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**Parking and Transportation Program  
Best Practices Operational  
Assessment and Community  
Engagement**

**University of Alaska Anchorage**  
Anchorage, Alaska



*Submitted to:*

**Glenna Muncy**  
UAA Parking Services Director



**UNIVERSITY of ALASKA  
ANCHORAGE**

April 4, 2016

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## I. Executive Summary

### A. Study Purpose

The University of Alaska Anchorage (UAA) selected **SP+** to conduct an assessment of their parking programs and services and to develop recommendations for improvement based on the special characteristics of the university, its goals and aspirations and industry best practices. This assessment focuses on the following operational areas:

- Customer Orientation – Customer service, connection with the campus community, service orientation and promotion
- Budget – Financial resources needed to support mission
- Parking Assignment – Processes for assignment of parking locations to staff, faculty, students and visitors
- Organizational structure and resources – Staffing, structure and professional development and training.
- Enforcement – Enforcement practices, citation issuance, collection and appeals process
- Permitting – Types and rates
- Technology – The use of technology to improve customer service, reduce expenses and increase revenue where appropriate.

**SP+** served as prime consultant for the project and partnered with Kimley-Horn for the community engagement phase of the effort. Together, **SP+** and Kimley-Horn were the consultant team (Consultants).

The overarching goal of the study is to provide an objective assessment of parking and transportation programs and services offered at the University of Alaska Anchorage and to develop recommendations for improvement.

### B. Approach

Two site visits were conducted as part of this review allowing the Consultants to meet with staff delivering or overseeing various aspects of the UAA parking and transportation program, campus leaders, and numerous constituencies to understand more fully current services, service gaps, and attitudes and opinions from users of the UAA parking program. The first visit occurred October 8-9 and the second, October 19-20, 2015.

This parking and transportation system operational assessment is also based on the evaluation of documentation provided by UAA, in-person interviews and observations and comparative analysis against selected peer institutions.

A comprehensive community engagement process was also a part of this effort where stakeholders were interviewed in a focus group setting, individually or by survey in an effort to further inform the study recommendations. The community engagement process is outlined in Section III below.

C. Peer Institutions

Parking peers are institutions with comparable transportation systems. Factors taken into account when determining appropriate parking peers include: 1) size of campus, 2) enrollment, 3) adjacent land uses, 4) regional transportation system, 5) internal transit/shuttle system, 6) development form (urban, suburban, small town), 7) topography, and 8) climate.

**UAA’s Selected Peers**

From a transportation perspective, not all academic peers are appropriate given differences in campus size, adjacent lands uses, topography and climate. As a result, some of UAA’s academic peers have been combined with non-academic peers in order to form a transportation oriented peer group.

UAA Parking and Transportation Peers

Institution	Location (population)	Enrollment
<b>Boise State University</b>	Boise, ID (216,282)	22,678
<b>Washington State University</b>	Pullman, WA (31,682)	19,446
<b>University of Wyoming</b>	Laramie, WY (31,681)	13,992
<b>University of Wisconsin – La Crosse</b>	La Crosse, WI (52,440)	10,558
<b>Montana State University</b>	Bozeman, MT (41,660)	15,294
<b>University of North Dakota</b>	Grand Forks, ND (56,057)	14,906
<b>Idaho State University</b>	Pocatello, ID (54,777)	13,804
<b>Weber State University</b>	Ogden, UT (83,793)	26,681
<b>University of Alaska Anchorage</b>	Anchorage, AK (300,950)	16,463

UAA Parking and Transportation Peers (continued)

Institution	Campus Type	Size (acres)
<b>Boise State University</b>	Urban	175
<b>Washington State University</b>	Small Urban	640
<b>University of Wyoming</b>	Small Urban	*
<b>University of Wisconsin – Lacrosse</b>	Small Urban	119
<b>Montana State University</b>	Small Urban	1,170
<b>University of North Dakota</b>	Small Urban	550
<b>Idaho State University</b>	Small Urban	1,000
<b>Weber State University</b>	Urban	*
<b>University of Alaska Anchorage</b>	Urban	387

\*Not reported

D. Characteristics Framework

Through extensive work with parking and transportation organizations, **SP+** has developed a framework to evaluate program effectiveness, benchmark success and guide organizational improvement. The framework provides a rationalized and structured approach to program evaluation based on best practices characteristics which include focus on the following areas:

- 1) Mission, vision and philosophy
- 2) Strategic planning
- 3) Organizational structure and human resources
- 4) Customer orientation
- 5) Permit allocation system and pricing
- 6) Parking enforcement program
- 7) Use of technology
- 8) Budget

E. Priority Recommendations Summary

The following is an outline of recommendations of critical importance that must be pursued immediately. Details and analysis of these recommendations follow, along with other recommendations of less pressing importance.

- + It is strongly recommended that UAA’s Parking Services undergo a strategic visioning process to craft a unit specific mission and vision statement and core philosophy. Parking Services should also develop a strategic plan to guide the department over the next ten year period. Once a strategic plan and objectives are developed, Parking Services should develop complementary key performance indicators.

- + A number of steps should be taken to realign Parking Services and add to the skill set of the department. This includes aligning field units under the Associate Director, adding a special events coordinator, adding full time marketing and communications expertise, moving Transportation Services from Facilities to Parking Services and adding an alternative transportation coordinator. The new unit should be called Parking and Transportation Services.
- + UAA should form a Parking Advisory Committee that will assist the Vice Chancellor for Administrative Services in the formulation of policies and procedures related to overall transportation and parking programs at the University and all its facilities.
- + Parking Services should be a more integral player in campus strategic planning from a parking, transportation and access management standpoint.
- + UAA should replace its current hunting license permit system with a tiered, demand-based pricing system.
- + UAA should fully adopt the parking ambassador approach to parking enforcement.
- + Parking Services should explore additional technologies aimed at improving customer satisfaction, reducing operational costs and more securely taking payment for parking business. These technologies include mobile payment and visitor pre-sale parking.
- + Parking Services should develop a method for funding maintenance and capital reserves and a long-term capital improvement plan for parking and transportation infrastructure.
- + UAA is need of refreshed parking signage and wayfinding systems to direct parkers to appropriate parking areas. Confusing signage in the Alaska Airlines Arena lot should also be addressed.

## II. Existing Conditions

### A. Mission, Vision, Philosophy

The Parking Services department operates as one of the spokes in the Business Services wheel and uses the Business Services' mission statement when one is called for.

Business Services Mission Statement: Our mission is to deliver high-quality, cost-effective business support services to students, faculty, staff, and our community.

The Parking Services Call Team – which consists of student employees who enforce University Parking Regulations, as well as providing jumpstarts, vehicle unlocks, walking safety escorts, emergency locates, classroom unlocks, and many other services to the University community – has developed its own mission statement.

Call Team Mission: The Call Team serves to provide professional and responsive assistance to the University Community. Through calls for service and parking enforcement the call team strives to deliver the highest degree of customer service possible.

### B. Strategic Planning

Parking and modal access management figures prominently in the University's current master plan of 2013. That plan notes that,

“[t]he campus parking system, equipped with over 4,400 existing spaces, is generally sufficient to meet total demand, but sometimes the demands exceed the supply in specific areas. Campus locations with high parking demand often experience increased vehicular circulation that adds to traffic congestion levels. Additional parking management strategies and adjustments to the campus parking policies may be warranted.”

The plan also notes that while there are an adequate number of spaces, “parking demand is often concentrated, resulting in parking constraints in certain locations.” This appears condition appears to have been confirmed in the 2015 Parking Utilization Study<sup>1</sup>. This study noted a campus-wide parking surplus of

<sup>1</sup> University of Alaska Anchorage Parking Utilization Study. ECI/Hyer, Inc., May 2015.

1,954 with no campus sub-zones operating at a parking supply deficit. This report also projected parking inventory accounting for anticipated enrollment growth and concluded that there was ample campus-wide supply through 2025.

The 2013 plan also includes discussion regarding UAA's shuttle services and notes importantly that,

“Transit and shuttle service will play an ever-increasing role in providing access to the campus and supporting safe and timely circulation within it. With improvements to the frequency of People Mover service to the campus, UAA can expect greater numbers of students, faculty, and staff to choose this option. With improvements to campus street connections, Seawolf Shuttle routes can be adapted to provide rapid and reliable service frequencies that support cross campus movements and class change periods with the overarching goal of a pedestrian-oriented campus core.”

### C. Organizational Structure/Human Resources

Parking Services is a part of Administrative Services under the direction of the Associate Vice Chancellor for Administrative Services. The AVC's entire portfolio consists of seven functional units as follows:

- + WOLFCard
- + Accounts Payable/Travel
- + Procurement Services
- + Accounting Services
- + Office of Sponsored Programs
- + Grants & Contracts
- + General Support Services
- + Bookstore
- + Housing/Dining & Conference Services
- + Parking Services
- + Wendy Williamson Auditorium

Transportation Services<sup>2</sup> is housed separately in the Facilities and Campus Services Group. Facilities and Campus Services consists of:

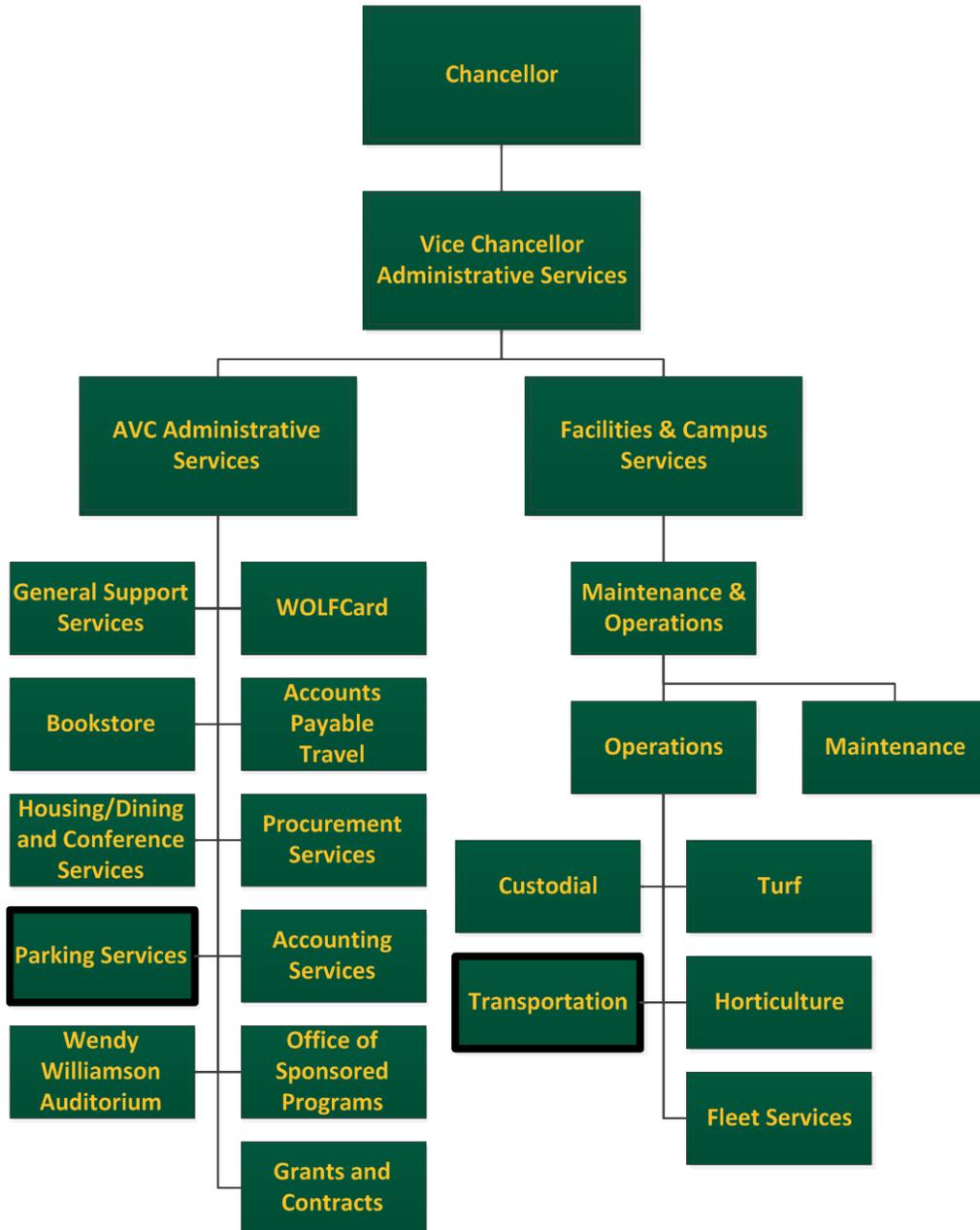
- + Planning & Construction
- + Maintenance & Operations
- + Environmental Health & Safety and Risk Management

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<sup>2</sup> Please note that while Transportation Services was not expressly included in this study, it is included because organizational re-alignment recommendations are proposed later in this report.

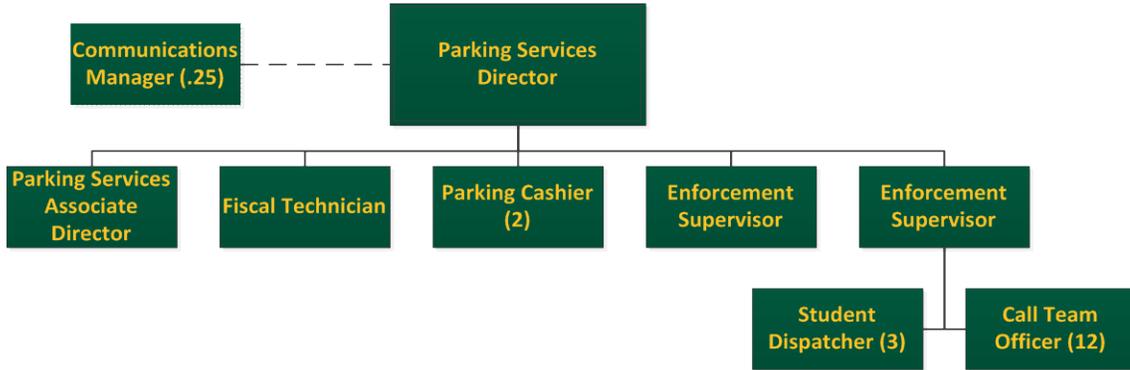
The Operations Department consists of Ground, Landscaping, Transportation, Shuttle Services, and Fleet Maintenance. Both Parking and Transportation Services report to the Vice Chancellor for Administrative Services.

Departmental Alignment and Reporting Structure, Parking and Transportation



Parking Services consists of eight (7) full time staff including the Director. Nearly all of the unit's employees report to the Director.

Parking Services Organizational Chart



A review of the Parking Services Director job description reveals that roughly 55% of time for this position is devoted to strategic, long-range activities. This compares to 45% that is devoted to operational responsibilities. Strategic duties are long-range in nature, have high-level implications for the department and directly address broad stated university goals. Operational duties deal specifically with tactical level or daily responsibilities necessary for the functioning of the unit.

Parking Services Director Major Functions

%	Major Job Function	Scope
35%	+ Strategic leadership, development and implementation of long range parking improvement plan	Strategic
25%	+ Selection, assignment, utilization, training, and administration of personnel	Operational
20%	+ Supports the university's goal of sustainability and design services which place an emphasis on traffic demand management and development of alternative transportation options to commute to campus, e.g. Peplemover City Bus, car pooling, car sharing, bicycle, etc. Works in partnership with the Director of Sustainability in developing joint programming.	Strategic and Operational
10%	+ Public relations, departmental liaison work	Strategic
10%	+ Oversight of daily operational aspects of parking	Operational

The Associate Director of Parking Services spends 100% of his time on operational responsibilities.

Parking Services Associate Director Major Functions

%	Major Job Function	Scope
50%	+ Responsible for daily operational aspects of parking; technical liaison	Operational
25%	+ Coordination of parking rules and regulations	Operational
15%	+ Oversee, manage, and perform duties related to special events parking	Operational
10%	+ Marketing tasks	Operational

D. Customer Orientation

University parking departments are typically oriented in one of two general ways. Traditional departments see their primary role as enforcing rules and regulations. Success is often measured in terms of regulatory compliance often compelled through aggressive enforcement. This orientation can establish and reinforce an “us-versus-them” dynamic where customers are viewed as violators and parking staff are seen as enforcers. The mode of communications is primarily “tell and direct” and a one-way communication from the parking department to the user of parking facilities.

Contemporary parking departments see themselves as a service delivery organization where success is measured in terms of customer satisfaction. While parking rules and regulation compliance is important, the department takes on a problem-solving role with consumers and works to satisfy customer needs through less rigid enforcement. Education of the parking public is seen as critical to the success of the parking program and communication between staff and customers is open, collaborative and two-way in nature. Customer satisfaction is measured and goals are set to improve the parker’s experience.

Based on conversations with the Parking Services Director and Associate Services Director, it appears that the unit believes its function is to provide for a positive customer experience while efficiently and effectively managing parking resources. This orientation is

**DON'T LET TICKETS GET YOU IN A JAM.**

\$35 CITATION | 3 JAR COMBO  
\$60 CITATION | 5 JAR COMBO

Pay up to two parking tickets with a donation of peanut butter or jelly\*

\* Fraudulent Permit, Handicap, and Fire Lane tickets are not eligible. PB&J donations must be dropped off at UAA Parking Services at 3800 University Lake Drive. Minimum jar sizes: peanut butter (16 oz.) and jelly (12 oz.)

UAA Parking Services  
UNIVERSITY of ALASKA ANCHORAGE

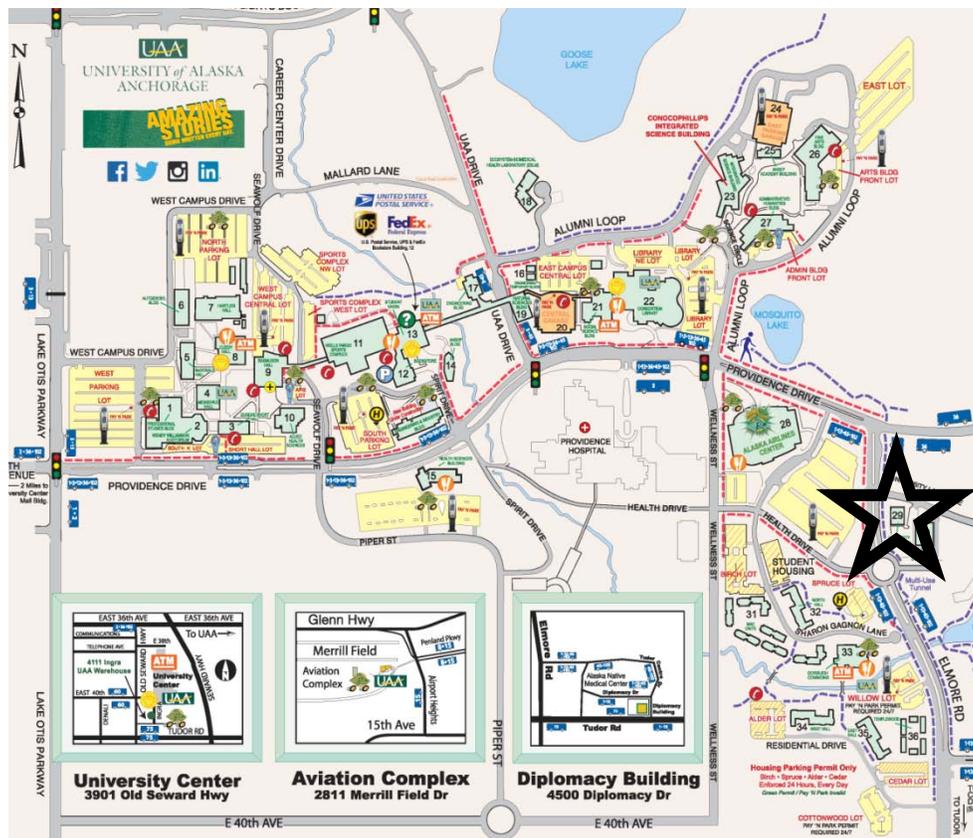
**TON IN TEN**  
PEANUT BUTTER & JELLY DRIVE  
NOV. 9-20

supported by the department’s organizational alignment, it’s approach to appeals and citations (covered below) it’s positive and friendly website and through programs such as the annual photo contest and the Peanut Butter and Jelly Drive where parking citations are waived with a donation of peanut butter or jelly.<sup>3</sup>

**Office**

The Parking Services Office is located on the eastern edge of campus in the University Lake Annex Building. Though fairly remote, the office does feature free and convenient parking for these needing to conduct business in-person. The building is in close proximity to a People Move stop and it is served by pedestrian and bicycle routes. Signage indicating that the building is occupied by Parking Services is ample and the entrance to the building is clearly identifiable.

