, Graduation, and Spring Preview as well as Center Arts, Athletic Contests, and others. In addition to providing support in the nature

of traffic control and pedestrian safety/information, Parking & Commuter Services also provides permit support for events including the provision of numerous complimentary permits as well as “light citing” during which permit enforcement is suspended.

JackPass

The University’s JackPass program encourages mass transit and reduced fuel consumption by enabling students, faculty and staff to travel on Humboldt County bus systems. All students have unlimited free ride access on the Redwood Transit System between Trinidad and Scotia, the Eureka Transit System throughout Eureka, the Arcata & Mad River Transit System which serves the Arcata area, and the Willow Creek Transit System serving the Willow Creek and Tish Tang areas. Staff, faculty and participants in the University’s Extended Education programs are also granted the same level of access for a nominal fee each semester. The program was originally conceived by students who developed the structure for the service as well as led efforts to establish an instructionally-related activities fee to support its operation. Originally approved by students in 2006, JackPass has provided over 2.8 million rides to students, faculty and staff since its inception.

For the current fiscal year, Parking & Commuter Services has established four service agreements with the local transit agencies named above; the total contract value of these service agreements is approximately \$462,000. Statistical information regarding this program is included under the section entitled “Statistical Data”.

ZipCar

ZipCar is a car sharing alternative to car rental/ownership which reduces demand for on-campus parking yet provides self-service access to vehicles on a 24/7 basis at competitive rates inclusive of gas, insurance and limited free mileage. This service provides an easy way to get off campus whenever for business purposes, errands, entertainment, or road trips and is available to students, faculty, staff and the community.

Currently, the campus hosts three ZipCars with one located at Library Circle and two in the parking lot near the Jolly Giant Commons (R2). From a funding perspective, ZipCar was originally undertaken based on reception of a \$20,000 grant from the HSU Loyalty Fund in 2011. These funds ensured the ZipCar pilot program “got off the ground” and the current contract with ZipCar ensures that once a base level of usage is achieved, there are no charges to the campus. Parking & Commuter Services considers this program to be incredibly successful as original grant funds received in have not been fully expended (\$12,462 remaining), two additional vehicles have been added, and ZipCar recently approached the University about considering the addition of more vehicles. Statistical information regarding this program is included under the section entitled “Statistical Data”.

ZimRide

ZimRide is a fun and easy ridesharing service available to the campus community. This service allows registered riders within the campus community to request or offer rides for commutes, road trips, popular events or other needed transportation.

ZimRide was originally funded through the Humboldt Energy Independence Fund in 2013 as a pilot project to determine the feasibility of whether such an alternative transportation option would be successful on campus. In its pilot stage, the program was funded at a cost of \$25,000 which included two years of service and a set-up fee. Due to the demonstrated success of the program, funding responsibility was transferred to Parking & Commuter Services this past year. Annual cost for the program is currently \$9,000.

Statistical Data

Parking Inventory

Parking & Commuter Services currently maintains an inventory of 2,114 individual parking spaces throughout the campus. This inventory has increased by 6% over the course of the last five years. The Parking Inventory, including information concerning others campuses in the California State University system, is included as Appendix P. In comparison, Humboldt provides fewer spaces per head than all but three other campuses with two of those being located in a highly urban environment.

Of the total parking spaces available, 20% are specifically designated for faculty/staff and are available at a ratio of 3.2:1. Of the remaining spaces available, 13% are specifically designated for resident students, however, these students make up 20% of the total headcount and purchase permits at a rate in which the ratio of resident permits

to resident-specific stalls available is approximately 3:1. An additional 50% of spaces are designated for use by any person on campus. Remaining stalls available are designated for special use (i.e., service vehicle, meter, loading/unloading, etc.). Overall, the ratio of headcount to stalls available is 4.5:1. The overall headcount is somewhat misleading in that not all persons eligible to purchase a permit do so nor do so on a daily, year round basis. Further information is needed to better analyze parking demand in comparison with the parking inventory.

Permit Sales

Permit sales are tracked by Student Financial Services with permit sales data over the last five years being included as Appendix Q. Review of this data would indicate that permit sales (not including monthly payroll deducts) have been relatively level since 2010-11 with overall permit sales (as tracked) declining by 3%. Having said that, the data currently collected does not include information concerning daily permit usage, meter usage or monthly payroll deduct permits issued prior to 2013/14. To better understand parking demand, it is imperative Parking & Commuter Services work with Student Financial Services to improve reporting of such information. Overall, in 2014/15, it appears that approximately 33% of the student headcount purchased parking permits for the academic year while 86% of the faculty/staff headcount did so during the same time period. Based on the number of permits in use during the academic year (and not including daily permits purchased or metered or specially designated stalls), the ratio of permits held to stalls available (regardless of type) was approximately 2:1. This information can be somewhat misleading in that it does not take into account the average number of daily permits in use during a typical academic day in the middle of a semester. Parking & Commuter Services is working to establish methodology required to collect this data so that parking demand can be better understood and thus influence policy and protocols concerning permit sales and the parking inventory.

Enforcement Statistics

Parking and Commuter Services issues over 6,500 citations annually; citations are primarily issued during the academic year via its two full time enforcement staff with assistance from part-time student enforcement staff. Of those citations issued, approximately 20% get dismissed. Primary cause for dismissal is associated with an old practice of providing individuals with one "no questions asked" dismissal every three years. Citation revenue collected exceeds \$120,000 annually but overall collection rates could be improved through the adoption of stronger policies associated with collection of fines. Current policies are passive in nature and result in an average revenue collection rate in the low 70th percentile. Parking enforcement data is included as Appendix R.