Parking Services Office



<sup>3</sup> The Ton in Ten peanut butter and jelly drive is a university-wide food drive program sponsored by the UAA Human Services Club. Parking Services participates by collecting donations in exchange for parking citation amnesty.

Inside customers find a modern if not modest looking, comfortable office to conduct their parking. There are video monitors providing information and self-service computers for purchasing permits and appealing citations.

### Customer Area Inside Parking Services Office



### **Website**

Parking Services makes good of its website to disseminate information to parking and transportation patrons. There, they offer information on all parking products as well as offer information about alternatives to driving. Special programs such as the annual amateur photo contest are highlighted. Information is clear, concise and easy to understand.

Another feature of the UAA Parking Services website is the Director's Corner Blog. This blog features information about parking, transportation and safety programs aimed at improving the overall access and mobility experience on campus.

### E. Permit Allocation System and Pricing

UAA utilizes a modified simple "hunting license" system to allocate parking permits. A "hunting license" system allows a patron to purchase a permit that is good for multiple lots or garages. Upon arriving on campus, a parker then "hunts" for open spaces in any lots for which their permit type is valid. This system operates on a first come first served basis where there are typically no controls to manage demand for any single facility.

This approach is commonly used in campus parking environments where demand is relatively low. With hunting license schemes it is also common for there to be no limit to the number of permits sold.

For commuting faculty, staff and students, there is one permit option that allows parking in all areas with the exception of the Central Garage. That garage can be accessed with a premium permit (Platinum) that includes parking in all other surface lots and the East Garage.

On campus residents can purchase a permit for only Red lots (near housing facilities) or in all facilities with the exception of the Central Garage with a Yellow pass. Parking in lots designated for Housing requires a red sticker in addition to the Housing parking permit. This practice restricts who can park in Housing lots to only those actually living in on-campus housing.

### UAA Commuter Parking Permits and Privileges

Permit Type	Timing	Parking Info	Semester Cost	Annual Cost
Green	Mon.-Thur. 4:00 pm-7:30 pm	All surface lots & East Garage	\$85	\$165
Blue (Summer)	Mon.-Thur. 7:30 am-7:30 pm	All surface lots & East Garage	\$25	--
Platinum (Summer)	Mon.-Thur. 7:30 am-7:30 pm	All surface lots, East Garage & Central Garage	\$50	--
Platinum (Fall or Spring)	Mon.-Thur. 7:30 am-7:30 pm	All surface lots, East Garage & Central Garage	\$180	--

### UAA Housing Parking Permits and Privileges

Permit Type	Timing	Parking Info	Semester Cost	Annual Cost
Yellow*	Mon.-Thur. 7:30 am-7:30 pm	Housing lots, all surface lots & East Garage	\$160	\$250
Red - Housing*	24/7	Housing lots only	\$50	--

### ***Visitor Parking and Special Use Passes***

Visitors to campus may park without prior arrangement using the Pay'n Park, multi-space machines, at parking meters located around campus or the University's parking garages at the rate of \$2.00 per hour or \$10 per day. Traditional parking meters are also available for visitor parking at a rate of \$2.00 per hour for up to 2 hours.

Day passes are also available at the Parking Services office or the Consortium Library Circulation Desk. Day passes are valid in all surface parking lots, however not in metered spots or the parking garages and are sold at the daily rate of \$10 each.

## UAA Visitor Parking Permits and Privileges

### **Pay’N’Park Permits**

Varsity Sports Grill (no fee) – Only available for use at the Alaska Airlines Center Main Lot with a time limit of 2 hours when dining at the Varsity Sports Grill

Dental Permit (no fee) – Only available for Dental Appointment holders

### **Vouchers**

Lucy Cuddy Dining (no fee) – This voucher is provided to Lucy Cuddy diners who park without a permit. This voucher is submitted to Parking Services along with the citation so that it can be dismissed.

UAA also offers a variety of daily, hourly and special use permits designed to meet the special needs of visitors, vendors, contractors and affiliates.

## UAA Special Use Permits and Privileges

Blue Daily (\$10) scratch off hang tag – Valid for a full day of parking, includes access to all surface lots and both garages

Green 2-hour (\$4) scratch off hang tag – Valid for 2 hours of parking, includes access to all surface lots and both garages

Brown Restricted (\$15) – Available to Vendors and UAA Departments, valid for a full day of parking, includes access to all Brown Restricted areas and Vendor Parking areas, all surface lots and both garages

Monthly (\$40) hang tag – Available to WWAMI students, valid for one month, includes access to all surface lots and the East Garage

Swim Club (\$40) hang tag – Available to Swim Club parents, valid for 7-8 weeks of parking from 3:45PM-5:45PM

Brown Restricted (Yearly \$350) hang tag - Available to Vendors and UAA Departments, valid July 1<sup>st</sup> to June 30<sup>th</sup> all hours, includes access to all Brown Restricted areas and Vendor Parking areas, all surface lots and both garages

Paper Temporary Permits (no fee) – Available to contractor employees

## F. Parking Enforcement Program

### **Staffing**

Parking Services employs two full time enforcement supervisors and twelve part-time Call Team officers for a total of 4.5 FTE of enforcement staff. On the aggregate, each FTE of enforcement staff at UAA is responsible for

approximately 1,035<sup>4</sup> parking spaces and there are 3,658<sup>5</sup> students for each parking enforcement officer. Enforcement officers spend approximately 90% of their time enforcing parking regulations with the remainder of time addressing special event requests, maintaining and collecting money from machines, performing calls for service, and supervising student employees.

### Fine Amounts

Fines for parking violations at UAA range from \$35 to \$500. Generally, non-safety or ADA violations carry a \$35 fine; safety violations carry a \$200 fine and ADA violations range from \$200 for a first offense to \$500 for a third offense. Use of a fraudulent parking permit or Pay 'n Park receipt earns a fine of \$250.

### UAA Parking Citation Amounts

\$35	No permit	\$35	Restricted / Posted area
	Inactive permit		Parking in loading or unloading zone
	Permit not assigned		More than one parking space
	Improper Permit Displayed		Double parking
	Not valid before 4 pm		Expired Pay 'n Park permit
	Restricted use (Brown permit)		Invalid permit
	Meter violation	\$50	Immobilization fee
	Visitor parking violation		Administrative fee
	Obstructing or hindering traffic	\$200	Fire Lane
	Obstructing building exit or stairway		Fire wall or hydrant
	Parking facing oncoming traffic	\$250	ADA accessible space (1 <sup>st</sup> )
	Disrupting University operations		Fraudulent permit/receipt
	Overnight camping	\$350	ADA accessible space (2 <sup>nd</sup> )
	Parking special vehicle without authorization	\$500	ADA accessible space (3 <sup>rd</sup> )
	Parked outside specified area		

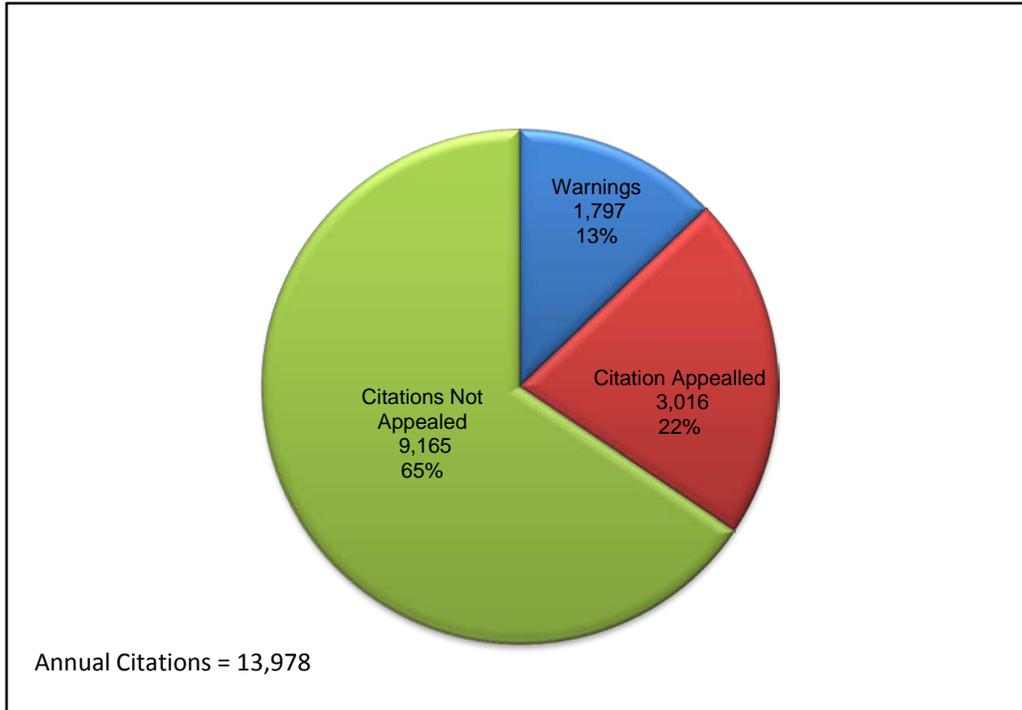
<sup>4</sup>4,659 parking spaces divided by 4.5 FTE parking enforcement officers.

<sup>5</sup> Total headcount enrollment of 16,463 divided by 4.5 FTE parking enforcement officers.

**Citation Activity**

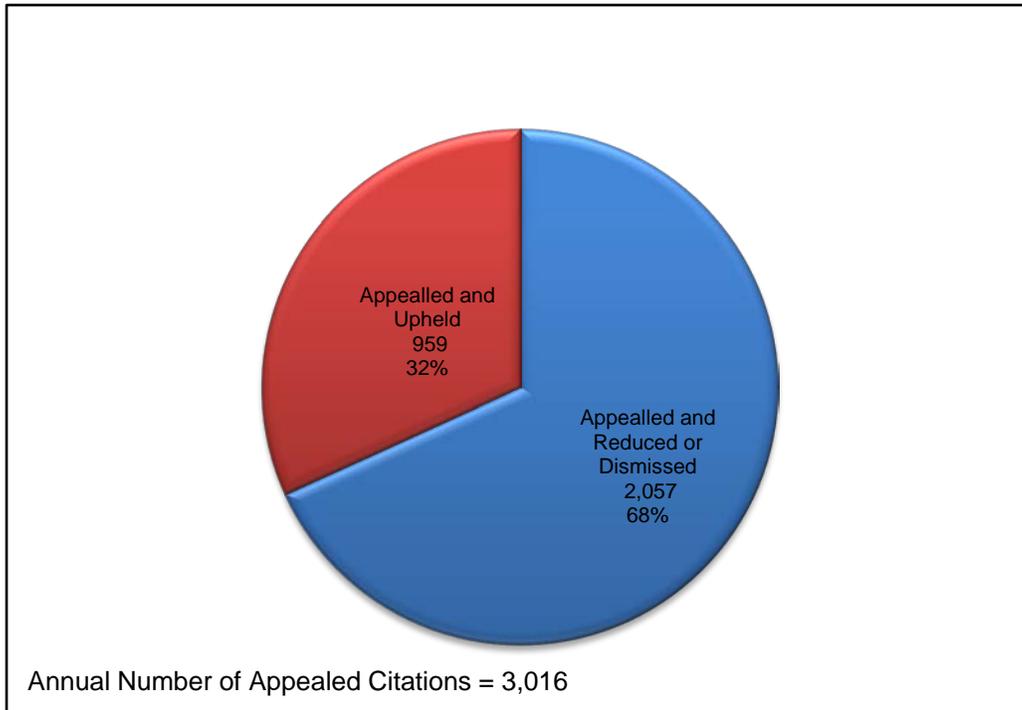
Over a twelve month period from 2014-2015, UAA Parking Services wrote 13,978 parking citations. Of these 13% were warnings and 22% were appealed.

Annual UAA Parking Citation Disposition



Of the 3,016 that were appealed, 68% of the citations were reduced in amount, dismissed or cancelled while 32% of the appealed citations were upheld.

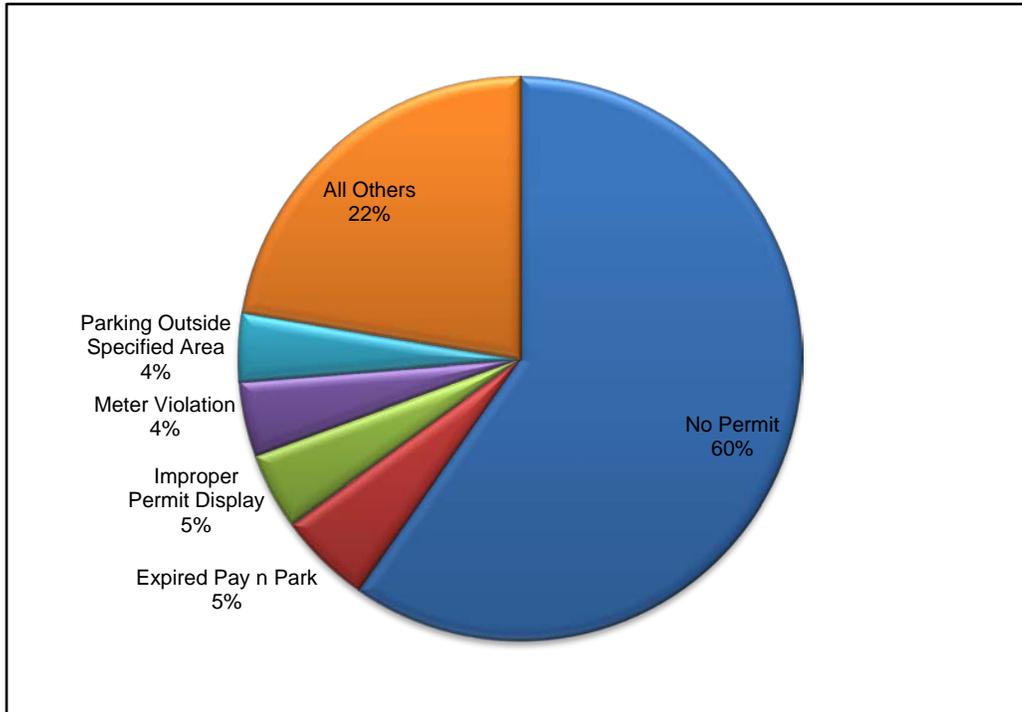
Annual UAA Parking Citation Appeal Disposition



***Parking Citations By Type and Location***

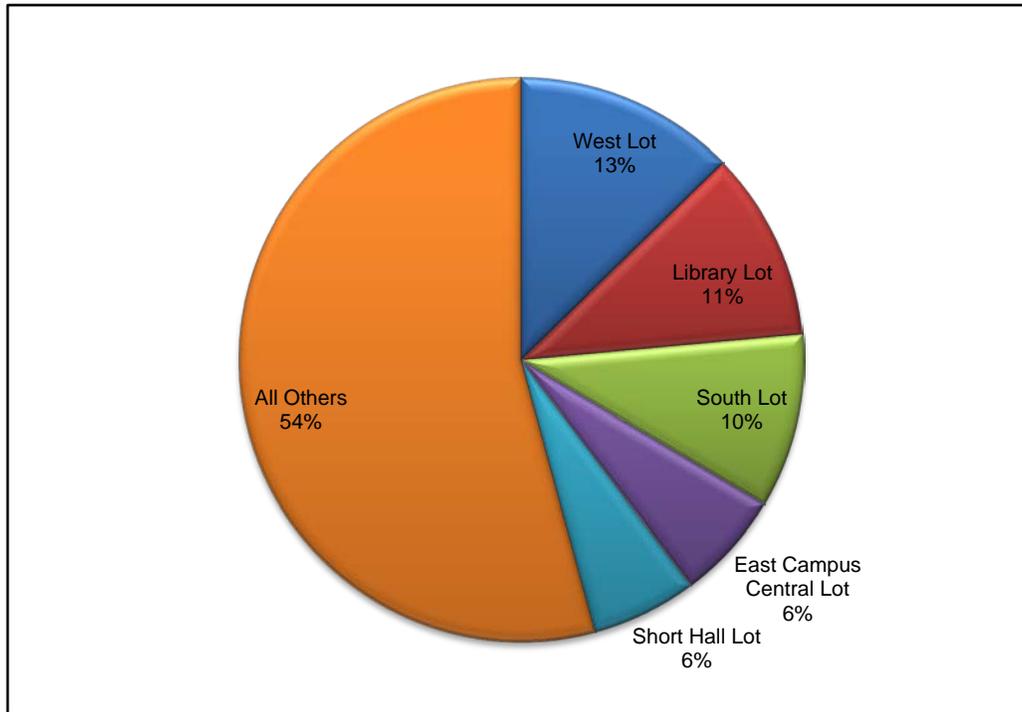
Of the over 13,000 parking citations written annually, a fully sixty percent result from displaying no permit. This is followed by Expired Pay n Park (5.3%), Improper Permit Displayed (4.4%), Expired Meter Violation (4.3%) and Parking Outside Specified Area (3.9%). All other violation types account for 22% of the total.

Violations Cited Most Frequently



The parking lots with the largest number of parking citations were the West Lot with almost 13% of all citations followed by the Library Lot (10.8%), the South Lot (10.0%), the East Campus Central Lot (6.2%) and the Short Hall Lot (6.0%). All other lots accounted for 52.4% of the total.

Parking Lots Cited Most Frequently



**Parking Citation Appeal Process**

Recipients of parking citations must appeal online within 14 days from citation issue date. If an appeal is not received within 14 days of the citation date, the right to appeal is forfeited. Appeals are accepted only online to ensure that each appellant is given the same amount of time to appeal and that a valid contact email address is used.

Parking Services Customer Service Representatives have primary responsibility for reviewing first level appeals and rendering appeals decisions. They have discretion to uphold, adjust, or dismiss citations based on the reason the citation was issued, 2-year citation history of the person responsible for the citation, their permit status and the text of the appeal. Appeal decisions are made within 7 business days of the date of the citation.