JackPass Ridership

JackPass Ridership Data is detailed in Appendix S. Review of ridership trends would indicate an upward trajectory since FY2011/12 over the previous three fiscal years. Initial ridership at the inception of the program grew by leaps and bounds before settling down in FY2010/11; changes in the ridership pattern resulting in significant gains in ridership over FY2014/15 is attributed to reconfiguration of routes by local transportation agencies after consultation with the University. Ridership grew from approximately 325,000 rides in FY2010/11 to nearly 400,000 riders in FY2014/15. Continued gains will likely be dependent on both additional marketing combined with a greater understanding of where our client population lives in combination with location and availability/convenience of route schedules. Ridership is also clearly seasonal and centered around the academic year with ridership peaking near mid-semester annually; ridership low points are very closely tied to school closure days.

ZipCar Usage

ZipCar Usage Data is detailed in Appendix T. Since its inception in 2011, membership has grown to 887 users with more than 50% of those being currently active. Of all users, 79% are students, 4% are faculty/staff and 17% are community members. Based on information from ZipCar, the average member in our program uses ZipCar nearly three times per month exceeding the national average of roughly two times per month. In addition, ZipCar estimates that each car added to the car-sharing environment removes 15 personal vehicles from the road thus reducing carbon emissions. Based on the usage from our program, it is estimated our ZipCars removed over 215,000 pounds of CO₂ from the environment during the 2014/15 fiscal year.

SERVICE SECTOR ANALYSIS

Service Sector Description

Parking & Commuter Services operates in a fairly closed service sector with a captive audience. A commuter survey undertaken by the Office of Sustainability in 2014 found that over 55% of students, faculty and staff lived within five miles of the campus while another 27% lived between six to ten miles away. Due to the rural and suburban nature of our location the vast majority of respondents drive alone to campus with 30% overall parking off campus. Of those parking on campus, nearly half of respondents indicated it took them five minutes or less to find a parking space with over 75% of respondents locating a space within ten minutes. However, a nearly equal number of respondents actively choose to use the bus or carpool for their daily commute. With regard to alternative modes of transportation, the vast majority walk followed by riding a bike. Commutes to campus are also largely focused on the regular weekday versus the weekend which is an intuitive finding given the nature of our services and when they are offered. Respondents also indicated their primary choice for mode of travel for their daily commute was convenience followed by travel time/speed, reliability and low cost.

Based on our rural location, there is not a tremendous amount of competition nor appropriate off site location for others to provide parking services to our clients. In addition, opportunities are limited with respect to available transportation options in the area (alternative or otherwise) thus creating a very traditional environment within which the program operates.

Outside of the University, parking demand impacts the local community in a variety of ways; some beneficial and others creating tension with the town-gown relationship between the University and Arcata residents. Due to the fact demand exceeds supply within the campus boundary, local organizations and residents have taken action to provide parking spaces privately for a fee. Specifically, churches and residents in the immediate area provide permitted parking to students, faculty and staff; all such parking is guaranteed for those holding a permit. On the other hand, the lack of supply on campus has resulted in unauthorized use of parking spaces for organizations as well as private residences. Over the past decade, this has resulted in the City of Arcata issuing a residential permit for parking in the area immediately south of the campus.

In addition to traditional parking options, Parking & Commuter Services operates a number of alternative transportation programs which have been described herein. By partnering with local transportation agencies, the University has maximized the public transportation services available to its students, faculty and staff. However, due to limited infrastructure and the lack of a diverse and rich funding stream, local transportation agencies are challenged to provide a higher level of service or increased number of routes at a cost which is affordable to the campus. As a result, the ability to quickly grow and/or respond to immediate changing demands is limited and somewhat dependent upon government transportation funding subsidies. Additionally, while the local community is very environmentally focused, the infrastructure to support alternative non-vehicular modes of transportation requires vast improvements. A primary network does exist but such requires additional expansion and other amenities in order to increase usage. This includes the network and amenities in and around campus proper.

Trends

Review of literature as well as research and studies conducted by leading industry organizations revealed the following issues as the most important trends affecting the parking services industry:

- *Move toward innovative technologies to improve access control and payment automation.*
- *Prevalence of mobile applications.*
- *Collaboration between parking, transportation and decision-makers in planning.*
- *Demand for cashless or electronic payment.*
- *Real-time communication of pricing and availability to mobile/smartphones.*
- *Demand for greater revenue.*
- *Demand for environmentally sustainable solutions.*
- *Use of wireless sensing devices for traffic management.*
- *Need to accommodate electric cars/charging stations.*
- *Need for improved customer service.*

Best Practices

Review of literature by leading industry organizations revealed the following best practices in association with providing successful parking and commuter services programs within a university setting:

- *Provide free or discounted transit services for the campus community.*
- *Support location of public transit terminals on the campus.*
- *Support ease of customer interface with parking services from permit issuance through parking location.*
- *Effective parking planning and management should consider the needs and challenges of all components of the University transportation system and the surrounding transportation system.*
- *Parking officials should collaborate with and involve surrounding neighborhoods and local authorities.*
- *Pricing should be used as a mechanism to regulate demand in and around campus.*
- *To promote parking in more remote lots and to ensure safety and connectedness, it is important to have reliable shuttle service and safety measures, including adequate lighting.*
- *Clear signage and dynamic parking information can improve the experience and regulate the flow of traffic and parking density.*
- *Dedicate staff to promote alternative transportation and transportation demand management efforts.*
- *Car sharing, ride sharing, bike sharing, carpooling and other commuter benefits are nearly universal.*

Key Performance Indicators

The size, scale, efficiency and effectiveness of the programs offered by Parking & Commuter Services can be measured or monitored through several key performance indicators. These indicators are established to gauge our current performance, show evidence of progress that has been made and identify areas that require improvement. They are intended to measure how effectively Parking & Commuter Services is at achieving its adopted outcomes and objectives.

Review and research of industry standards as well as a compendium report produced by the Educational Advisory Board helped inform the selection of key performance indicators for Parking & Commuter Services. Selected key performance indicators include the following:

- *Size & Scale of Operations*
 - *Permit Revenue:* total revenue derived from permit sales by category (i.e., daily, monthly, semester, annual, etc.) and type (daily, faculty, staff, etc.).
 - *Meter Revenue:* total revenue derived from meters; reported as a whole and by meter as well as annually, monthly, daily.
 - *Permits Sold:* number of permits sold annually by type (i.e., daily, student, resident, faculty, staff, reserved).
 - *Percentage of Population Purchasing Permits:* number of permits sold (not including daily) in comparison to total headcount (students, faculty and staff).
 - *Citations Issued:* number of citations issued by citation category as a whole and by month.
 - *Citation Revenue:* total revenue derived from citation fees collected by citation category.
 - *Parking Spaces:* number of available parking spaces by type and location.
 - *JackPass Rides:* number of total rides using JackPass on local transportation vehicles.
 - *JackPass Ride Availability:* number of hours of operation, routes and stops per route on local transportation agency vehicles.
- *Efficiency & Effectiveness*
 - *Space Availability Ratio:* number of permits sold in comparison to the number of spaces available by permit and space type
 - *Disabled Space Availability Ratio:* number of disabled spaces available in comparison to the average number of disabled placards possessed by parking permit holders.
 - *Operational Cost per Head:* cost to conduct Parking & Commuter Services operations inclusive of enforcement per headcount (including students, faculty and staff). Does not include costs associated with alternative transportation programs or parking/alternative transportation projects.
 - *Citation Disposition Ratios:* ratio of citations appealed by citations issued; ratio of citations dismissed by citations appealed.
 - *Citation Appeal Decision Rate:* percentage of citation appeals uphold, reduced, warned and voided.
 - *Citation Revenue Collection Rate:* number of valid citations paid in comparison to the number of citations issued.

- *Citation Issuance Rate*: number of citations issued per enforcement personnel annually and by month.
 - *Permit Sale Preference Rate*: percentage of permits sold by sale type (online, kiosk, permit dispenser, in-person).
 - *Financial Transactions Preference Rate*: number of financial transactions annually and on a semester basis by payment method type.
 - *JackPass Service Area Effectiveness Ratio*: number of JackPass routes and stops in off campus student housing concentrated areas to public transportation routes and stops overall
 - *Web Page Visibility*: number of web page visits annually and by month; number of unique web page visitors.
- *Sustainability*
 - *Alternative Transportation Program Participation Rate*: number of participants per mode in comparison to overall headcount inclusive of faculty, staff and students)
 - *Alternative Transportation Program Cost per Head*: cost to conduct alternative transportation programs per headcount (including students, faculty and staff). Does not include costs associated with alternative transportation projects.
 - *Cost per Ride*: average cost per ride for the JackPass and ZimRide program.
 - *ZimRide Participation*: number of shared rides and miles driven as well as individual participants and average number of shared rides per participant and average number of miles per ride and number of vehicle occupants per ride..
 - *ZipCar Participation*: number of reservations and miles driven as well as individual participants and average number of reservations per participant and miles per reservation.

A key performance indicator report will be posted on the Parking & Commuter Services website annually. This report will be part of the annual programs and services report published by the department.

MARKET & CUSTOMER ANALYSIS

Customer Needs

The primary customer base associated with Parking & Commuter Services is a captive audience comprised of four distinct groups with different needs. These groups are made up of students, faculty, staff and visitors. In addition, Parking & Commuter Services is also responsible to the campus as a whole. As a result, it must be responsive to the needs of the institution as well.

Students are comprised of two different segments; those with their own transportation and those without. For those who bring a vehicle to campus, primary needs are associated with convenience of location, availability of parking during those days/times they are required to be on campus and ensuring costs remain as low as possible. Students without a traditional mode of transportation are in need of access to robust forms of public transportation as well as infrastructure designed to support alternative methods of transportation (i.e., bicycles, walking, etc.). Convenient access to the local community is highly desirable with public transportation options being available for extended periods of time.

Faculty and staff are considered to be separate customer groups due to the distinctly different nature of their positions within the campus. Faculty have expressed desire for convenient and available parking at those times they are on campus. Due to the flexible nature of their work day, faculty often arrive during periods of high demand and are also often present on campus during the evening. In addition, many faculty leave and return to the campus throughout the day thus resulting in a desire to ensure space is available when needed. Staff primarily work Monday thru Friday between the hours of 8:00 a.m. and 5:00 p.m. As a result, this group is less challenged in locating a place to park upon arrival. Rather their needs are more associated with being able to leave the campus during the work day and then return easily locating a place to park within reasonable proximity to their office. Both faculty and staff groups are very price conscious and have expressed a preference to not increase rates.