Citations with a balance due after an appeal decision is delivered have 14 days to make payment in full before a \$25 late fee is added. Citations not paid within 14 days of late fee being added will be transferred to student accounts for collections.

Appellants that have completed the first appeal process may file a second appeal to be decided by the Appeals Board. The Appeals Board is comprised of students, staff and faculty volunteers. Citations must be paid to be eligible for a second appeal; the decision of the Appeals Board is final.

## G. Use of Technology

### ***Permit Management and Enforcement***

Parking Services currently using iParq as its back-of-house permit management system to facilitate the sale and management of parking permits as well as citation issuance, payment and adjudication. This system, which has been in use since 2014, allows customers and Parking Services to manage accounts and payments via the internet.

### ***Parking Meters and Pay Stations***

UAA provides both single-space parking meters and multi-space Digital Payment Technologies LUKE II parking pay stations to dispense permits for visitor parking. The single-space meters accept only coins while the pay stations accept coins, cash and credit cards. Upon payment, the multi-space units will issue a receipt which must then be placed on the vehicle's dash.

## Parking Meters and Pay Stations at UAA



## H. Revenues and Expenses

Parking Services is a self-supporting, business auxiliary which means that it receives no outside funding for the programs and services it provides. This is typical of most major university parking and transportation departments.

### **Parking Services Revenue**

Of the \$3.2 million in annual parking related revenue, over 64% comes from permit sales. Short-term parking accounts for 13% and special event parking comprises less than 1% of all revenue. Parking fines account for 11% of revenue and the transportation fee amounts to another 11% of the total.

#### Parking Services Annual Revenue by Source

<i>Revenue by Source</i>	<i>Amount</i>	<i>% of Total</i>
Parking Permits	\$ 2,083,718	64.2%
Short-term Parking	\$ 421,100	13.0%
Special Event Parking	\$ 23,650	0.7%
Parking Fines	\$ 360,000	11.1%
Other Revenue	\$ 354,900	10.9%
<b>Total Program Revenue</b>	<b>\$ 3,243,368</b>	<b>100.0%</b>

### **Parking Services Expenses**

Debt service and operating expenses comprise the majority of expenses for Parking Services at 26% and 24% respectively. Annual maintenance contributions (23%) and wages, salaries and benefits (19%) round out the remaining annual expenses for the department.

#### Parking Services Annual Expenses by Source

<i>Expenses by Source</i>	<i>Amount</i>	<i>% of Total</i>
Wages, Salaries & Benefits	\$ 607,693	18.8%
Operating Expense	\$ 781,171	24.2%
Capital/Equipment	\$ 10,000	0.3%
Administrative Fee/Transfer Out	\$ 194,633	6.0%
Debt Service	\$ 845,000	26.2%
Maintenance Reserve Contribution	\$ 732,357	22.7%
New Construction Reserve Contribution	\$ 58,096	1.8%
<b>Total Program Expenses</b>	<b>\$ 3,228,950</b>	<b>100.0%</b>

#### I. Signage and Wayfinding

A variety of signage types and approaches can be found on the UAA campus including color coded vertical monument-type signs, standard vertically mounted permanent signs and temporary A-frame plastic signs.

There also considerable numbers and varying styles of wayfinding signage intended to direct drivers to parking spaces. Wayfinding signage consists

primarily of one of two types: vertical, pole-mounted, pedestrian scale signs that include the University logo with green background, white font and yellow directional arrows; and yellow pedestrian scale temporary plastic, A-frame type signs with foam core boards displaying parking information affixed in vinyl lettering. A different vehicular wayfinding scheme is found in each of the garages with a yellow font on black background in the East Garage and the opposite – black font on yellow background – in the Central Garage.

UAA Parking Signage

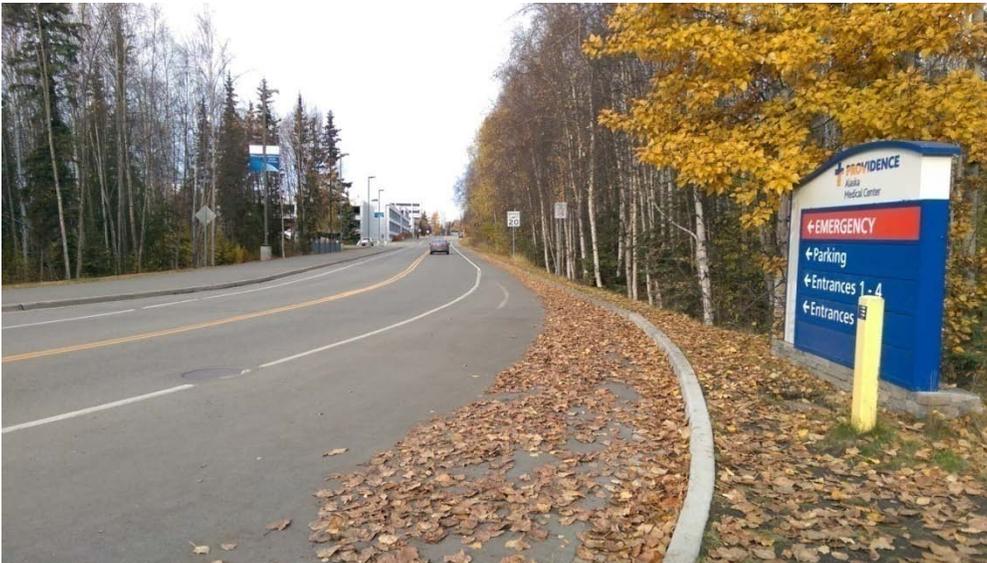


UAA Wayfinding Signage



Given the proximity to other entities that also provide parking, there are other non-university signs that parkers and drivers encounter while on the UAA campus. These offer their own scheme to direct parkers to available parking and provide information about relevant parking restrictions.

Non UAA Parking Signage on or Near Campus



### III. Community Engagement

#### *Introduction*

A critical part of developing a successful campus parking operational plan and accompanying management philosophy is clear and concise communication with various user groups, coupled with proactive and authentic stakeholder engagement. As such, SP+ has a deep understanding and appreciation for effective communication and engagement as part of its consulting and operational efforts. In an effort to ensure the most robust assessment of the University of Alaska Anchorage (UAA) parking system, SP+ has partnered with Denver-based community engagement specialist Vanessa Solesbee, Practice Builder with Kimley-Horn, to ensure that the UAA parking system evaluation is informed by strategic and thorough engagement of the campus community.

The following chapter outlines the campus community engagement activities that were conducted as part of UAA's Parking Operational Assessment. The following chapter is organized into the following sections:

- A. Stakeholder Outreach Strategy
- B. Survey Findings
- C. Key Themes: Opportunities and Challenges
- D. Metrics to Measure Success
- E. Vision for the Future

#### A. Stakeholder Outreach Strategy

After comprehensive review of current conditions on the UAA campus and after several discussions with UAA staff, a Campus Community Engagement Strategy was developed to support the University of Alaska Anchorage's Parking Operational Assessment.

The overall goals of the Campus Engagement Strategy were to:

- + **Place parking strategies, programs and policies within the context of UAA's larger strategic goals;**
- + **Provide insight into both real and perceived access and parking challenges, as well as areas of opportunity for future development;**
- + **Engage key campus constituencies, both within the parking system (i.e., enforcement, office staff and leadership) and within key user groups (i.e., students, faculty, staff) in planning and development efforts from the beginning, laying the foundation for stakeholder buy-in of the larger operational assessment's recommendations.**

The overall engagement strategy for this project was carefully designed to provide an opportunity for campus stakeholders to share experiences, perceptions, ideas and concerns related to parking at University of Alaska Anchorage. The UAA campus community was given multiple opportunities to provide feedback throughout the engagement process, including focus groups, tabling session at Rasmussen Hall, “Parking Parlay” intercept surveys conducted in the Commons and via online survey.

The UAA Parking Operational Assessment’s main stakeholder engagement site visit was conducted on campus October 19 – 21, 2015. Over 25 faculty and staff representatives participated in small group meetings and interviews, including representatives from the following UAA constituencies:

- + **Parking Services**
- + **Transportation Services**
- + **Building Managers, including:**
  - o **Conference Services**
  - o **School of Nursing**
  - o **Culinary Arts**
  - o **Arts and Sciences**
  - o **Wendy Williamson Auditorium**
  - o **Lucy Cuddy Center**
  - o **Gorsuch Commons**
  - o **Wells Fargo Sports Complex**
  - o **Gordon Hartley Hall**
- + **Department of Veterans Affairs**
- + **Library**
- + **Facilities, Planning and Construction**
- + **Alumni Relations**

Additionally, an estimated 150 students participated in a brief intercept survey which was conducted over the lunch hour in Rasmussen Hall and in the evening outside the Commons on October 20<sup>th</sup>. The Campus Engagement Strategy developed to guide the outreach efforts detailed in this chapter is included as Appendix B.

**B. Survey Findings**

Feedback from 1,107 individuals was collected by survey which was available online from October 16 – November 20, 2015. The survey covered a range of topics, including:

- + Perceptions and habits
- + Preferred methods of accessing campus and viable alternatives
- + Perceived challenges and areas of opportunity

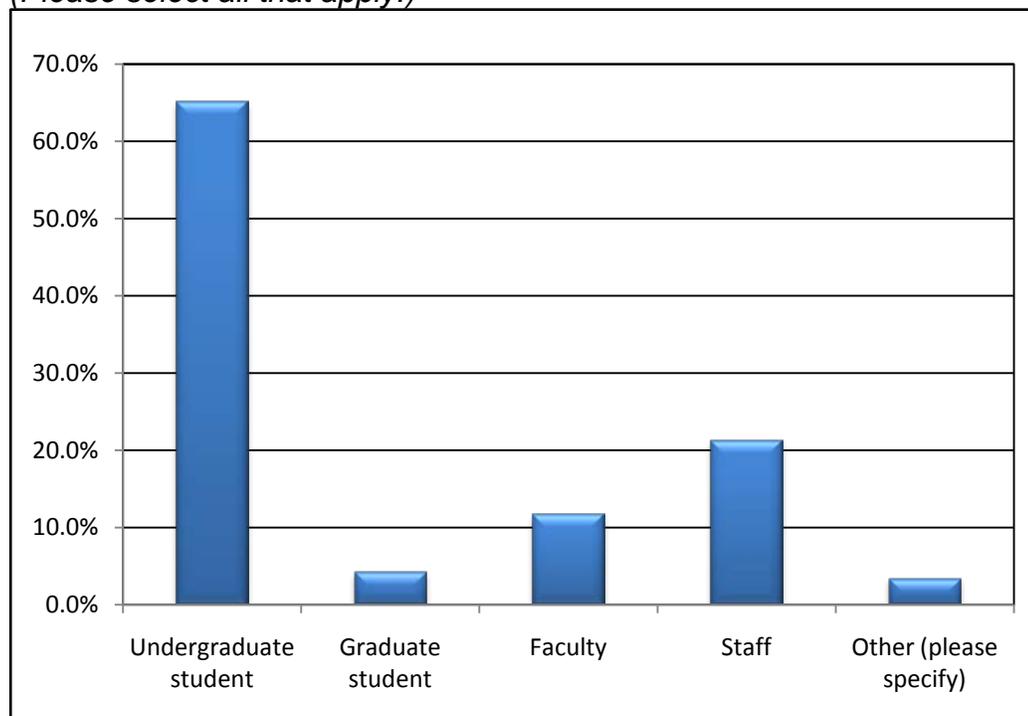
Please note that some questions received lower responses because respondents were not required to answer a question before proceeding to the next question. A copy of the survey tool can be found in Appendix C.

The following sections are organized by:

- + Respondent Demographics
- + Commuter Behavior: Location, Frequency of Travel and Commute Times
- + Respondent Preferences

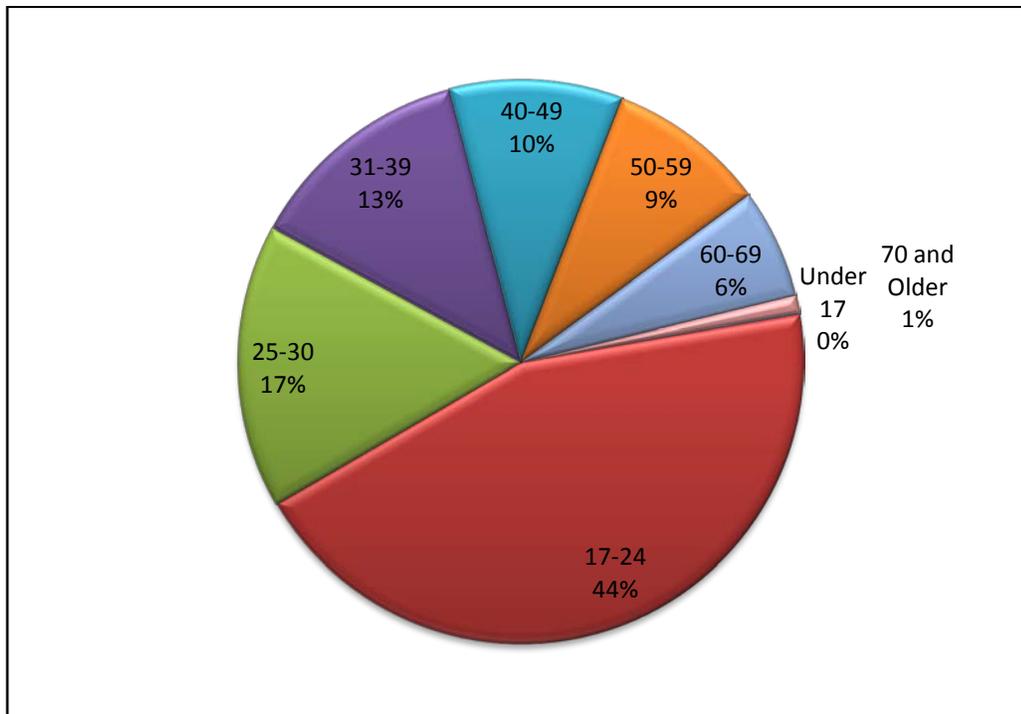
### Resident Demographics

Q1: What is your current affiliation with the University of Alaska Anchorage?  
(Please select all that apply.)



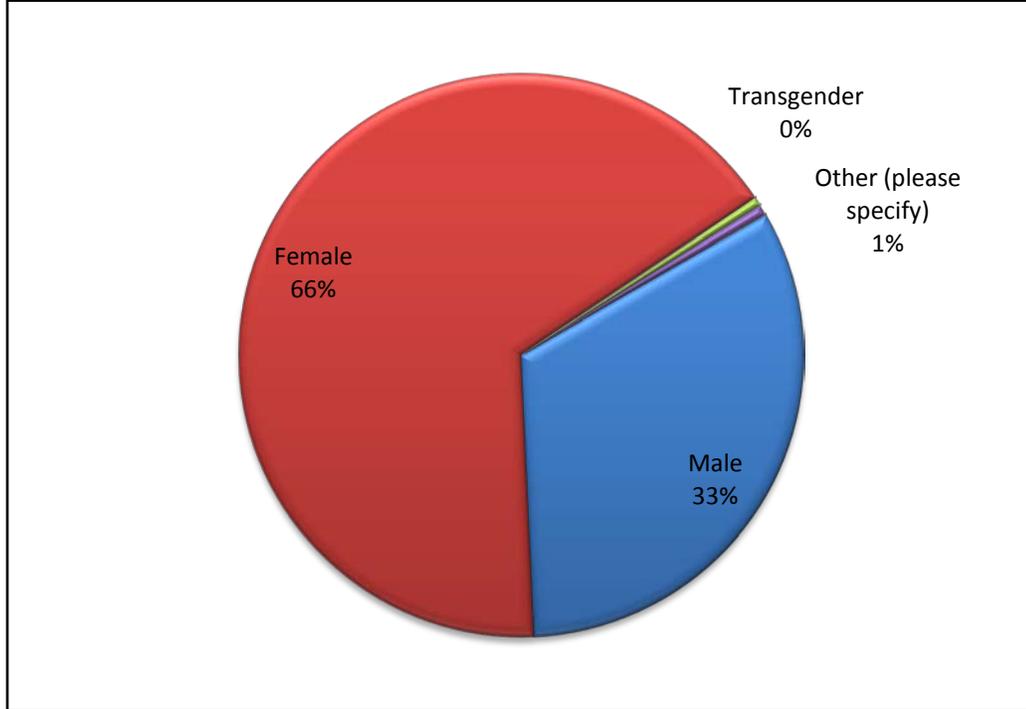
Answer Options	Response Percent	Response Count
Undergraduate student	65.2%	720
Graduate student	4.2%	46
Faculty	11.7%	129
Staff	21.3%	235
Other (please specify)	3.4%	37
<i>answered question</i>		<b>1104</b>
<i>skipped question</i>		<b>3</b>

Q2: Which of the following best represents your age?



Answer Options	Response Percent	Response Count
Under 17	0.1%	1
17-24	44.3%	488
25-30	16.3%	180
31-39	13.0%	143
40-49	9.9%	109
50-59	9.1%	100
60-69	6.3%	69
70 and Older	1.0%	11
<i>answered question</i>		<b>1101</b>
<i>skipped question</i>		<b>6</b>

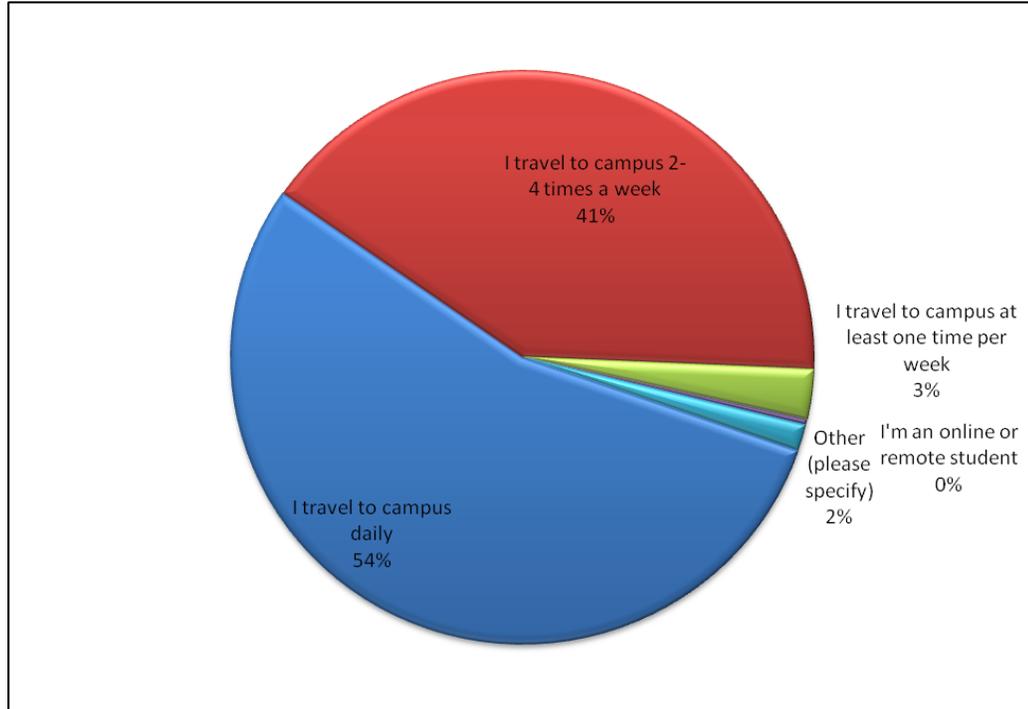
Q3: Which of the following best describes you?