Visitors are also an important segment of the customer base. They primarily arrive in a vehicle and are either here for an event or as part of a campus visit. Visitors from other areas are not as price conscious as local visitors due to their experience paying for the ability to park within urban areas. Having said that, these out of area visitors are often visiting the campus for the first time and find it difficult to navigate due to both signage issues as well as convenience of parking and the changing topography of the campus (i.e., not ready to climb the hills and stairs). Local visitors are much more price conscious and likely to be on campus in association with a special event for

which they have purchased a ticket; these visitors have more difficulty understanding the need for a parking fee when they have already paid to attend an event on campus.

As a whole, the campus has clearly indicated values associated with providing a welcoming atmosphere. This has resulted in long standing practices to not charge for parking in association with campus-sponsored large scale special events as well as an inordinate number of requests for complimentary permits for guests and/or visitors. In addition, a number of long-standing practices have been in effect which further minimize payment of parking fees. While these practices could certainly be seen as welcoming, they have also created an opposing effect with the existing paying customer base as such deeply impacts parking availability and also creates favorable status for certain segments of the campus or visitor population.

Size of the Market

The size of the customer market is primarily based on regular headcount (i.e., students, faculty, and staff) of the campus combined with average number of visitors daily. Fall 2015 headcount totaled 10,237 persons. Visitor headcount is very difficult to determine due to extreme variations in visitations associated with the campus schedule and events.

Pricing

The current rate structure was developed well over a decade ago and has not been closely analyzed for several years. The primary objective of the current rate structure was to ensure parking fees remained low while providing the minimal funding required to run associated programs and maintain facilities. While the customer base is primarily a captive audience, it is important Parking & Commuter Services reasonably price its programs so as to ensure vibrant participation in such. Evaluation of the current structure in comparison to other California State University campuses reveals that rates are low in comparison to average fees systemwide. Future analysis and revision to the rate structure should take into account the ability to meet the needs of the customer market while also ensuring funding sources required to properly maintain existing facilities while meeting customer demands. Consideration should also be given toward how alternative transportation programs and services will be sustainably funded in the future, especially when one considers the anticipated growth in such services while at the same time anticipating a decrease in the traditional revenues streams which have funded Parking & Commuter Services (i.e., permit fees, etc.).

Regulatory Governance & Restrictions

The establishment of Parking & Commuter Services was granted through the California Education Code and further delegated to the campuses by the California State University system. The ability to enforce regulations associated with such programs was also established through the California Education Code; enforcement regulations are as established by the campus and in alignment with the California Vehicle Code.

Further governance and restrictions are associated with the establishment of fees. Parking rate structures must be adopted in alignment with regulations associated with student fees as well as collective bargaining agreements.

Facility maintenance is governed by the campus but major improvements and/or facility expansion is governed through approval by the California State University Board of Trustees. Furthermore, facility improvements are required to be in compliance with current California Building Code as well as with California law concerning the environment, energy efficiency and mandatory water and greenhouse gas reductions.