Answer Options	Response Percent	Response Count
Male	32.6%	358
Female	66.3%	728
Transgender	0.5%	5
Other (please specify)	0.6%	7
<i>answered question</i>		1098
<i>skipped question</i>		9

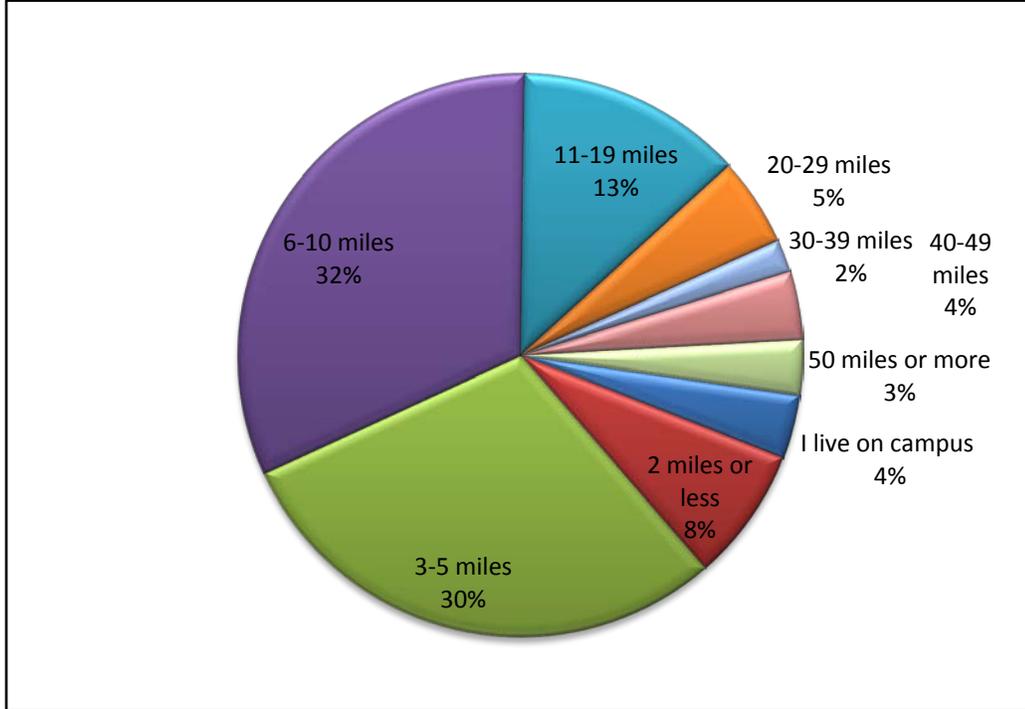
### Commuter Behavior: Location, Frequency of Travel and Commute Times

Q4: Please select the answer that most accurately describes you:



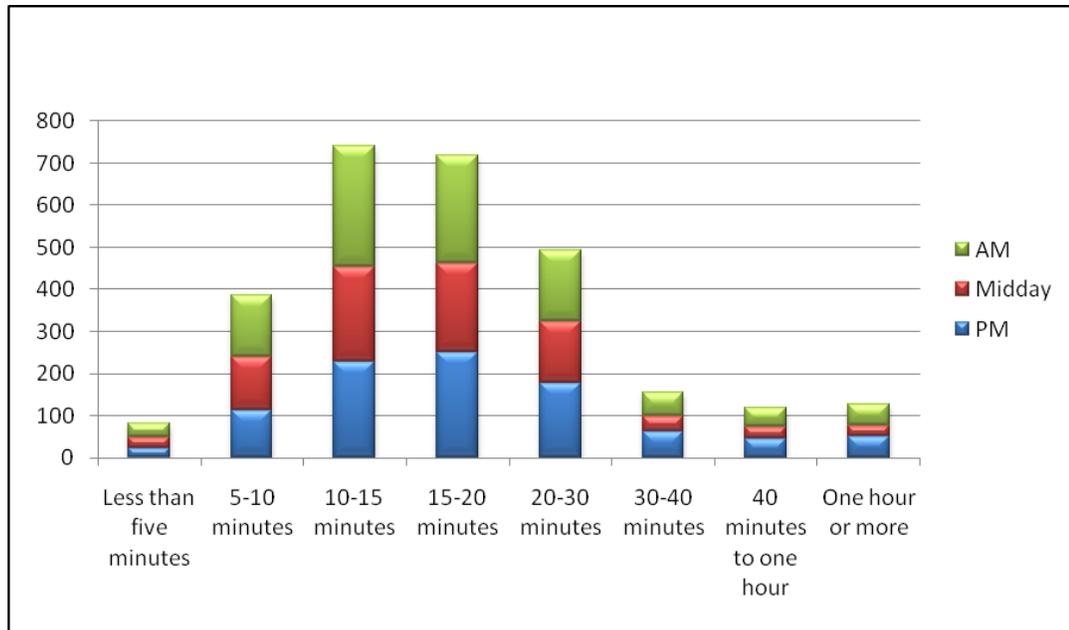
Answer Options	Response Percent	Response Count
I travel to campus daily	54.4%	595
I travel to campus 2-4 times a week	41.0%	449
I travel to campus at least one time per week	2.8%	31
I'm an online or remote student	0.3%	3
Other (please specify)	1.5%	16
<b>answered question</b>		<b>1094</b>
<b>skipped question</b>		<b>13</b>

Q5: How far do you live from campus/work?



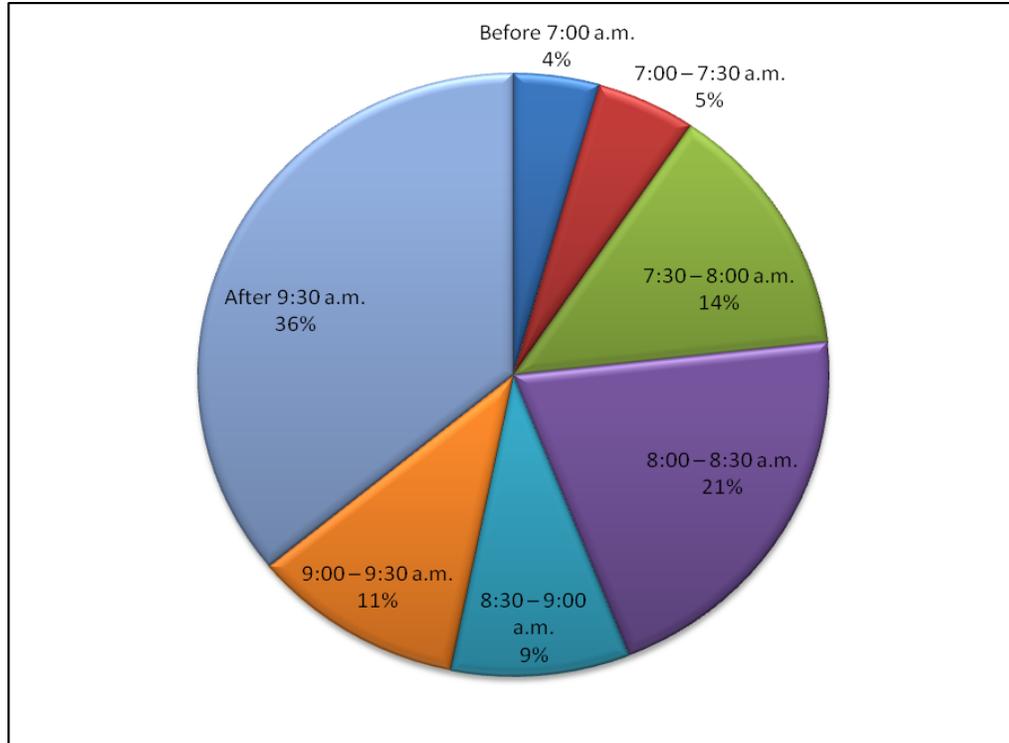
Answer Options	Response Percent	Response Count
I live on campus	3.7%	40
2 miles or less	7.7%	84
3-5 miles	29.5%	323
6-10 miles	32.1%	351
11-19 miles	13.0%	142
20-29 miles	5.1%	56
30-39 miles	1.9%	21
40-49 miles	3.9%	43
50 miles or more	3.1%	34
<i>answered question</i>		<b>1094</b>
<i>skipped question</i>		<b>13</b>

Q6: How long is your typical one-way commute (door-to-door)?



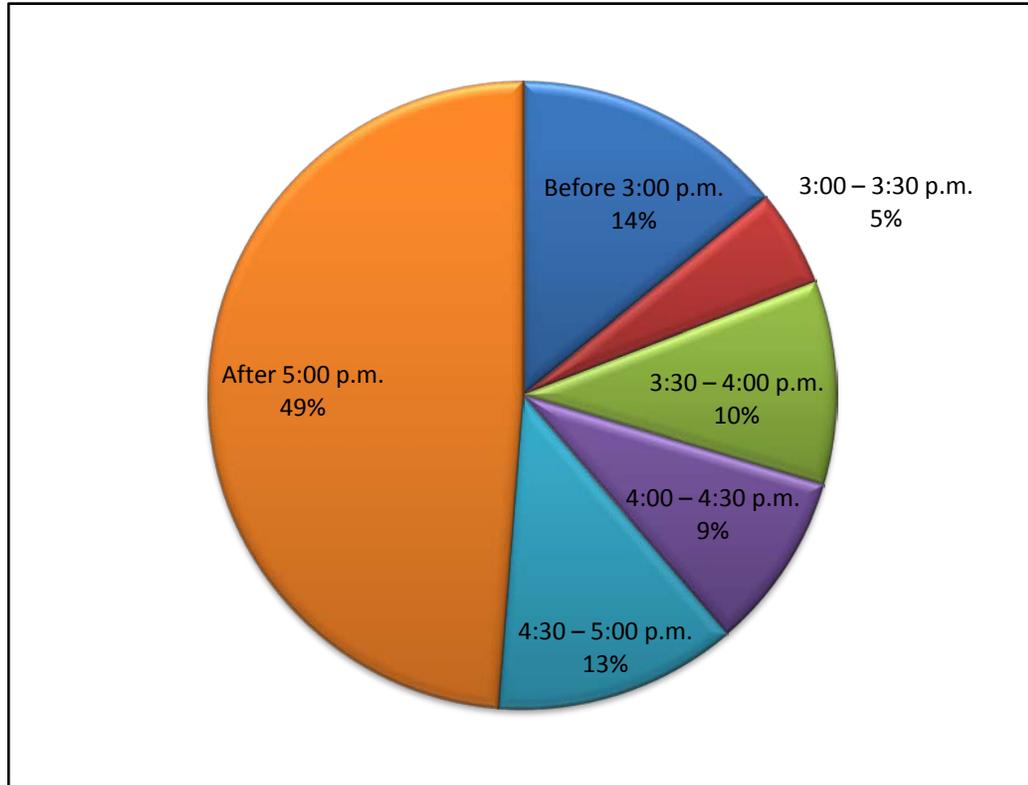
Answer Options	AM	Midday	PM	Response Count
Less than five minutes	32	26	23	44
5-10 minutes	146	128	113	239
10-15 minutes	287	225	228	455
15-20 minutes	256	210	252	445
20-30 minutes	169	145	178	309
30-40 minutes	55	36	64	115
40 minutes to one hour	46	28	46	81
One hour or more	50	25	51	69
<i>answered question</i>				1093
<i>skipped question</i>				14

Q7: When do you usually arrive on campus in the morning?



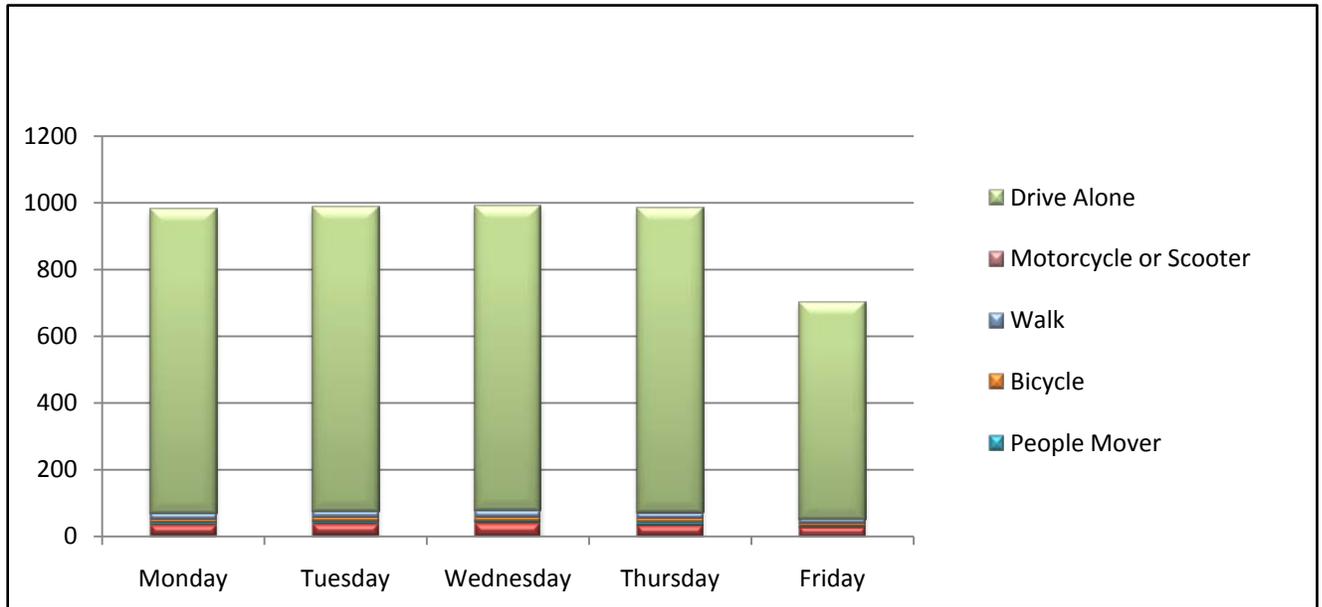
Answer Options	Response Percent	Response Count
Before 7:00 a.m.	4.4%	47
7:00 - 7:30 a.m.	5.1%	54
7:30 - 8:00 a.m.	13.8%	147
8:00 - 8:30 a.m.	20.8%	222
8:30 - 9:00 a.m.	9.2%	98
9:00 - 9:30 a.m.	10.9%	116
After 9:30 a.m.	36.0%	384
<i>answered question</i>		<b>1068</b>
<i>skipped question</i>		<b>39</b>

Q8: When do you usually depart campus in the afternoon?



Answer Options	Response Percent	Response Count
Before 3:00 p.m.	14.1%	153
3:00 - 3:30 p.m.	5.0%	54
3:30 - 4:00 p.m.	10.5%	114
4:00 - 4:30 p.m.	9.1%	99
4:30 - 5:00 p.m.	12.5%	135
After 5:00 p.m.	48.7%	527
<i>answered question</i>		<b>1082</b>
<i>skipped question</i>		<b>25</b>

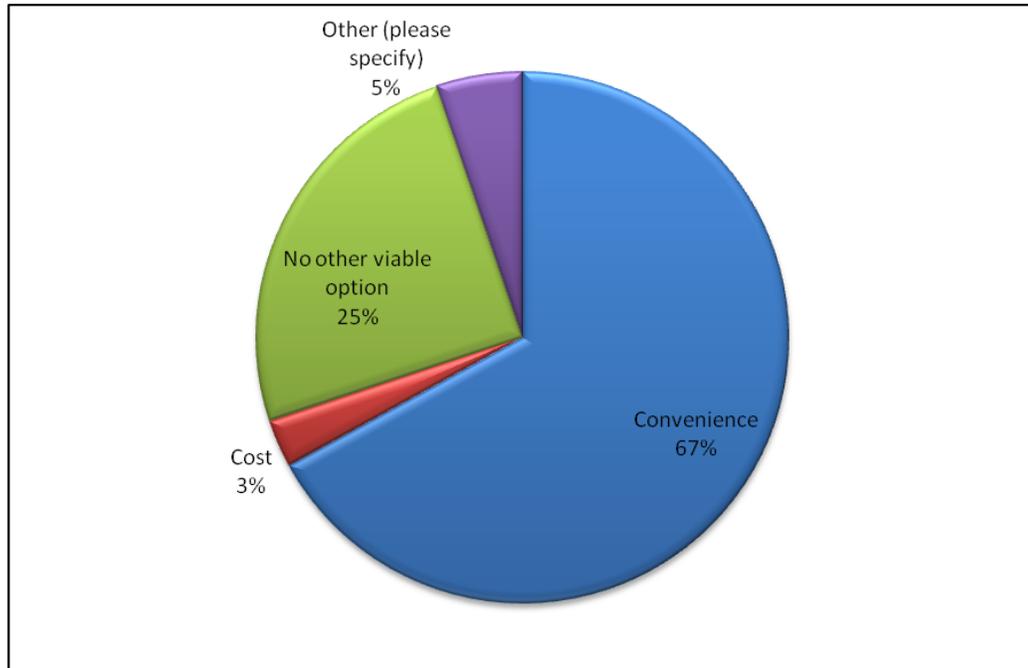
Q9: How do you usually commute to campus/work? Please indicate your PRIMARY commute mode (the way you commute most often).



Answer Options	Drive Alone	Motorcycle or Scooter	Walk	Bike	People Mover	Valley Mover	Park and Ride	Rideshare <sup>6</sup>	Telework	Response Count
MON	912	1	18	9	6	1	1	32	3	983
TUE	911	1	17	12	7	1	1	35	3	988
WED	913	1	19	11	6	1	2	38	1	992
THU	911	2	16	11	9	1	1	31	2	984
FRI	648	1	14	9	2	1	1	24	2	702
Other (please specify)										36
<i>answered question</i>										<b>1081</b>
<i>skipped question</i>										<b>26</b>

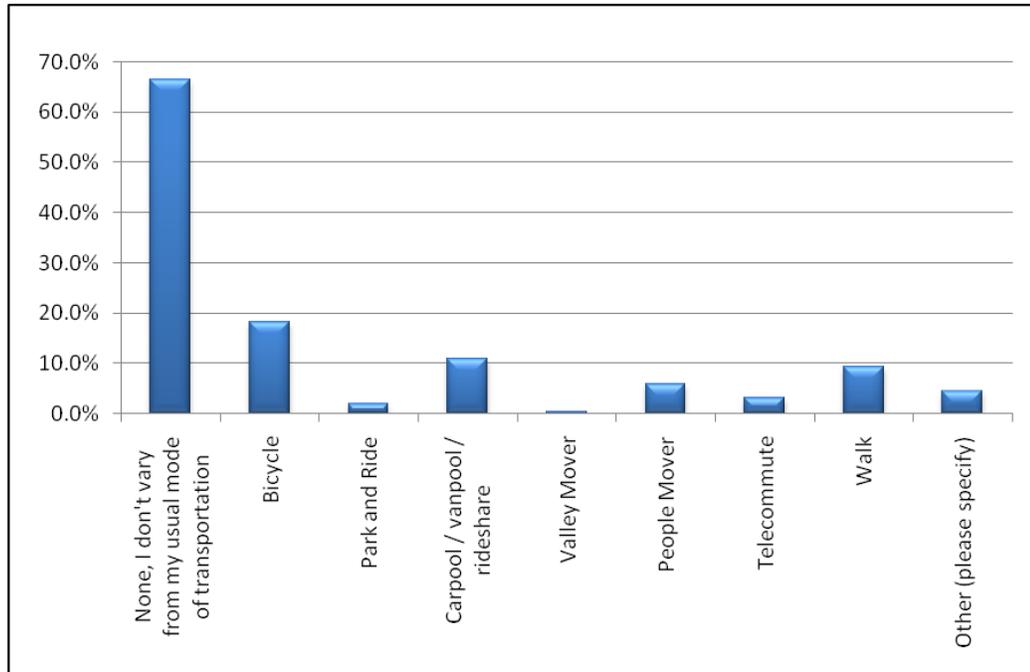
<sup>6</sup> Carpool or vanpool

Q10: Why have you chosen your current method of transportation to and from campus?



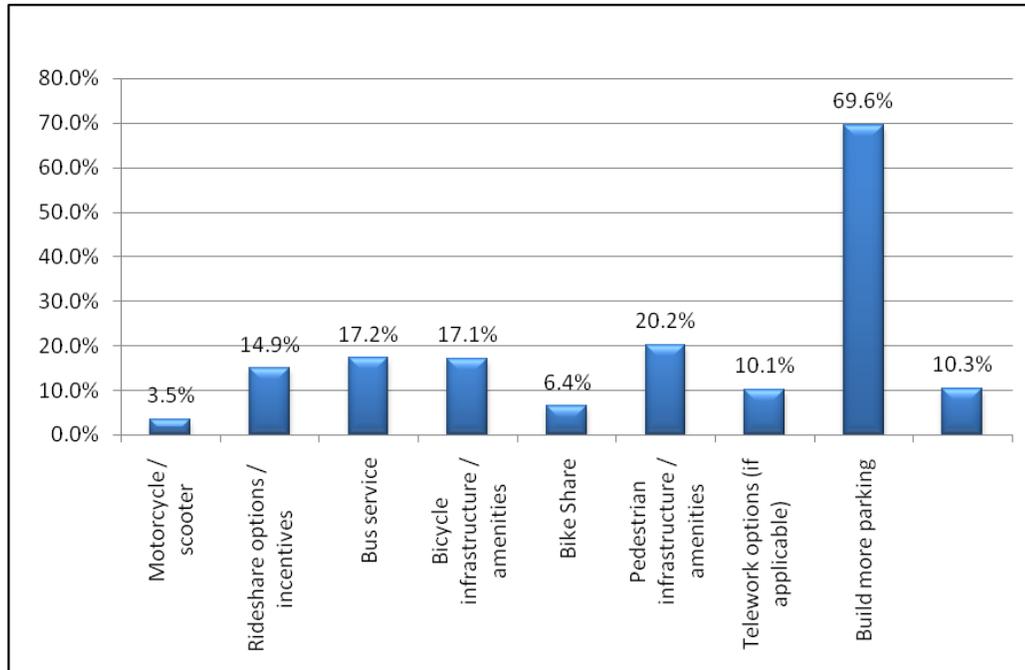
Answer Options	Response Percent	Response Count
Convenience	67.0%	720
Cost	2.9%	31
No other viable option	24.9%	267
Other (please specify)	5.2%	56
<i>answered question</i>		<b>1074</b>
<i>skipped question</i>		<b>33</b>

Q11: What other mode(s) do you use throughout the year (i.e., on a part-time or seasonal basis)? (Please select all that apply)



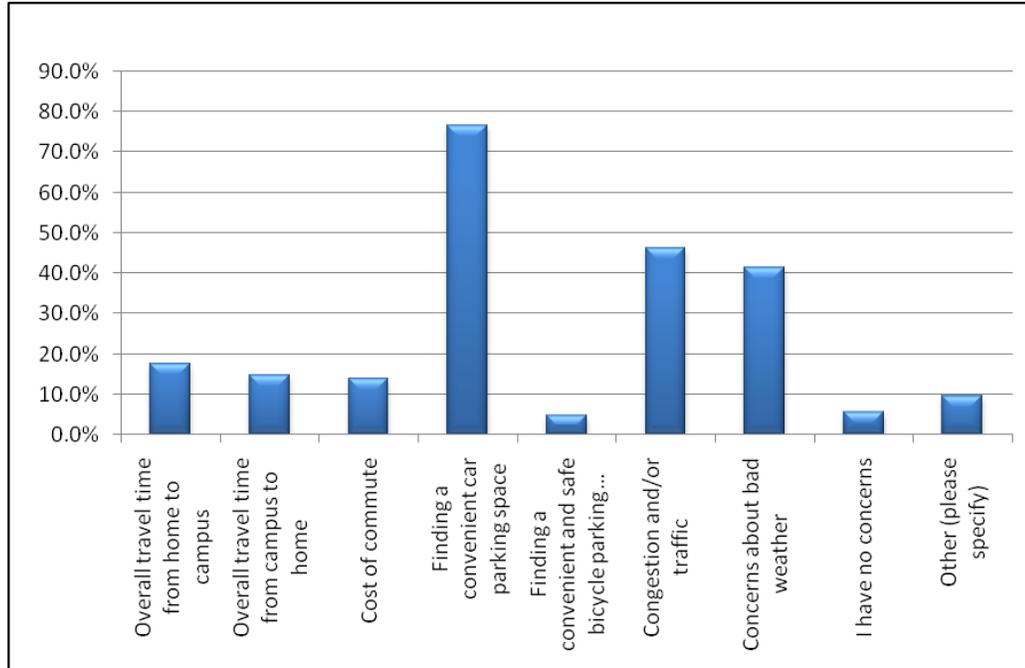
Answer Options	Response Percent	Response Count
None, I don't vary from my usual mode of transportation	66.4%	706
Bicycle	18.2%	194
Park and Ride	1.9%	20
Carpool / vanpool / rideshare	10.8%	115
Valley Mover	0.5%	5
People Mover	5.8%	62
Telecommute	3.2%	34
Walk	9.4%	100
Other (please specify)	4.4%	47
<i>answered question</i>		<b>1064</b>
<i>skipped question</i>		<b>43</b>

Q12: Please indicate the transportation alternatives in which you would like to see UAA invest more: (Please select all that apply.)



Answer Options	Response Percent	Response Count
Motorcycle / scooter	3.5%	36
Rideshare options / incentives	14.9%	154
Bus service	17.2%	178
Bicycle infrastructure / amenities	17.1%	177
Bike Share	6.4%	66
Pedestrian infrastructure / amenities	20.2%	209
Telework options (if applicable)	10.1%	105
Build more parking	69.6%	720
I don't think UAA should invest in transportation alternatives	10.3%	107
Other (please specify)		77
<i>answered question</i>		<b>1035</b>
<i>skipped question</i>		<b>72</b>

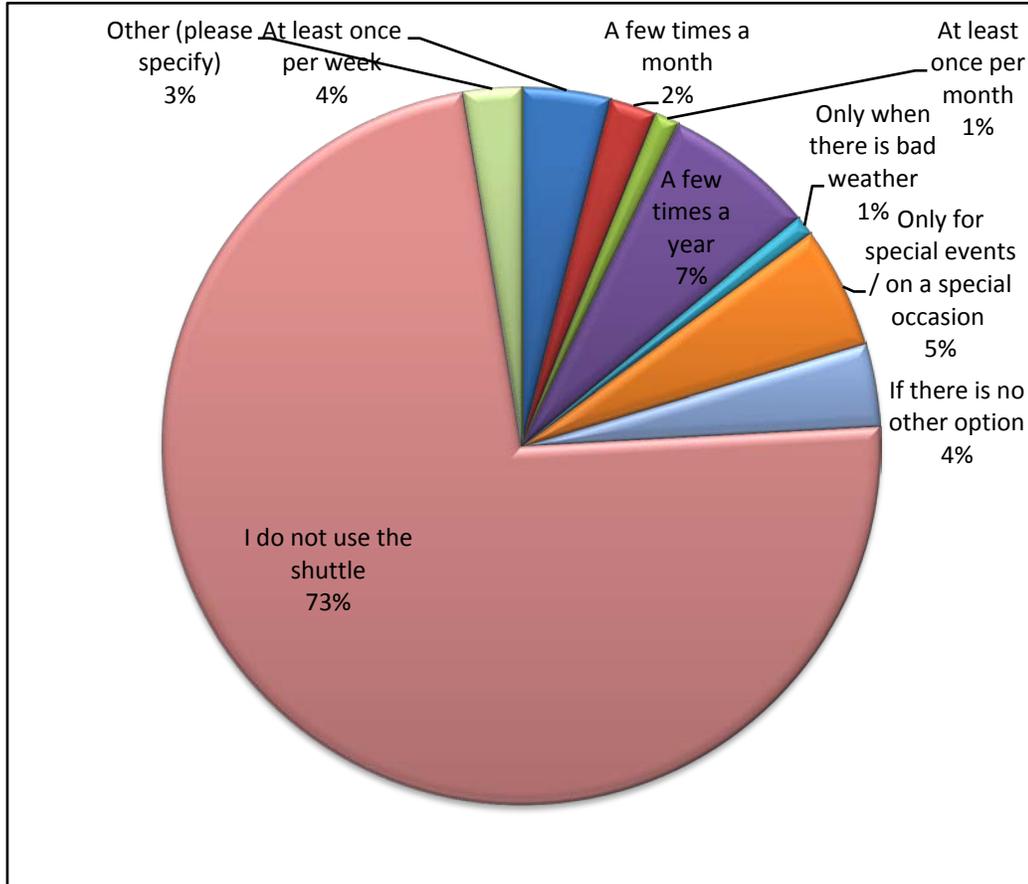
Q13: What concerns you most about your current commute?  
(Please select all that apply)



Answer Options	Response Percent	Response Count
Overall travel time from home to campus	17.7%	190
Overall travel time from campus to home	14.7%	158
Cost of commute	14.0%	150
Finding a convenient car parking space	76.7%	823
Finding a convenient and safe bicycle parking space	4.7%	50
Congestion and/or traffic	46.3%	497
Concerns about bad weather	41.4%	444
I have no concerns	5.5%	59
Other (please specify)	9.5%	102
<i>answered question</i>		<b>1073</b>
<i>skipped question</i>		<b>34</b>

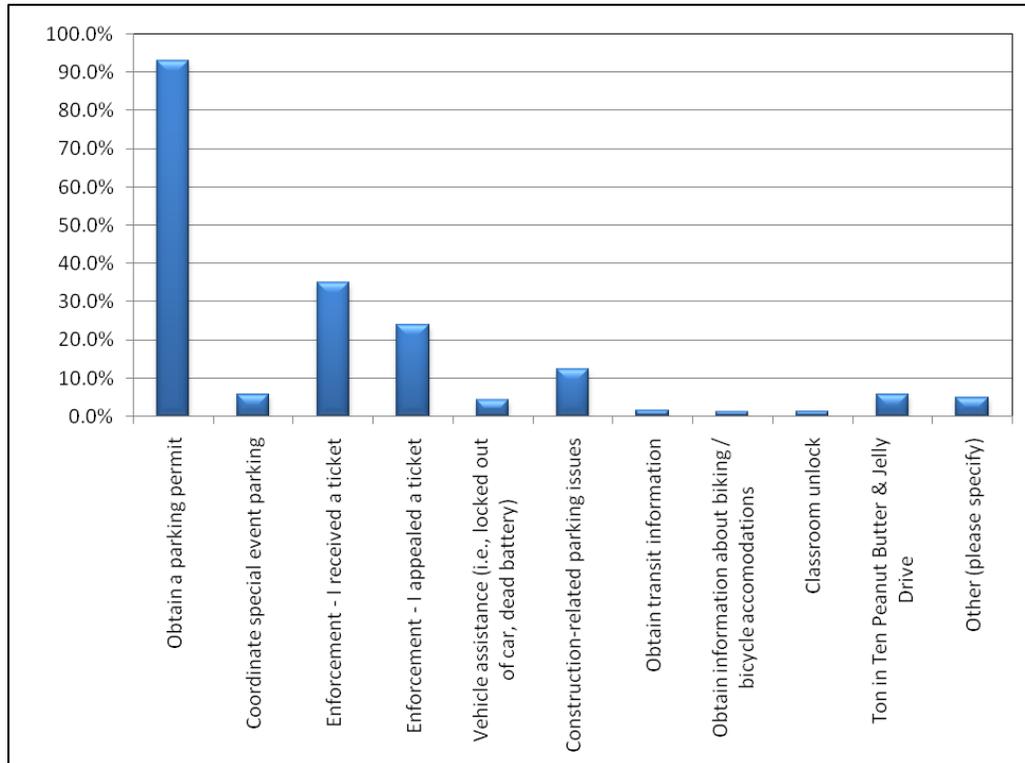
**Respondent Preferences**

Q14: Please indicate how often you use the Seawolf Shuttle:



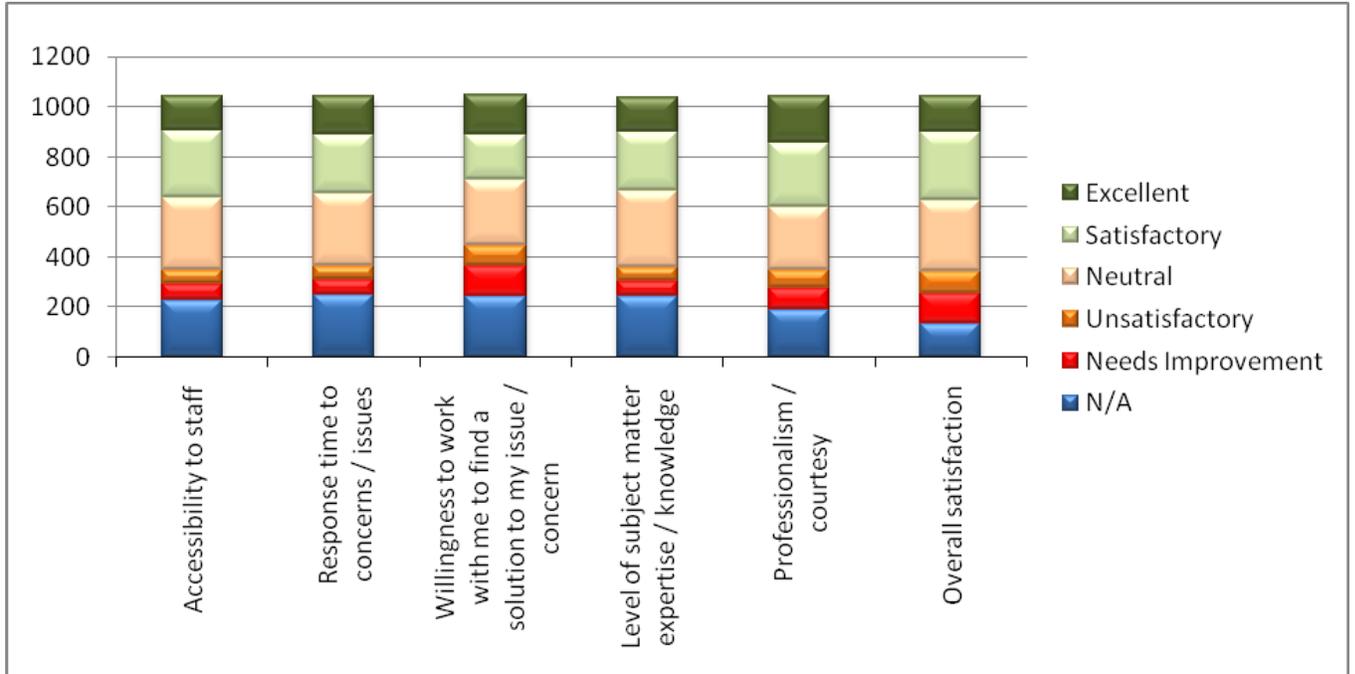
Answer Options	Response Percent	Response Count
At least once per week	4.0%	43
A few times a month	2.1%	23
At least once per month	1.1%	12
A few times a year	6.8%	73
Only when there is bad weather	0.9%	10
Only for special events / on a special occasion	5.5%	59
If there is no other option	3.7%	40
I do not use the shuttle	73.2%	787
Other (please specify)	2.6%	28
<b>answered question</b>		<b>1075</b>
<b>skipped question</b>		<b>32</b>

Q15: Indicate which of the following interactions you've had with UAA Parking Services over the past year. (Please select all that apply.)



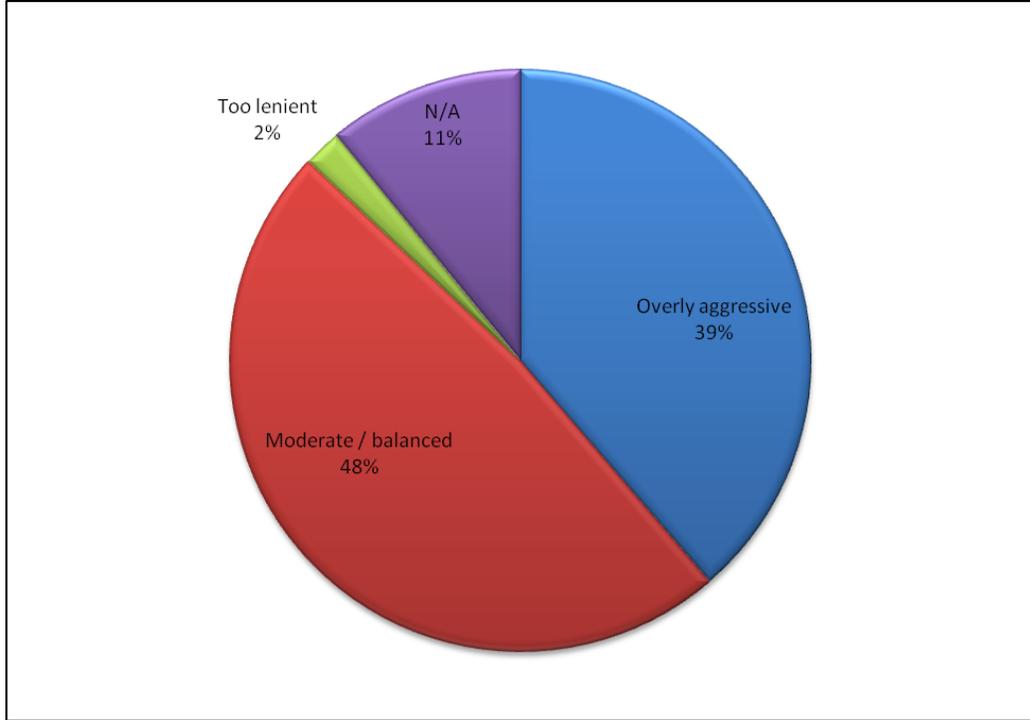
Answer Options	Response Percent	Response Count
Obtain a parking permit	93.1%	972
Coordinate special event parking	5.7%	59
Enforcement - I received a ticket	35.0%	365
Enforcement - I appealed a ticket	23.8%	248
Vehicle assistance (i.e., locked out of car, dead battery)	4.2%	44
Construction-related parking issues	12.3%	128
Obtain transit information	1.5%	16
Obtain information about biking / bicycle accommodations	1.2%	13
Classroom unlock	1.3%	14
Ton in Ten Peanut Butter & Jelly Drive	5.8%	61
Other (please specify)	4.9%	51
<b>answered question</b>		<b>1044</b>
<b>skipped question</b>		<b>63</b>