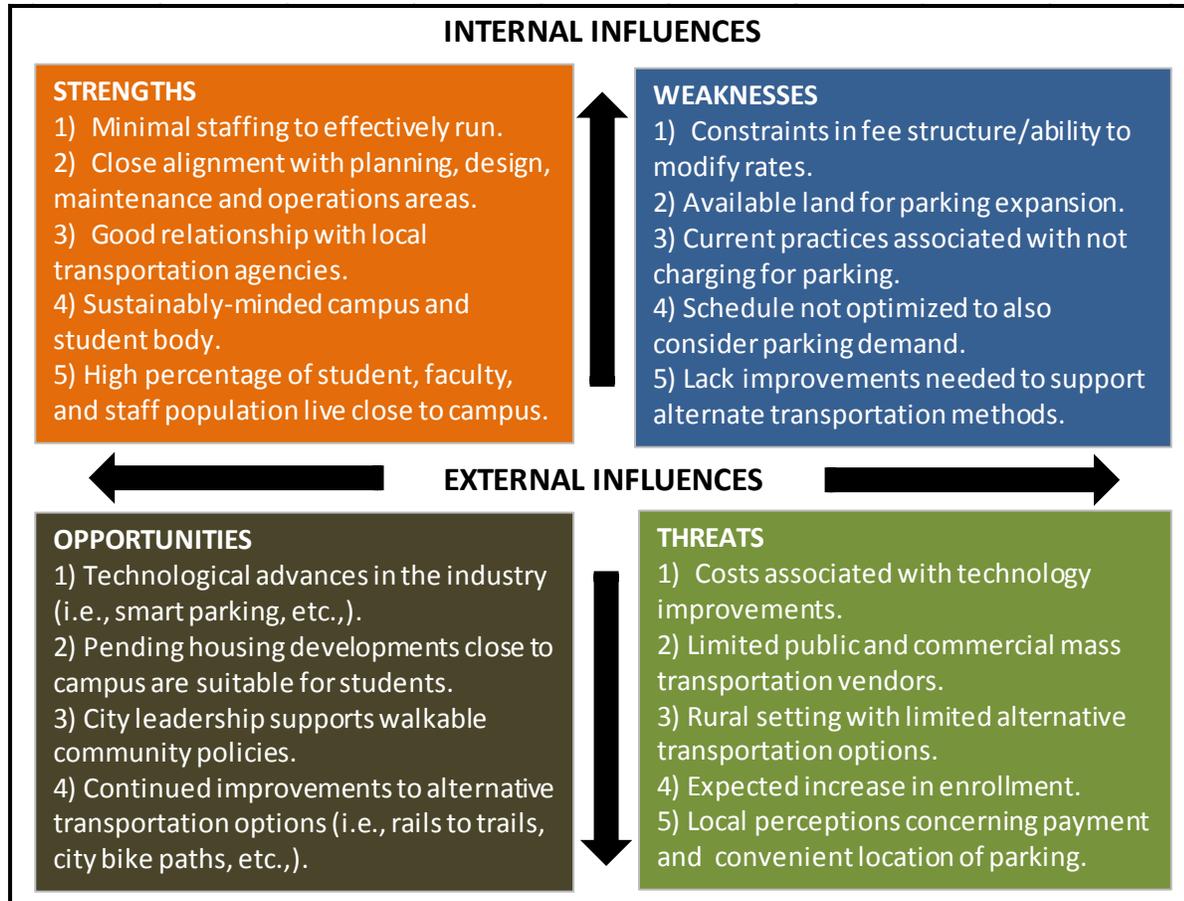
SWOT ANALYSIS

Overview

A SWOT analysis demands an organization identify its strengths and weaknesses as well as its opportunities and threats so as to create greater awareness of the organizational self and the climate in which it operates. This analysis assists organizations with strategic planning as well as decision-making. Strengths and weaknesses are both internal viewpoints of the organization while opportunities and threats are those presented through external forces. Analysis at this level allows an organization to consider objectives that allow it to take advantage of opportunities and minimize the danger of threats by developing objectives aligned with exploiting its strengths and shadowing its weaknesses. Parking & Commuter Services utilized a diversified approach toward analyzing its

perceived strengths, weaknesses, opportunities and threats by soliciting input from executive leadership, management, staff and the members of the Parking & Transportation Committee. All such feedback was considered prior to finalizing the strengths, weaknesses, opportunities and threats noted below.

SWOT Chart



Analysis

Parking & Commuter Services is in an interesting situation in that its primary customer base has clearly indicated a desire to ensure more parking is available on campus while at the same time also supporting efforts to ensure parking fees do not rise, complimentary permit policies remain liberal, and also expressing a clear desire to become a more sustainable and environmentally focused campus. In addition, current facilities are in need of a tremendous amount of major maintenance in order to ensure a future in which parking services can be provided at an efficient cost to the campus.

Review of the SWOT analysis has deeply informed the content of this Plan especially with respect to how resources available would best be utilized toward improving the services offered. Taking advantage of opportunities while maximizing use of strengths to manage threats and overcome weaknesses will help ensure Parking & Commuter Services is successful in achieving its recommended outcomes and objectives. Overall, the focus should be to:

- Technologically modernize the delivery of programs and services to gain efficiency and improve customer satisfaction.
- Aggressively support the development of additional alternative transportation programs to decrease the demand for single occupant vehicle parking within the campus boundary.
- Aggressively pursue improvements to existing facilities while maximizing the amount of parking available within the campus boundary and creatively consider how demand may be satisfied through off-site facilities.
- Support use of non-traditionally fueled, more environmentally friendly vehicles through development of additional infrastructure.

- Establish clear regulations, policies, standards and key performance indicators to ensure consistent and successful administration of existing programs and to foster growth of additional programs and services designed to better meet the needs of the campus now and in the future.
- Evaluate and analyze the success of current programs and services including review of fee structures, operational costs and capital financing requirements to achieve such in the most sustainable manner possible.

RECOMMENDED PLAN

Overview

As requested by the President, Parking & Commuter Services has developed the recommended outcomes and objectives in support of the University's Strategic Plan as well as a financial plan for the period encompassing fiscal years 2016/17 thru 2020/21. These recommendations are based on the research, evaluation and consideration undertaken in the creation of this business plan. It is suggested this Plan be reviewed and updated annually so as to ensure it is evaluated for progress toward the long-range vision to be accomplished as well as to ensure the University considers its ever-changing environment to ensure services and programs are responsive to campus needs.

Goals, Outcomes & Objectives

Parking & Commuter Services supports the University's strategic plan by adopting outcomes and objectives associated with University goals. This format is utilized to ensure that programs, services and initiatives undertaken are in alignment with University priorities, are strategic in nature and focused on achieving desired outcomes. The approach ensures clear guidance for those actually carrying out the specific assignments associated with fulfilling long-range plans and visions. It allows our broad University priorities to be translated into a tactical set of accomplishable tasks which relate to and build upon one another. It provides an effective way to translate our strategic vision into operational activities focused on a broader level of achievement.

The University's 2015- 2020 Strategic Plan set forth four overarching goals which have been identified as broad priorities which the University must work toward successfully accomplishing. As noted in the Strategic Plan, by focusing on these four goals, the University will improve its ability to fulfill our ultimate mission to educate all of our students. The Strategic Plan goals are included below with outcomes and specific objectives associated with Parking & Commuter Services listed below such.

Outcomes are in alignment with the goal under which the outcome is listed and are considered to define what success looks like. Outcomes are much more focused and there are often more than one associated with a stated goal.

Each outcome requires a series of major objectives to be accomplished. Major objectives are tactical in nature and very specific; they allow administrators to assign specific responsibilities in the right order, ensure those assigned understand what is to be accomplished, provide a venue for accountability, and also assist with overall evaluation of outcome achievement.