Q16: Please rate your experience interacting with UAA Parking Services in the following areas:



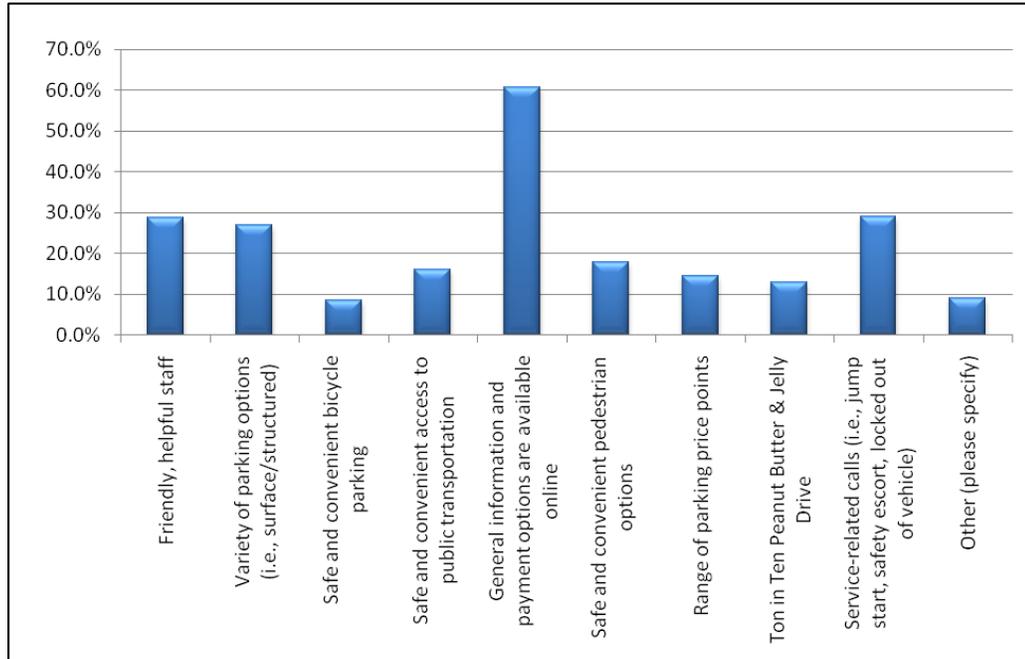
Answer Options	Excellent	Satisfactory	Neutral	Unsatisfactory	Needs Improvement	N/A	Response Count
Accessibility to staff	140	268	289	54	64	229	1044
Response time to concerns / issues	151	239	289	52	61	251	1043
Willingness to work with me to find a solution to my issue / concern	156	178	265	79	121	247	1046
Level of subject matter expertise / knowledge	137	233	309	55	58	245	1037
Professionalism / courtesy	184	255	255	71	84	193	1042
Overall satisfaction	145	272	281	92	120	134	1044
<i>answered question</i>							<b>1053</b>
<i>skipped question</i>							<b>54</b>

Q17: How would you describe the level of enforcement on campus?



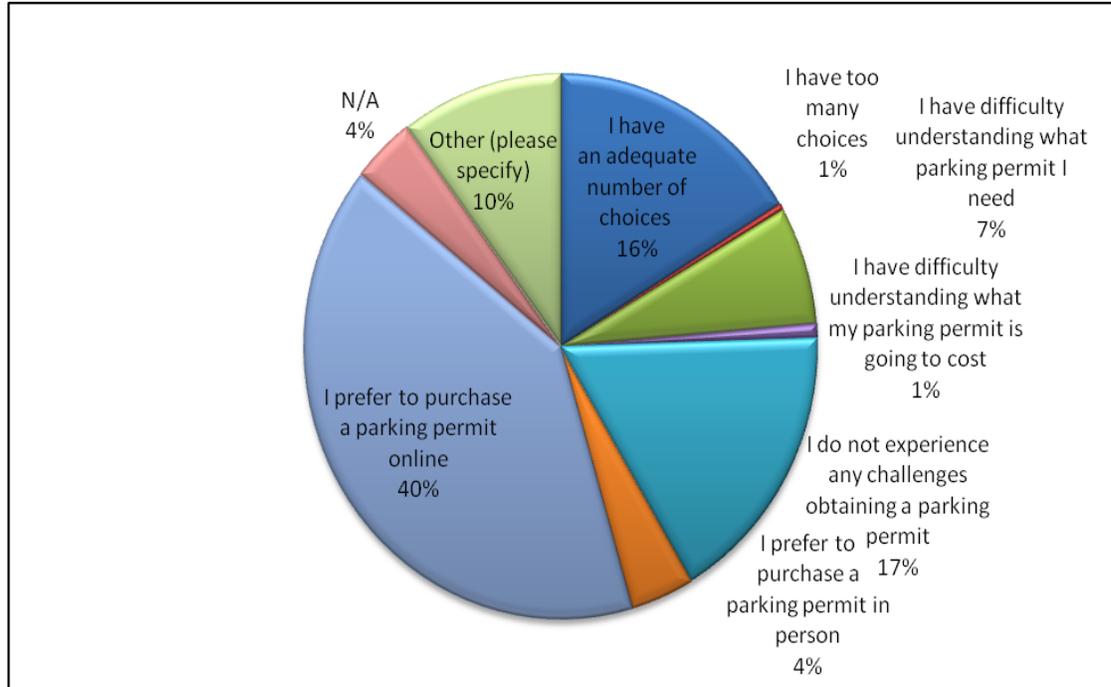
Answer Options	Response Percent	Response Count
Overly aggressive	38.7%	411
Moderate / balanced	48.3%	512
Too lenient	2.1%	22
N/A	10.9%	116
<i>answered question</i>		1061
<i>skipped question</i>		46

Q18: What services, programs or amenities that are currently provided by UAA Parking Services do you value and find most useful? (Please select all that apply.)



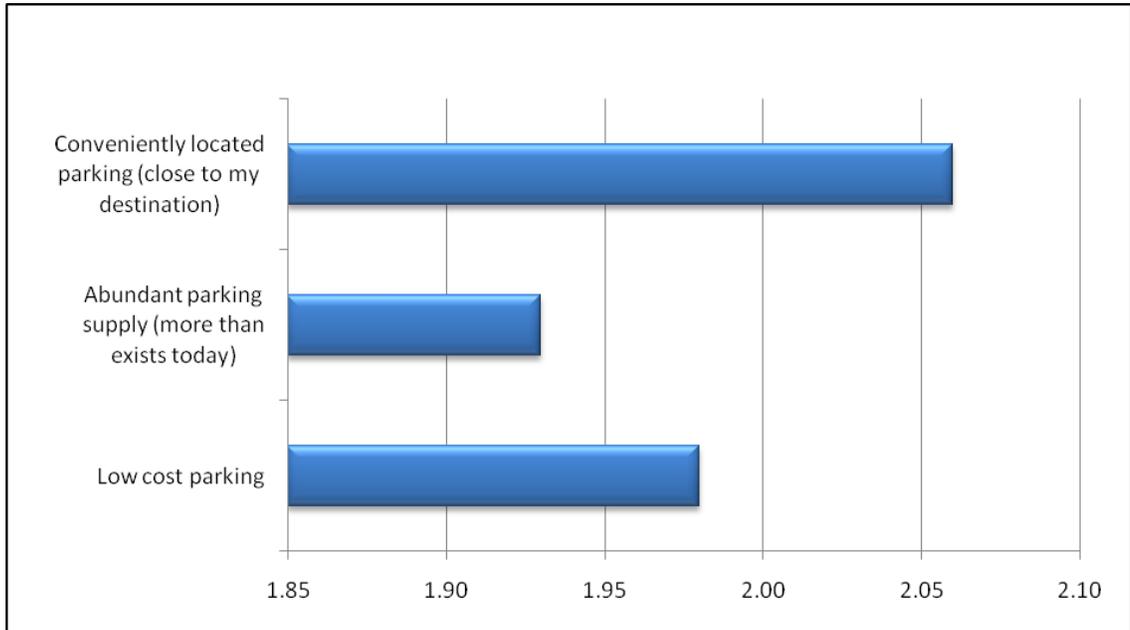
Answer Options	Response Percent	Response Count
Friendly, helpful staff	28.8%	269
Variety of parking options (i.e., surface/structured)	26.9%	251
Safe and convenient bicycle parking	8.5%	79
Safe and convenient access to public transportation	16.0%	149
General information and payment options are available online	60.6%	566
Safe and convenient pedestrian options	17.8%	166
Range of parking price points	14.6%	136
Ton in Ten Peanut Butter & Jelly Drive	13.0%	121
Service-related calls (i.e., jump start, safety escort, locked out of vehicle)	28.9%	270
Other (please specify)	8.9%	83
<b>answered question</b>		<b>934</b>
<b>skipped question</b>		<b>173</b>

Q19: How would you describe your experience obtaining a parking permit at the University of Alaska Anchorage?



Answer Options	Response Percent	Response Count
I have an adequate number of choices	16.3%	170
I have too many choices	0.4%	4
I have difficulty understanding what parking permit I need	7.0%	73
I have difficulty understanding what my parking permit is going to cost	0.8%	8
I do not experience any challenges obtaining a parking permit	17.0%	177
I prefer to purchase a parking permit in person	4.0%	42
I prefer to purchase a parking permit online	40.3%	421
N/A	4.0%	42
Other (please specify)	10.2%	107
<b>answered question</b>		<b>1044</b>
<b>skipped question</b>		<b>63</b>

Q20: Many people identify three things that they want to have when it comes to parking: 1) Plenty of parking, 2) Very convenient parking, 3) Inexpensive parking. The reality is that parkers can usually have any two, but not all three. Given this scenario, how would you rank the following by importance to you?



Answer Options	1	2	3	Rating Average	Response Count
Low cost parking	391	240	370	1.98	1001
Abundant parking supply (more than exists today)	345	382	279	1.93	1006
Conveniently located parking (close to my destination)	282	393	346	2.06	1021
<i>answered question</i>					1036
<i>skipped question</i>					71

### C. Key Themes

Five key themes were identified throughout the campus community engagement process. While thousands of data points were considered as part of the community engagement analysis, the key theme section is meant to highlight the comments that were mentioned most frequently. As often as possible, the actual words, phrases and descriptions provided by stakeholders will be used to provide evidence for each key theme. The five key themes are:

1. There is widespread consensus among campus stakeholders that parking availability and proximity are the most critical issues to address.
2. UAA is an integral part of the Anchorage community, however lack of clarity about visitor parking (for special events, alumni events, etc.) is perceived as negatively impacting on-campus events and facilities.
3. It will be important to continue improving the parking experience through investment in customer education, outreach and communications.
4. The level of service provided by UAA Parking Services is largely perceived as satisfactory.
5. Overall, the enforcement posture on campus is perceived as “moderate / balanced”.

During in-person conversations with campus stakeholders, many comments were made about the difficulty finding parking, especially on the core of campus (near the Consortium Library) and during midday peak class times (11 AM – 2 PM). This call for more parking was echoed in the open-ended survey responses as well; in fact survey respondents selected “finding a convenient parking space” (76%) as the “top concern about their commute”. 70% of survey participants indicated “build more parking” as their top choice when asked about the transportation alternatives in which they would like to see UAA invest. During both in-person interviews and intercept surveys conducted at Rasmussen Hall and the Commons, when stakeholders (largely undergraduate students) were asked to clarify whether there truly wasn’t enough parking or if there was in fact enough parking, just not near their destination, the majority of respondents answered that they could usually find a parking space if they planned ahead (“as long as you are prepared, parking is not challenging”). Many students also commented that they “hear parking is bad” but haven’t experienced the problem personally. When

***Key Theme #1: There is widespread consensus among campus stakeholders that parking availability and proximity are the most critical issues to address.***

taken together, the in-person conversations and survey indicate a general feeling on campus that:

- + There isn't enough parking in the core of campus, especially near the Library, and this lack of parking is a cause of frustration for commuting students, faculty and staff.
- + There is widespread knowledge that there is parking available on the perimeter of campus if one is willing to plan ahead and walk; however the unpredictable winter weather doesn't make this a very viable option in many people's minds.
- + For those who participated in the interviews and survey, driving and parking is by far the most preferred option to access campus over using other forms of transportation (i.e., biking, walking, Seawolf Shuttle). While there were a few comments in the survey responses indicating the desire for better bicycle infrastructure (i.e., racks, bike lanes), the overwhelming majority of stakeholders that participated in this outreach process were more interested in expansion of parking options rather than other, more sustainable transportation options like biking or public transit.

The staff and faculty members who participated in the in-person interviews expressed significant concern about the challenging nature of guest, visitor and special event parking on campus. There is a sense among some building managers that the lack of parking has resulted in lower attendance at smaller on-campus events and lower patronage of on-campus facilities by community members.

Top concerns included:

- + The need for better parking and wayfinding signage, including more clearly marked visitor parking. Signage was observed as very high; positioned mostly for those in their vehicles but challenging to read as a pedestrian. Parking Services currently uses temporary "A-Frame" signs to direct traffic, which has been moderately effective in bridging the signage gap, however use of such temporary signage can be challenging during in-climate weather and is not a recommended long-term solution.
- + Departments or colleges that are hosting events reported having to "buy out an entire lot" to ensure that their guests/visitors have a place to park during an event. It was reported that this results in too much parking being reserved

***Key Theme #2: UAA is an integral part of the Anchorage community, however lack of clarity about visitor parking (for special events, alumni events, etc.) is perceived as negatively impacting on-campus events and facilities.***

and payment for a service that doesn't include Parking Services staff time ("We end up staffing the lots ourselves"). There is a tremendous customer services/public relations opportunity for Parking Services staff to facilitate a better guest/visitor parking experience and act as "parking ambassadors" to both the departments hosting the special events and to community members visiting campus.

The experience of a UAA visitor, customer or even new student, faculty or staff member begins the moment they think about planning a trip to campus. It is important to think strategically about how UAA's existing messaging or lack thereof (i.e., absence of clear directional signage, inconsistent event parking experience) sets the tone for someone's entire experience on campus.

Throughout this project, it was observed that UAA Parking Services has made a significant investment in creating a useful and customer-focused online experience. When asked what amenities/services provided by UAA Parking Services staff was most valuable to them, an overwhelming majority of survey respondents indicated "general information and payment options online" (60%). The Parking Services website should be a one-stop shop for all critical information about parking services and policies at UAA. To that end, UAA Parking Services is off to a good start in creating an online resource that serves the campus community. The current site is simple, straight-forward and includes relevant and timely information about parking in UAA.

***Key Theme #3: It will be important to continue improving the parking experience through investment in customer education, outreach and communications.***

According to the online survey, the Parking Services website was by far the preferred method of receiving information about parking and transportation on the UAA campus (64%), followed by UAA Campus Email (56%).

Answer Choices	Responses	
Parking Services website	64.28%	655
Social Media (i.e., Facebook, Twitter)	16.98%	173
Blog post	0.88%	9
Campus email	56.43%	575
Flyer or handout	7.95%	81
The Northern Light	4.81%	49
Visit the Parking Services office in person	7.07%	72
Other (please specify)	4.91%	50
<b>Total Respondents: 1,019</b>		

As the department looks to elevate the level of customer care provided online, the following “Must Have” online resources should be considered:

- + Basic UAA Parking Services information/location/directions
- + Mission, Vision and Values of the organization, and work underway to achieve those goals
- + Detailed information about service and programmatic offerings
- + Comprehensive calendar of events and opportunities for target market audience engagement with the organization
- + Links to social media, if applicable
- + Special Event information, including event related street closures, special event parking rates, links to legitimate private event parking operators
- + Contact form
- + Emergency phone number/contact information that is answered 24/7
- + Section with professional pictures of staff leadership and front line parking staff
- + The ability to pay citations, purchase permits and cancel permits
- + Important news, including: including construction-related street/lane closures, temporarily reserved parking areas, special event parking information, meters that are hooded or out of service, etc. Links to relevant transit information
- + Information for cyclists, including bicycle parking locations
- + Written instructions, and preferably video tutorials, on how to utilize meter technology

UAA has already made great progress on implementing some of these “Must Have” online resources and the department should be commended for the presence of a mobile-optimized webpage, which provides information to those on the go.

With the departure of the Parking Communications Manager, it will be even more critical for Parking Services staff to ensure that the website continues to be updated regularly and investment made to fill the open position as soon as possible. While Parking Services shared an FTE with other departments, it was observed by the consulting team (and indicated by the recently departed Communications Manager) that Parking Services has the workload that could support an FTE focused on communications and campus relations. It is strongly recommended that Parking Services consider the addition of this type of skillset to their staff, possibly as a shared position with Transportation Services, whose Director is currently managing communications/social media personally.

Communicating about parking requires both technical savvy and an understanding of the often-intense emotions that are experienced when dealing with parking concerns and issues. Relationship and trust building can be a slow and “show me, don’t tell me” kind of process, however building trust between UAA Parking Services and the campus community it serves will be critical to creating a truly customer-focused parking experience. To this end, community outreach cannot be a one-time investment. The campus community should be continually engaged and asked for their feedback on major policy and programmatic decisions to help rebuild trust and “show” that UAA Parking Services is taking their feedback into account.

A variety of customer satisfaction questions were included in the online survey and respondents were asked to rate their experience interacting with UAA Parking Services staff. The results of this effort were largely positive with the majority of respondents indicating that their experience interacting with staff was either “Neutral” or “Satisfactory”. “Accessibility to staff” and “Professionalism / Courtesy” ranked highest in customer satisfaction with nearly 20% of respondents indicating that staff were “Excellent” in the “Professionalism / Courtesy” category. The highest ranked “Needs Improvement” category was “Willingness to Work on my Issue / Problem” and was selected by approximately 11% of respondents. When coupled with comments heard during in-person meetings like “**parking has definitely improved this year**” and “**Glenna and her team does a really good job**”, it was apparent to the consulting team that UAA Parking Services is generally seen in a positive light as

**Key Theme #4: The level of service provided by UAA Parking Services is largely perceived as satisfactory.**

an active partner in helping to improve the way that students, faculty and staff access campus. While there is always room for improvement, this information should serve as a strong baseline by which to compare improvement in overall customer satisfaction as staff work to implement the other recommendations in this operational assessment. Strategies for tracking improvement can be found in the next section, “Metrics to Measure Success”.

**Key Theme #5:  
Overall, the enforcement posture on campus is perceived as “moderate / balanced”.**

According to the majority of survey respondents, the level of enforcement on the UAA campus is perceived as “moderate / balanced” (nearly 50%). While the second most frequently selected choice was “overly aggressive” (38%), UAA Parking Services staff should be commended for their investment of time and staff resources to encourage the campus community to park legally.

Several stakeholders mentioned having a generally positive experience with the enforcement on campus, even when on the receiving end of a ticket:

stakeholders mentioned having a generally positive experience with the enforcement on campus, even when on the receiving end of a ticket:

***“I recently received a ticket; however I liked the fact that I almost immediately received an email with my option to appeal”***

***“Our appeal process is easy and it works”***

As expected, there were some negative enforcement experiences shared during conversations with campus stakeholders, ***“enforcement is very good at their jobs”***, ***“I received a very informal response to my appeal that just said ‘too bad’”***, however the overall feeling was that UAA Parking Services staff were not overly punitive in their enforcement of parking violations but instead more focused on assisting campus members with understanding how to park legally. While this may seem like only a slight distinction, many campus communities have a much more negative view of parking enforcement often commenting that parking enforcement officers are “aggressive”, “retaliatory” and “out to get me”. Getting a ticket isn’t a positive experience; however it is apparent that UAA Parking Services is invested in making regulation of parking an educational experience rather than a punitive one.

#### D. Metrics to Measure Success

How does an organization truly know which tactics and campaigns are making the difference and when they have achieved “success”? Metrics and benchmarks are an important aspect of instituting any program. For each initiative embarked

upon, specific metrics will have to be established. University of Alaska Anchorage Parking Services should consider investing in one or several of the following tools and strategies for measuring both the success of outreach campaigns and customer satisfaction:

- + Establish Data Benchmarks: Benchmarking data is an excellent way to measure the success of both annual and project/initiative-specific strategic planning efforts. A sampling of effective tools includes:
  - **MEDIA IMPRESSIONS:** Number of news clips in the campus or local newspaper, magazine, television and radio. Using advertising costs, average the value of free mentions from public relations efforts.
  - **SURVEYS:** Surveys are by far the most commonly used tool for organizations looking to track consumer and investor perceptions towards an organization or initiatives. Surveys should probe how well the organization is serving its constituents and identify what improvements and/or additional services they'd like to see. The prevalence of online survey tools like SurveyMonkey make it easy to bring some of the evaluation processes in house at significant cost savings for the parking program. However, when the program has a significant campaign, is looking to introduce a new technology and/or would like to ensure statistical significance for survey results, outsourcing survey distribution and analysis to an established market research firm is recommended.
  - **WEB SITE METRICS/GOOGLE ANALYTICS:** Google Analytics is a free tool provided by Google that is constantly being updated and improved. It will not only show you valuable data about your website visitors, how they got there (Google search keywords, referral or direct entry), and their location, but you can also monitor and view reports on their experience on the site – where they stayed the longest, what they were looking for, where they left, etc. This tool allows you to produce a variety of reports that can be measured upon for specific online campaigns, for overall usage over periods of time, and to help provide a basis for further improvements and/or to fix functions that may not be working as intended for the end users.
  - **SOCIAL MEDIA METRICS:** While UAA Parking Services isn't currently very active in social media, this information was included in case future use of such tools increased. Tracking social media analytics can be time-consuming, expensive and/or seem like an exercise in futility but there are a few free tools that can be used to track your growing social media presence:
    - **Hootsuite:** Hootsuite is often used by organizations to manage of all of their social media accounts on one platform, however its

recent partnership with Brandwatch has added the extra benefit of analytics.

- **Twitter Analytics:** Twitter Analytics allows users to track impressions, retweets, profile visits, mentions and increases or decreases in followers. And best of all, it's completely free.
- **Facebook Page Insights:** This free tool allows page managers to “view the page’s performance, learn which posts have the most engagement and see data about when your target audiences are on Facebook” (Facebook.com; General Page Metrics)

#### E. Vision for the Future

When universities and colleges undertake a planning or study process like this one, communication with stakeholders about how their feedback was used to develop study or plan recommendations is commonly missing. After spending hours of time attending meetings, taking surveys and engaging in discussion, stakeholders can feel disenchanted with the process because they can't see their “fingerprints” when it comes time for recommendations on policies and programming to be made. Often, engagement grinds to a halt when the study is complete or the consultant leaves campus, and stakeholders don't hear from their campus parking and transportation liaisons again until it is time for a new round of public meetings.

UAA should be commended for their decision to include the campus community in this analysis. Outreach to UAA's diverse constituencies, while not without its challenges and varied opinions, provides important insight into the experience that students, faculty and staff have when parking on and moving around the UAA campus. Therefore, it is important to continue regular stakeholder communication and education throughout implementation of this project's recommendations, giving the campus community an avenue to provide ongoing feedback that could help refine the implementation process. This activity – “Closing the Communication Loop” – also helps build trust and confidence that feedback given during the community engagement process was both heard and incorporated into the final recommendations.

It is the hope of the consultant team that stakeholders will see their words and thoughts reflected in the community engagement chapter of the UAA Parking Operational Assessment.

## IV. Recommendations

### A. Mission, Vision, Philosophy

The Parking Services department operates as one of the spokes in the Business Services wheel and uses the Business Services' mission statement when one is called for.

It is strongly recommended that UAA's Parking Services undergo a strategic visioning process to craft a unit specific mission and vision statement and core philosophy. These foundational statements should be unique to the unit but complementary to Business Services and the broader UAA mission. Developing these will lay the groundwork for creating a departmental brand position, which is a simple statement that conveys the essence of an organization and provides a promise to patrons about the type of interaction they can routinely expect. A brand position also sets the tone for the development of the actual brand, which will only resonate with UAA Parking Services patrons if it reflects the true character of the organization it represents. (See Community Engagement Section for further detail).

### B. Strategic Planning

Though parking and transportation resources are addressed in the current university master plan, UAA lacks a cohesive strategic direction for its parking program that is well understood and supported by the campus community. A strategic planning process will establish the direction for the department, address major challenges, and leverage opportunities. The best strategic plans identify and utilize key performance indicators to ensure that implementation of the plan is having the desired effect and guide decision-making. (See Appendix D for sample strategic plan.)

What is a Parking Strategic Plan? A strategic plan for parking provides for a big-picture plan for parking. It dovetails with existing campus strategic planning efforts to provide parking and access resources, services and programs that facilitate planned campus growth.

What it does:

- Builds Community
- Elevates an Appreciation of Parking
- Creates Enhanced Expectations
- Challenges Parking Professionals
- Provides Opportunities
- Stimulates Investment

- Advances the Industry

## **Parking & Transportation Strategic Plan Framework**

1. Vision/Mission/Objective Statements – this should reflect a broader access management strategy that includes all modes/forms of transit to campus
2. Guiding Principles
  - a) Organizational Leadership
  - b) Customer Service
  - c) Planning/Design/Policy
  - d) Effective Management
  - e) Leveraging Technology
  - f) Communications/Marketing/Promotion
  - g) Accountability/Financial Management
  - h) Integrated Access/Mobility Management
3. Core Strategies
  - a) Organization/Leadership
  - b) Design/Planning
  - c) Leveraging Technology
  - d) Customer Service/Effective Management
4. Primary Action Items –
  - a) Parking System Management Reorganization
  - b) Develop broader access management approach and tools that relate to all forms of transportation
    1. One stop information location with information about all modes
    2. How can I access campus?
  - c) Parking Access and Revenue Control System Replacement
  - d) Pricing Structure Adjustments
    1. Parking
    2. Incentives for alternate modes
  - e) Facility Needs
    1. Parking facility refurbishment
    2. Facilities for alternative modes (bikes etc.)
5. Secondary Action Items
6. Key Performance Indicators
7. Implementation Tools and Supplemental Materials

There have been varying degrees of inclusion of UAA's Parking Services in the planning and development of buildings on campus. It is recommended that the parking director's role should be formalized and consistent. This will ensure that parking operational impacts will be considered fully as projects are planned and implemented. Formal inclusion of the parking director may also help coordinate parking and transportation during the construction phase.

### C. Organizational Structure/Human Resources

With two exceptions, Parking Services currently has adequate staffing to complete its work and meet the campus community's needs. In addition to adding to critical skill sets, it is recommended that an organizational re-alignment occur to improve oversight and operational effectiveness. In summary form, UAA should:

1. Adjust the internal organization of Parking Services to reduce the Director's number of direct reports. It is recommended that the majority of the operational field units are aligned under the Associate Director of Parking Services.
2. Add a special events manager position and student event workers to Parking Services.
3. Add a full time communications/marketing manager position.
4. Move transportation services from Facilities Services to Parking Services.
5. Add alternative transportation coordinator.
6. Rename Parking Services as Parking and Transportation Services

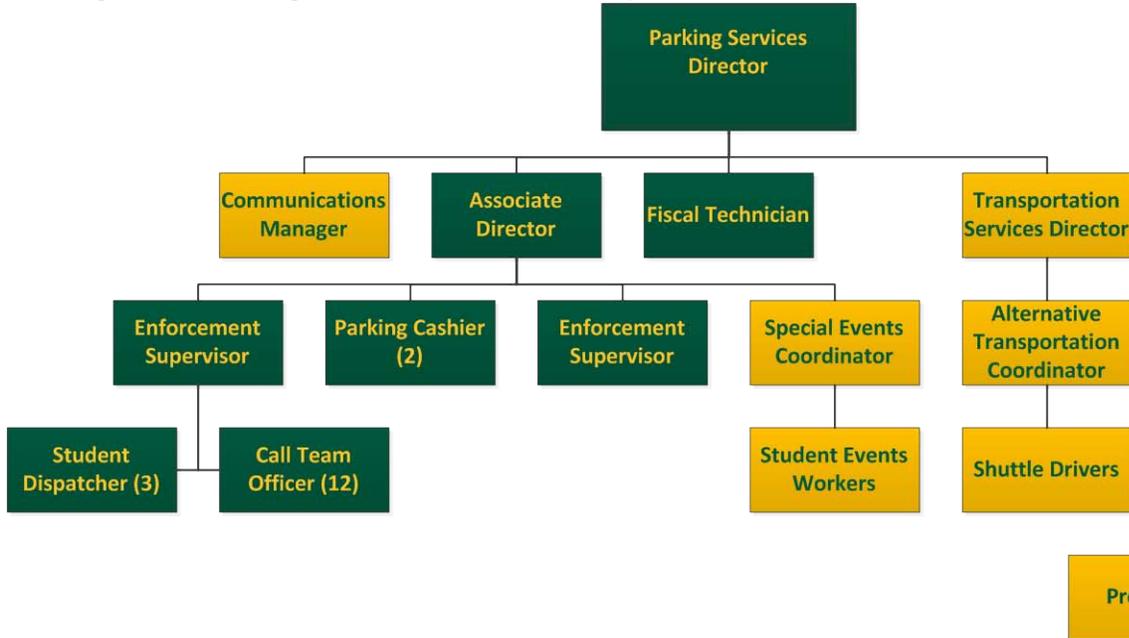
#### ***Director Reports***

The Parking Services Director currently has seven direct reports, most of which are considered operational in nature. This may keep the Director from a strategic focus if considerable supervisory responsibilities of an operational nature are consuming and may result in less than optimal oversight, management and mentoring of all reports regardless of the manager's abilities or intentions. They simply may not have enough time to provide the right amount of supervision. A span of control of four or five will allow the Director to maintain a strategic focus and effectively support and mentor direct reports.

#### ***Special Events***

The community engagement phase of this project revealed that there is a need to improve parking and access management services for special events held on campus. Many departments reported needing to manage parking facilities for their guests because adequate scheduling, support, coordination and service was lacking. Dedicated staffing and student event workers will provide the level of service needed on the UAA campus and will likely provide off-setting revenue generation.

Parking Services Organizational Chart – Proposed



**Communications Manager**

The shared communications manager position assisted Parking Services in providing much needed marketing and communications to the campus community. Stakeholders agreed that Parking Services worked diligently to provide information and build a positive relationship with university affiliates. There is considerable more workload for more than a shared position and it is recommended that a fulltime position be added to the Parking Services team.

In addition to growing the marketing and communications resources within Parking Services, a full-time communications manager could develop a proactive and strategic communications plan addressing the information needs of the department and parking and transportation users. Additionally, the communications manager could:

- 1) Conduct annual customer service survey and develop measurable goals and objectives focused on improving customer satisfaction.
- 2) Offer feedback mechanisms offered in a variety of mediums for all programs and services especially new offerings. Customers appreciate being asked their opinion and customer oriented organizations ask for feedback and act on it.
- 3) Evaluate enforcement practices to ensure that enforcement activities support customer service goals.

### Transportation Services

Currently aligned under Facilities and Campus Services, Transportation Services (Seawolf Shuttle) would better serve the university if combined with Parking Services. This would place in the same unit common services and would facilitate efficient multi-modal service delivery. The maintenance of shuttles would remain the responsibility of Facilities and Campus Services under service agreement.

### Alternative Transportation

Decreasing single occupancy vehicle driving to and from campus must be achieved in order for UAA to realize its long-term growth plans and survey results indicated that some modal shift is possible.

This can be achieved through a programmatic consolidation of campus transportation demand management functions and it is logical that Parking Services assume a greater role in promoting alternatives to driving. This is not to say that students and others cannot be involved, but that accountability and strategic action are less possible under a fragmented system where confusion, inefficiency and competing interests are more likely. What's more, Parking and Transportation Services needs additional human and capital resources to grow the non-driving campus mode share. A student transportation fee may more equitably distribute the burden of needed alternative transportation programs and services.



In increasing numbers, colleges and universities are investing significantly in alternative transportation programs. This is no longer a phenomenon found only at large, urban, East Coast schools but is now prevailing on campuses of all sizes in all climates and all socio-economic demographic. Not only does the promotion of alternatives to driving save financial resources by deferring or reducing the demand for parking structures, but is consistent with the preferences of many college students. Alternative transportation programs often include:

- + Car share
- + Rideshare matching
- + Public transportation and universal bus pass
- + Telecommuting and compressed workweek
- + Carpool/vanpool support
- + Pedestrian supportive planning
- + Bicycle infrastructure and support
- + Motor pool
- + Emergency ride home

1. **Alternative Transportation Plan** – As part of the larger strategic planning process for Parking and Transportation Services, UAA should undertake the development of a plan to promote the use of alternative transportation. This will further integrate an all-modes approach to campus access management. The goal of this plan is to develop implementation schedules, budgets and responsibilities for strategies aimed at reducing drive alone commuting and travel to the UAA campus via more financially and environmentally sustainable means such as walking, biking, taking transit or carpooling.
2. **Consolidate Alternative Transportation programs** – A fragmented approach to promoting alternative transportation is likely to contribute to a less than ideal level of awareness among the campus community regarding alternative transportation programs and offerings and likely contributes to inefficiencies that could be avoided if some programmatic consolidation were to occur.

Consolidating alternative transportation programs into one department, such as Parking and Transportation Services will provide broad benefit to UAA by providing:

- + **Special event Alternative Transportation plans** – Implementing alternative transportation measures can reduce parking demand for special event venues and mitigate access and egress issues often associated with special events. Planning for ingress and egress during events may include coordination with a local or private transit agency to provide additional transit service such as a special event route or shuttle, as well as promoting ridesharing, walking or biking to the event.
  - + **Emergency and/or poor-weather TDM planning** – Preparing for alternative work arrangements can mitigate some of the time lost to weather-related and emergency situations. For example, teleworking can allow business to proceed as usual, even if the office is difficult to access.
  - + **Construction TDM** – While it is unlikely that the entire workplace/student population will be affected by construction, employers/universities can work with those whose commutes will be most affected to determine if telework, alternative work schedules, using transit, carpooling, walking or biking may be viable options.
3. **Alternative Transportation Funding** – Many universities that have advanced alternative transportation services use a combination of resources to support their programs. Typically residual revenue from the parking fund is coupled with student based transportation fees to provide the necessary funding.

Some institutions are exploring how they may further fund alternative transportation programs by assessing faculty and staff (or departments) in a manner similar to the student transportation fee. Because university employees also receive direct benefit from such programs this is seen as equitable by many.

4. **Marketing and communications** – Marketing and communications are essential to the success of any alternative transportation program. This is especially important when an institution hopes to move people from the comfort of their personal vehicle to another mode of conveyance that is perceived as less convenient, safe or certain. UAA can further its alternative transportation programs by investing in marketing and communications professional expertise and preferably with an alternative transportation background. The identified leader must also possess specific expertise in communicating with college-age students.
5. **Transportation coordinators** – Another human resource often found in the most successful alternative transportation programs is a transportation coordinator. Transportation coordinators provide personalized assistance to commuters and help them understand fully what mode choices are available. The work of transportation coordinators is labor intensive and often includes coordinating alternative transportation fairs, providing new faculty and student orientations and promoting special events aimed at gaining awareness of alternatives to driving and promoting mode shifts.
6. **Public awareness and promotions** – Promotions and public awareness campaigns can be designed to provide commuters with incentives to experiment with alternative transportation options through giveaways and raffles. UAA may organize alternative transportation fairs, or similar educational and promotional outreach activity. Free transit day-passes, Vehicle miles traveled reduction challenges across offices or divisions, Dump the Pump challenge, or a Bike to Work Week Challenge could all be great ways to entice employees/students to try an alternative commute.

Education is the first step. If employees/students and employers/universities do not know about commute options or how alternative transportation can benefit them, they will be unable to take advantage of programs, incentives, and opportunities that they are unaware of. From there, persuading employees/students to choose transportation alternatives requires a few conditions to ensure success:

- + Employees/students must be convinced of the inherent value of changing their behavior;

- + They also must have access to information that helps them to understand their options, which also may include simply awareness that their employer offers particular options;
- + Employees/students must be motivated to test and ultimately continue using the recommended options.<sup>7</sup>

Marketing and promotion play a huge role in the success of alternative transportation programs. The following strategies note some best practices for promoting alternative transportation programs.

7. **Develop a recognizable transportation options brand** – A well-known and recognized brand, particularly if TDM strategies and programs are housed under the same department or as part of a collaborative, can heighten awareness and provide opportunities to educate residents and commuters about travel options.<sup>8</sup>

Washington State University recently rebranded their alternative transportation program to, “Go Cougs: Parking Is Just One Option”, and included a new logo to support the effort. Colorado State University did something similar and also established an assistant director level position focused on promoting alternatives to driving alone.



8. **Bicycle program** – UAA currently offers a relatively limited array of bicycle programs and services. Existing services are student-driven and may lack the financial and human capital in order to be sustained over time. Basic offerings should include bicycle rentals, lockers and racks, access to shower and changing facilities, do it yourself bicycle service and educational programming. As the program matures it may develop dedicated funding for short-and long-term bicycle parking along with end-trip facilities and bicycle path infrastructure and codify inclusion of bicycle facilities in the University’s planning process. Advanced bicycle share programs, long-term bicycle rentals and retail and service facilities are also found on many university campuses that heavily promote bicycle use.

<sup>7</sup> TCRP Report 95, Chapter 19, p. 19-22.

<sup>8</sup> Lincoln TDM Strategy, <http://www.lincoln.ne.gov/city/plan/mpo/mporpts/tdm/bestpractices.pdf>.

## Bicycle Parking at UAA



### D. Customer Orientation

#### ***Parking and Transportation Advisory Committee***

Parking Services does not presently have a parking advisory committee but it is the intent of UAA to form such a committee. This effort appears to be supported by various campus groups.

There are three main considerations with respect to parking and transportation advisory bodies: 1) responsibilities; 2) composition; and 3) reporting structure.

Broad responsibilities for advisory committees typically include the following:

- + Review/input of departmental budget
- + Review/input of parking fee/fine review and approval
- + Review/input of administrative policies, procedures, and regulations
- + Liaison/representation of campus stakeholder groups
- + Review/input of long-range parking and transportation planning efforts

Less common duties found on other campuses include:

- + Review/recommend site locations for new parking facilities and parking lot enhancements

- + Assisting Parking Services with public relations programs and promoting community interaction through informational exchanges
- + Support of parking and traffic appeals process that reviews and acts upon appeals of parking citations from students, faculty, staff and visitors
- + Review transit agreements and make recommendations for continuation, costs and possible routes
- + Interpret policies related to transportation and parking adopted by governance bodies
- + Ensures appropriate consultation of governance bodies regarding proposed changes in any policies

With respect to duties, the most successful advisory bodies have a broad understanding of the programs and services delivered by the parking and transportation department and have a grasp of the challenges the department faces. It is not enough to meet yearly to review parking permit rates. Instead, the complexities of the department must be understood so that informed recommendations can be made.