Recommended outcomes, in support of the goals expressed in the University's Strategic Plan, are outlined below with objectives listed as well. Outcomes are those recommended for the five year period encompassing this Plan. Objectives listed are to be achieved within a two year period but will be evaluated annually to assess progress as well as determine if changes are required to ensure the outcome is achieved. During the course of the five year planning cycle, it is expected that additional objectives will be required to achieve stated goals and outcomes. These objectives are not expressed due to the desire to ensure Parking & Commuter Services is a nimble and responsive organization which builds upon its achievements over time while constantly re-assessing its environment.

- **Goal 1:** Prepare students to be socially and environmentally responsible leaders in a diverse and globalized world.
 - **Outcome:** Increase usage of alternative transportation methods by students, faculty and staff.
 - Objective: Implement a comprehensive update of the Parking & Commuter Services website.
 - Objective: Implement facility improvements to support additional use of alternative transportation services.

- **Outcome:** Increase student engagement in development of alternative transportation programs.
 - Objective: Establish a social media presence.
 - Objective: Develop and implement a marketing plan.
 - Objective: Partner with academic programs to engage students in the planning and design of alternate transportation infrastructure improvements.
- **Goal 2:** Foster meaningful relationships across differences, including diverse cultural communities, identities and competencies.
 - **Outcome:** Increase awareness of Parking & Commuter Services program offerings.
 - Objective: Implement an updated website.
 - Objective: Publish Parking & Transportation Committee agendas/minutes.
 - Objective: Adopt and publish updated policies, regulations, standards and procedures.
- **Goal 3:** Strengthen partnership with local communities.
 - **Outcome:** Increase availability of public transit services for the campus community.
 - Objective: Negotiate additional routes and more appropriate schedules for existing transportation service contracts.
 - Objective: Develop on campus shuttle service program.
- **Goal 4:** Serve as effective stewards of the natural and built environment and the University's financial resources with a focus on sustainability.
 - **Outcome:** Increase awareness of the carbon emissions associated with transportation choices.
 - Objective: Develop and publish annual report which includes information concerning carbon emissions associated with Parking & Commuter Services programs.
 - **Outcome:** Increase cost efficiency in the successful delivery of Parking & Commuter Services programs to the campus community.
 - Objective: Update the Business Plan & Five Year Financial Plan annually.
 - Objective: Implement an improved parking management software solution which includes smart parking and permit features.
 - **Outcome:** Increase number of and participation in alternative transportation programs.
 - Objective: Implement a carpool program.
 - Objective: Aggressively market existing JackPass, ZipCar and Zimride programs.
 - **Outcome:** Increase investment in maintenance and improvements to existing facilities.
 - Objective: Develop formal parking facility maintenance plan.
 - Objective: Implement capital renewal plan to ensure current facilities are properly maintained and/or improved and that layout maximizes efficiency.
 - Objective: Conduct Parking & Commuter Services market and feasibility study to support long-range capital outlay plan.
 - Objective: Implement major capital projects designed to expand facilities.

Five Year Financial Plan

Overview

Parking & Commuter Services is comprised of five separate funds. These funds were more specifically defined in the Financial Services section of this Plan. The creation of the five year financial plan included review of financial performance over the past two fiscal years, adoption of cost assumptions for the next five years, development of an operating budget that will appropriately support achievement of the proposed outcomes and objectives stated herein as well as formulation of a capital outlay program responsive to the needs of the campus while supporting the University's strategic plan.

Five year financial plans have been developed for each of the funds associated with Parking & Commuter Services. These plans were developed in concert with one another so as to ensure sound overall financial health of the program as a whole. Specific information concerning the financial plan for each fund is outlined below along with an overall financial summary.

Planning Assumptions

The development of the financial plan required a number of assumptions. Many were provided by the University's Budget Office while others were either adjusted or included directly by Parking & Commuter Services. Adjustments were based on a variety of factors associated with information expressed within this business plan (i.e., the need to support alternative methods of transportation as a strategy to decrease demand, etc.). The general assumptions which guided development of the financial plan for each fund are outlined below:

- Policies concerning permits for campus events are expected to change resulting in a 2% increase in permit sales to auxiliaries and other organizations sponsoring such events on campus.
- IRA Fees are projected to grow at a rate of 2% annually in alignment with planned student fee rate changes and enrollment growth.
- Semester, academic year, and annual permit sales are expected to grow at a slower rate (1%) due to planned increases in alternative transportation services.
- Salaries are projected to increase at a rate of 2% annually in alignment with current collective bargaining agreements.
- Benefits are projected to increase at a rate of 6% annually in alignment with information provided by the California State University.
- Operating expenses, unless otherwise specifically noted, are projected to increase at a rate of 1.7% annually in alignment with direction provided by the University Budget Office.
- Operating expenses associated with contracted transportation services are projected to increase at a rate of 5% annually in alignment with information received from local transportation agencies and industry trends.
- Expansion of alternative transportation programs and services will require one time funds for the purchase of two shuttle buses as well as the hire of an additional staff person to operate the shuttle.
- Expansion of parking facilities will require the lease of off-site land by the campus.
- Expansion of the JackPass program is anticipated through the addition of more routes and/or more frequent or expanded service.
- The Capital Outlay Program will require bond financing thus some projects will result in an annual debt service payment beginning in 2016/17. A variety of other projects outlined in the program will be funded directly by the campus.

Projected Budget by Fund

A five year financial plan was developed for each of the five funds associated with the Parking & Commuter Services program. Further information concerning the plan for each of these funds are included below:

- *Parking Fee Fund (TS003)*
 - This Fund's Five Year Financial Plan is included as Appendix U. This is the primary operational fund associated with Parking & Commuter Services. Permit sales are a primary source of revenue with growth expected to be slower (1% annually) than other areas due to an increased focus on the provision of alternative transportation services. Increases in operating expenditures generally follow the assumptions provided by the University Budget Office, however, a number of changes are expected over the course of the next five years. These changes are primarily associated with the provision of additional alternative transportation services, expansion of parking to off-site locations, modernization of parking management software, procurement of shuttle buses to better serve the campus, and support for major capital projects. Overall, this Fund began FY2015/16 with a fund balance of over \$485,000 and is expected to end the five year term with a fund balance of approximately \$70,000. Planned transfers from this Fund to the Parking Projects Fund are in support of ongoing capital improvement efforts.
- *Parking Fines & Forfeitures Fund (TS001)*
 - This Fund's Five Year Financial Plan is included as Appendix V. This is the primary source of operational funds associated with enforcement related activities (i.e., citation management, enforcement-related facility repairs, etc.). Based on past performance, it is expected that revenue sources associated with this Fund will continue to grow at a rate of 2% annually. Expenditures are also expected to keep pace with assumptions provided by the University Budget Office with the exception of those associated with contractual services. Due to the outcomes and objectives established within this Plan, it is anticipated this Fund will provide the resources required to expand services associated with JackPass, the primary program associated with alternative transportation services. Overall, this Fund is expected to maintain a zero fund balance with any balances

remaining at the end of each fiscal year transferred to the Alternative Transportation Projects Fund (TS025). Planned transfers are expected to be minimal in nature over the next five years.

- *Parking Projects Fund (TS020)*
 - This Fund's Five Year Financial Plan is included as Appendix W. This fund serves as the primary source of funds for major maintenance, capital renewal improvements and major capital projects that will be directly funded by the campus. The financial plan for this fund includes planned revenue transfers from the Parking Fee Fund intended to appropriately support planned projects. All projects listed are based on the capital outlay program discussed within the Five Year Capital Outlay Program section of this Plan. Overall, this Fund began FY2015/16 with a fund balance of over \$1,200,000 and is expected to end the five year term with a fund balance of approximately \$300,000.
 - It should be noted that bond funded projects, while associated with major capital improvements, are not managed within this fund as a special fund is established whenever bond proceeds are received by the campus for such purposes. As a result, costs associated with such projects are included within the capital outlay program with annual debt service payments budgeted within the Parking Fee Fund.

- *Alternative Transportation Projects Fund (TS025)*
 - This Fund's Five Year Financial Plan is included as Appendix X. This fund serves as the primary source of funds for major maintenance, capital renewal improvements and major capital projects specifically associated with support of alternative transportation and directly funded by the campus. This financial plan for this fund includes planned revenue transfers from the Parking Fines & Forfeitures Fund. All projects listed are based on the capital outlay program discussed within the Five Year Capital Outlay Program section of this Plan. Overall, this Fund began FY2015/16 with a fund balance of over \$500,000 and is expected to end the five year term with a fund balance of approximately \$6,000. The drawdown of the fund balance is closely aligned with aggressive implementation of projects designed to better support alternative transportation options for the campus community. In the future, funding of major alternative transportation projects will be supplemented by other sources within Parking & Commuter Services; planning for such is outside the scope of the five year term of this Plan.

- *IRA JackPass Fund (TO130)*
 - This Fund's Five Year Financial Plan is included as Appendix Y. This fund serves as the primary source of funds for the JackPass program. Revenues are derived from student-paid instructionally-related activities fees and are therefore, usage is restricted. The financial plan for this fund includes growth rates based on both enrollment growth and fee increases as conveyed by the University Budget Office. Expenditures are expected to outpace revenue growth due to the increasing costs associated with providing public transportation infrastructure. However, such imbalances between revenues and expenditures are expected to be accommodated for by remaining fund balances over the five year planning period. Overall, this Fund began FY2015/16 with a fund balance of over \$130,000 and is expected to end the five year term with a fund balance of approximately \$17,000. Additional fee increases may be required beyond this five year planning cycle to ensure continued vibrant operation of the JackPass program.

Projected Overall Five Year Financial Summary

The Five Year Financial Summary (Appendix Z) outlines the overall financial health of Parking & Commuter Services. This summary is built upon the Parking Fees Fund and the Parking Projects Fund. The three other Funds were not included in this summary as use of such funds is restricted. Therefore, it was not prudent to include those funds within this summary as it would not provide an accurate reflection of the overall financial health of Parking & Commuter Services.

As demonstrated, the financial summary successfully incorporated the proposed capital outlay plan as well as expansion of alternative transportation services and one-time funds required for special initiatives or projects. Overall, the combined financial summary showed these funds starting FY2015/16 with a fund balance of over \$1,600,000 but ending the planning period with a fund balance of nearly \$375,000. While the overall financial health of the program is sustainable over the projected five year period, it is critical Parking & Commuter Services maintain active management of its budget and finances so as to ensure the required flexibility to adjust to changing demands and needs of the campus. In addition, the growth in the amount of resources dedicated toward alternative

transportation services is expected to increase over time and beyond the five year cycle planned for. It is also anticipated additional parking areas will be required by the campus due to long term growth associated with adopted Physical Master Plan. It should also be noted this plan was achieved without respect to raising parking rates or other fees over the five year period. Having said that, Parking & Commuter Services will need to continually evaluate the cost and efficiency of its services while also putting forward appropriate policies and regulations to support a more sustainable transportation services model. It is anticipated that parking rates and program fees will need to be adjusted within the next seven years at the very latest, possibly sooner. Additional fees may also need to be considered to sustainably support the additional recommended alternate transportation programs and services. Parking & Commuter Services should begin planning toward such within the timeframe of this Plan.

Five Year Capital Outlay Program

Overview

The California State University system requires all campuses develop and maintain a capital outlay program. The primary purpose of the program is to ensure University facilities keep pace with student enrollment pressures while remaining in alignment with campus master planning objectives. As a result, Parking & Commuter Services has developed a Five Year Capital Outlay Program (Appendix AA) designed to be responsive to the University's needs associated with growth while also ensuring long term major maintenance and capital renewal improvements required for existing facilities is planned for appropriately.

Capital Outlay Plan

As stated above, the capital outlay program is comprised of major capital projects as well as capital renewal improvements and major maintenance efforts. A five-year plan inclusive of such efforts was developed consultation with the Parking & Transportation Committee. This plan can be described as follows:

- *Deferred Maintenance*
 - *Existing facilities exhibit a tremendous level of deferred maintenance which must be resolved in order to best serve the campus as well as ensure costs associated with properly maintaining parking facilities are minimized to the extent possible. The focus of all activities is to ensure asphalt is properly maintained so as to increase life-span of the surface while decreasing costs associated with short and mid-term maintenance. When completing these projects, layout of the existing lot will be re-evaluated so as to ensure the maximum number of stalls is provided. The projects planned include the following:*
 - *Lot R2 Reseal & Restripe*
 - *Lot R3 Reseal & Restripe*
 - *Lots FS5 & FS7 Reseal & Restripe*
 - *Lot FS6 Reseal & Restripe*
 - *Kinesiology & Athletics/Marine Wildlife Care Center Lot Reseal & Restripe*
 - *Student Recreation Center Lot Reseal & Restripe*
- *Capital Renewal Improvements*
 - *Many facilities exhibit conditions in which infrastructure has reached the end of its useful life due to normal wear and tear or lack of appropriate maintenance. While not yet of a condition requiring full demolition and re-construction, these facilities and associated infrastructure require a higher level of improvements in order to restore them to an appropriate condition. When completing these projects, layout of the existing lot will be re-evaluated so as to ensure the maximum number of stalls is provided. The projects planned include the following:*
 - *Pedestrian Lighting Replacement*
 - *Sidewalk Replacement*
 - *Parking Lot Signage*
 - *Lot G1 Structural Asphalt Lift & Restripe*
 - *Lot FS9 Structural Asphalt Lift & Restripe*
 - *Lots FS10/G12 Structural Asphalt Lift & Restripe*
 - *Rossov Sidewalk/Driveway Installation at Lot G11*
 - *Electric Vehicle Charging Station at Lot G12*
 - *Structure Asphalt Lift & Bus Stop Renewal at Library Circle*
- *Major Capital Projects*
 - *Projects of this nature serve one of two purposes; to either completely reconstruct and existing facility or to expand services by building additional facilities to accommodate parking demands of*

the campus. Current projects are focused on reconstruction or expansion of existing parking lots with an emphasis on maximizing the number of stalls available through a design that is sustainable and also accommodating current trends with regard to vehicle types and alternate transportation strategies. The projects planned include the following:

- *Lot R8/G11 Reconstruction*
- *Lot G14/G15 Reconstruction*
- *Lot G16/Trinity Annex Development*

All projects outlined above are reflected on a Map of Capital Outlay Projects (Appendix BB).

Financial Plan to Support Capital Outlay Program

The Capital Outlay Program is supported by a sound financial plan. As outlined in the Financial Overview section, Parking & Commuter Services maintains four separate funds that have a relationship to capital outlay. Two of the funds (TS020, TS025) are very specifically design to support major capital projects as well as capital renewal improvements and major maintenance efforts. The other two funds (TS001, TS003) are operational in nature but have relationship to the Capital Outlay Program in two different manners. The first relationship is associated with the planned transfer of funds to support the Capital Outlay Program. Specifically, the operational funds are budgeted in a manner designed to ensure long-term support of efforts required to successfully provide appropriate parking and transportation facilities which meet the demands of the campus. As a result, funding is set aside annually to support these ongoing efforts. The second relationship is associated with the payment of long-term debt associated with capital projects that are bond financed. Projects financed in this nature result in annual debt service payments over the life of the bond.

The Capital Outlay Program, as designed, includes both projects paid for directly by the campus and those associated with bond financing. In general, deferred maintenance and capital renewal projects planned over the course of the next five years are financed directly by the campus and thus from Parking Projects Fund (TS020) or the Alternative Transportation Projects Fund (TS025). Major capital projects for this same period are proposed to be bond-financed thus debt-service payments associated with such are financed directly through the appropriate operational fund which, in the case of current plans, has been determined to be the Parking Fees Fund (TS003). Funding requirements demanded by the Capital Outlay Program are included within the Five Year Operating Budget.