Effective advisory bodies also understand and accept their role as liaison between the parking and transportation department and the campus community. These bodies must be representative of the campus community and it is reasonable to expect members of the committee to reach out to their constituent groups in order for effective communication to occur.

Much like a board of directors within a corporation, it is best for the advisory group to operate within the strategic realm. Operational issues should be left to parking and transportation program administrators. In summary, the most successful parking advisory committees:

- + Serve like corporate boards of directors
- + Have well-constructed and university understood purposes
- + Look at the big picture, not just their area of expertise or gripe
- + Focus on strategic issues
- + Invest in understanding contemporary parking management strategies
- + Have a well-constructed action plan and use it
- + Understand the need for and support parking management strategies
- + Are constituted thoughtfully
- + Have an informed and active chair
- + Have a succession plan and staggered terms

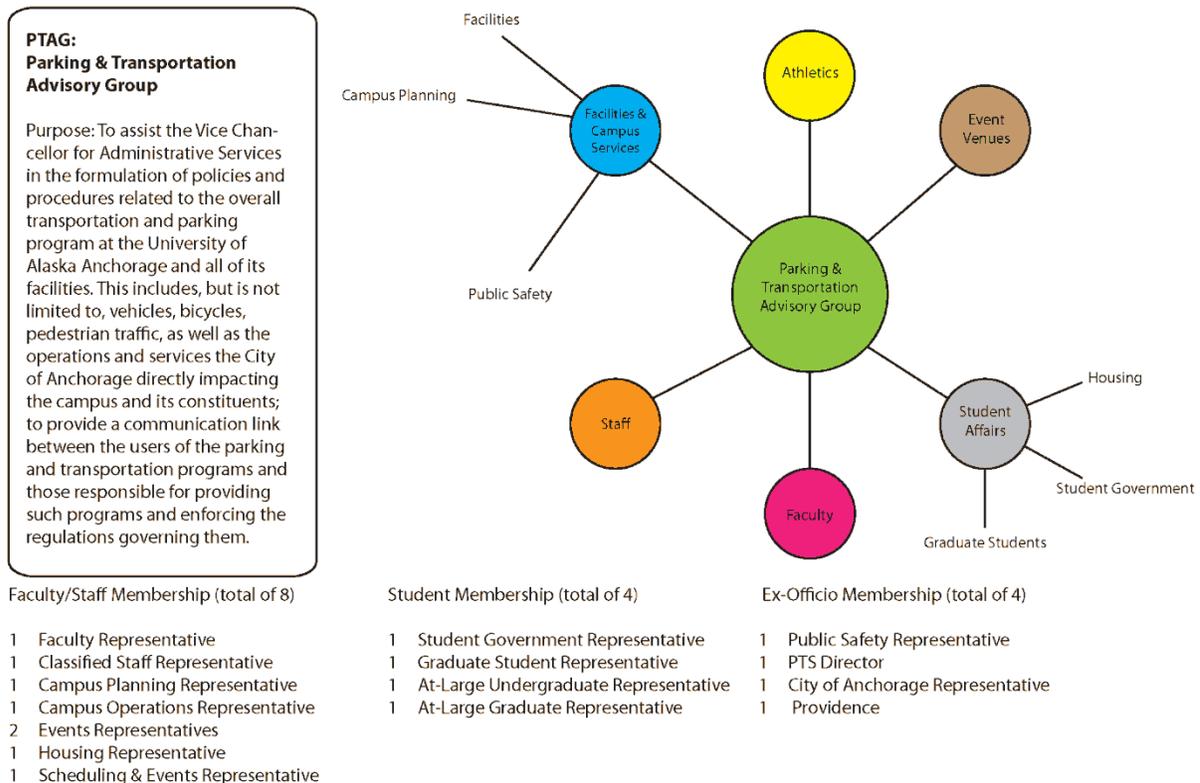
- + Are viewed as integral to the university's success

Sample parking advisory mission statement

*The purpose of the Parking Advisory Committee is to assist the Vice Chancellor for Administrative Services in the formulation of policies and procedures related to overall transportation and parking programs at the University and all its facilities. This includes, but is not limited to, vehicles, bicycles, pedestrian traffic, as well as the operations and services provided by local public transportation providers directly impacting the campus and its constituents; to provide a communication link between users of the University's parking and transportation programs and services and those responsible for providing such programs and enforcing the regulations governing them.*

Parking & Transportation Advisory Group Relationship Diagram

UNIVERSITY OF ALASKA ANCHORAGE  
Membership Diagram of Parking & Transportation Advisory Group



**Professional Development**

Given the ever-changing nature of the parking and transportation sector, it is critical that Parking Services invest in professional development activities at every level of the organization. Parking Services leadership must ensure that staff, regardless of function, builds an external peer network to keep current on best practices, have problem-solving resources readily available and keep an outside orientation to avoid stagnation and foster innovation and creativity.

In the near term, Parking Services staff should reinforce their existing skill base by receiving training in the following areas:

- 1) Customer service for parking and transportation organizations
- 2) Active transportation
- 3) Transportation demand management
- 4) Payment card industry standards
- 5) Incident command system/special event management
- 6) Sustainability for parking and transportation organizations
- 7) Parking technology, data collection and utilization

Training in these and many other industry specific topics is offered through organizations like the International Parking Institute (IPI), the Pacific Intermountain Parking & Transportation Association.



Pacific Intermountain  
Parking & Transportation  
Association

The Parking Director is active in region-wide associations and forums but further investment in conferences, webinars and other educational offerings is recommended so that the parking and transportation staff can stay abreast of changes in the industry and new advancements, innovations and best practices. Further, on-line learning opportunities are available to keep costs to a minimum.

UAA may consider having its senior parking staff complete Certified Administrator of Public Parking (CAPP) certification. CAPP is respected worldwide as the leading credential in parking. Those who have earned this certification represent the best of the industry, leading with innovation, professionalism, and expertise; providing service; and demonstrating competence as they advance the parking profession. CAPP designation is meant to assure stakeholders (employers, regulators, consumers, and the public) that the credentialed parking professional has demonstrated an established level of competence in the field.



Respected worldwide as the  
leading credential in parking

The CAPP credential is a program of the IPI and is administered through the independent CAPP Certification Board of IPI in cooperation with the University of Virginia.

#### E. Permit Allocation System and Pricing

As previously noted, UAA currently utilizes a simple “hunting license” system based on category of affiliation to allocate parking permits. A parker may purchase a permit based on their affiliation, whether student, faculty or staff and park in any lot on campus matching their affiliation. The hunting license approach has advantages and disadvantages.

##### ***Hunting License Advantages***

- + Relatively simple to understand once a parker learns where their lots are located.
- + Often allows for multiple parking options. A person can park in one lot in the morning and then move in the afternoon using the same permit.
- + Relatively easy to use with a color coded system. Permit colors match lot colors.
- + When demand is relatively low, this approach is easy to administer and does not require facility specific demand and occupancy information.

##### ***Hunting License Disadvantages***

- + Relatively inefficient because parkers can and typically do use more than one space per day.
- + As demand for parking increases the competition for a parking space increases.
- + Increases in congestion and driving on campus can result as parkers hunt for open spaces. This “cruising for an open space” increases pollution and unnecessary vehicle miles traveled.<sup>9</sup>
- + Customer satisfaction suffers as parkers become increasingly frustrated when demand for parking increases.

##### ***Tiered, Demand-Based Parking***

Contemporary, high-demand parking programs at universities require a more sophisticated system of allocating scarce parking resources. This system is

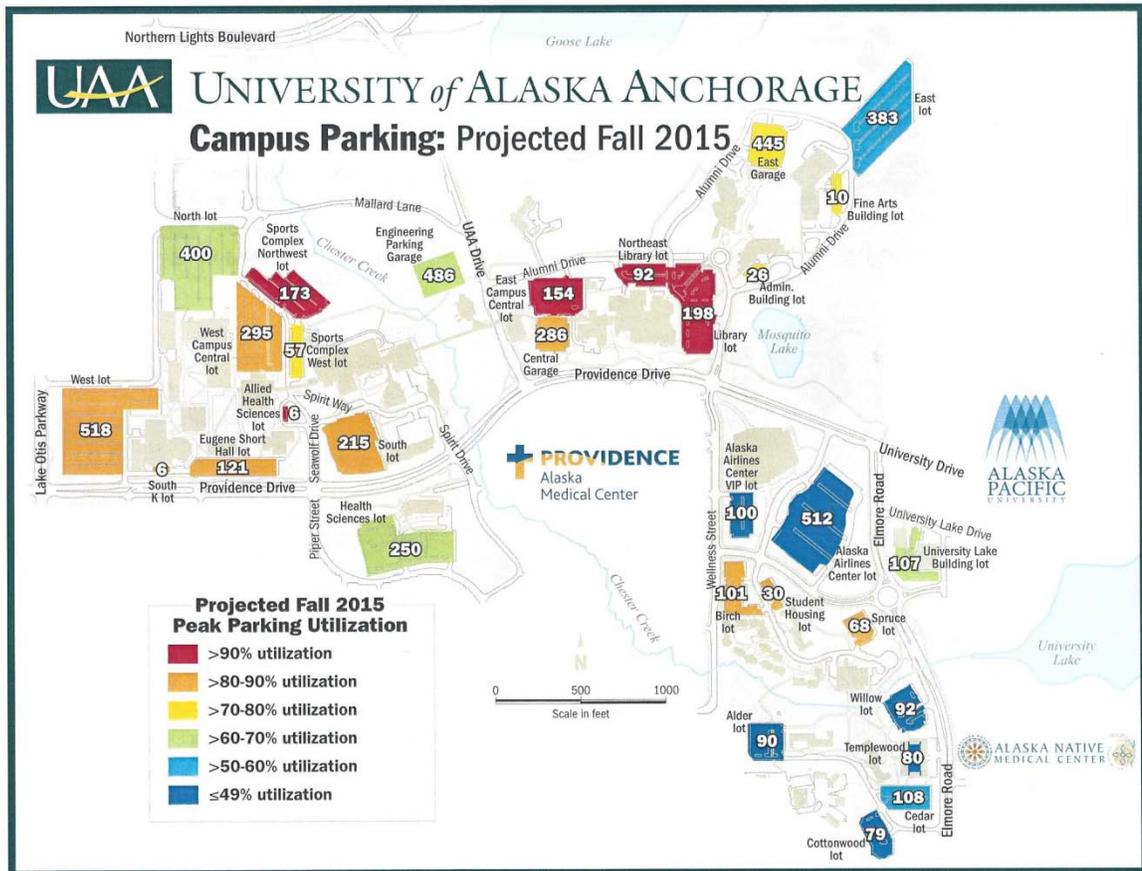
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<sup>9</sup>Donald Shoup, “Cruising for Parking.” *Access*, No. 30, Spring 2007.

grounded in supply/demand economics that utilizes pricing strategies that help consumers with convenience/cost tradeoffs.

In a tiered, demand-based parking permit allocation scheme parking lots and garages are typically treated as discrete facilities. A finite number of parking permits are sold for the facility with an established oversell ratio based on documented occupancy data for the facility.

Projected Peak Parking Utilization<sup>10</sup>



Parking facilities can be designated for a particular user or affiliate group, or there can be no restriction placed on who can park where. A variation of this approach is to provide a portion of the permits for particular lot to students and the remaining portion for faculty and staff.

Current parking peak parking utilization indicates that many facilities on the UAA campus are at or above 80% occupancy at peak demand times. Core campus

<sup>10</sup> University of Alaska Anchorage Parking Utilization Study, ECI/Hyer, Inc., The Boutet Company, May 2015.

parking lots such as the East Campus Central, Northeast Library, Library lots and the Sports Complex Northwest lot on the west side of campus are all above 90% peak occupancy. The West, West Campus Central, Eugene Short Hall, South, Central, Birch, Student Housing and Spruce lots are above 80% but less than 90% occupied at peak times. This suggests that tiered, assigned parking is appropriate to consider.

In a tiered parking system, parkers do not hunt for parking spaces between lots but are assigned to specific facilities. Cross-parking, or allowing parkers with one permit type to park in another parking area, is often a part of this allocation scheme so that after a certain time (low demand) or on weekends more parking flexibility is provided.

### Sample Permit Allocation System

Lot	Spaces	Oversell	Permits	% F/S	% Students	F/S Permits	Student Permits
<b>A</b>	150	2	300	100%	0%	300	0
<b>B</b>	200	1.5	300	90%	10%	270	30
<b>C</b>	350	1.9	665	75%	25%	499	166
<b>D</b>	75	1.2	90	50%	50%	45	45

Typically, faculty and staff are assigned to core parking areas of high demand and commuter students are provided accommodations in perimeter parking facilities. Resident students often park near residence halls but if these are in the core of campus storage parking can be provided in remote or peripheral parking areas so that high demand parking areas are available for short-term parkers.

Graduate students may be provided similar access compared to faculty and staff or they may be included in the commuter student group depending on demand. Perimeter parking typically requires shuttle services depending on the size of campus and class change time allowances. Coordination between parking and shuttle operations is critical.

There are three general approaches to determining how permits are distributed: the egalitarian model, the first come, first served model and the seniority model.

Egalitarian model: In the egalitarian model a portion of each lot is set aside for each affiliate group. While the percent of each lot set aside for each group may differ, everyone has a reasonable chance of gaining access to each lot. This provides for a measure of choice for everyone and promotes a sense of equity.

First Come, First Served model: This model follows a similar system compared to the sale of other goods and services where the early bird gets the worm. The

permit sale opens and permits are sold in order regardless of the status of the purchaser. When the permit limit is reached the sale for that lot closes.

Seniority model: Under this model faculty and staff typically receive priority over students and upper classmen receive priority over under classman or priority is given to full-time over part-time students. If parking demand is high enough, freshman, for example, may not be allowed to purchase a permit. In some cases permits are not allowed for students living within a given distance to the campus.

Normally price is based on demonstrated demand. This provides a mechanism to push demand away from the campus core and to more evenly distribute parking utilization.

A relatively simple way to determine which parking facilities should be priced highest is to use peak occupancy with the highest peak occupancy facilities having the highest value and the highest permit price.

Utilization and Price Under Price-Based Model

Utilization		Price
<b>85%-100%</b>	High	High
<b>50%-84%</b>	Medium	Medium
<b>Below 50%</b>	Low	Low

On an annual basis peak occupancy data are updated and lots are moved from one demand group to another if necessary. This establishes a dynamic and responsive way to allocate parking permits based on the changing nature of the campus.

Parking is often “bundled” with building costs, which means that a certain number of spaces are automatically included with building purchases or leases. *Unbundling Parking* means that parking is sold or rented separately. For example, rather than renting an apartment for \$1,000 per month with two parking spaces at no extra cost, each apartment can be rented for \$850 per month, plus \$75 per month for each parking space. Occupants only pay for the parking spaces they actually need. This is more efficient and fair, since occupants save money when they reduce parking demand, are not forced to pay for parking they do not need, and can adjust their parking supply as their needs change.<sup>11</sup>

<sup>11</sup>Victoria Transport Policy Institute, “Parking Management.” *Vtpi.com*, September 10, 2012, [http://vtpi.org/tdm/tdm28.htm#\\_Toc128220488](http://vtpi.org/tdm/tdm28.htm#_Toc128220488) (Cited May 5, 2013).

The base tiered parking system can offer features that expand customer convenience and facility efficiency based on the university's needs. These include:

- + The ability for parkers to purchase additional convenience.
- + To maximize facility utilization and offer additional convenience parkers can be allowed to “park down” meaning that higher priced permits are allowed to park in lower demand parking areas as well as the higher-demand lot they paid for.
- + Parking related to official business can be accommodated with a companion permit. Under this arrangement a parker must have a business related need based on criteria the university determines. The parker must typically also possess a permit purchased with personal funds. The two permits are then used in combination for certain parking access. This may be time and location limited.
- + Parkers with accessibility needs can be accommodated easily and in a manner that offers convenience and price choice. For example, accessibility parkers may wish to purchase a low cost permit and this allows them to park in a low cost lot or lots in any space including accessible parking spaces. They may also park in any accessible space in any priced lot without an additional charge on a space available basis.
- + Service vehicles can be accommodated in a tiered reserved system in dedicated spaces, they may be allowed to park in any lot or they may be restricted to certain lots. Normally service vehicles are prohibited from parking at meters.
- + Contractor permits work in a similar manner as service vehicles with the exception that there would not normally be dedicated spaces provided for this group of parkers and that special accommodations even in the highest demand areas, may be required to support certain projects. Typically, contractors would be restricted to certain lots. In all cases the contractor should have a permit.
- + Vendors are also required to have permits but since they normally do not occupy a space as long as a contractor they may be allowed access to parking meters. They may also use service spaces designated for university vehicles given their short stay durations.
- + While salary-based pricing is not recommended, some exceptions may be warranted. At some universities the lowest paid employees are offered discounted parking permits but in peripheral parking facilities including in underutilized upper levels of parking garages. This offers price sensitive access but without jeopardizing the entire system.

### ***The Hybrid Model***

In most cases when universities are considering moving from hunting to tiered parking systems demand is not high enough across the entire parking system to warrant a wholesale change. Instead, it is possible to marry the two systems and realize the advantages of both systems simultaneously. Under this arrangement medium and high demand lots are moved to the tiered, reserved system while low demand lots are offered under the hunting license system. Only when demand grows beyond a predetermined threshold are lots moved from hunting to tier reserved parking.

At some institutions permit prices are based on salaries so that those who make more pay more. This system is not recommended because it is not typically how goods and services are priced. This may also force those who have higher means to subsidize parking for those of lesser means and may inadvertently deter more price sensitive customers from using less expensive alternatives to driving alone.

### ***A Path Forward for UAA***

The following steps may help UAA move from its current system to one that is more responsive to its contemporary needs and more able to meet future needs.

1. Determine peak occupancy levels for all parking facilities on campus. Break these facilities into groups of high, medium and low occupancy with the key break between high and medium being somewhere between 80-90%.
2. Establish price groupings based on department revenue needs, market and peer pricing and local price sensitivity. National research from the Transportation Research Board, the national academic authority on transportation research, identifies in a manual on transportation elasticities a national “meta-elasticity” for parking price between -.1 and -.3.<sup>12</sup> This means that for every 1% increase in permit price, demand should reduce by between .1-.3%.
3. For medium and high-demand parking facilities establish lot-specific oversell ratios. This is done making daily and sometimes hourly observations of facility occupancy around the highest demand times of the year – typically within the first weeks of the fall semester.
4. Determine if a hybrid model is appropriate for UAA. If so, identify lots that will be offered with a hunting license.
5. Develop a communications and marketing plan to implement the new system.
6. Make necessary adjustments to the parking management system.
7. Develop new signage.

<sup>12</sup>Vaca, E. and Kuzmyak, J.R. Chapter 13—Parking Pricing and Fees. In, *TCRP Report 95 Traveler Response to Transportation System Changes*. Washington, D.C.: Transit Cooperative Research Program, Transportation Research Board. Retrieved May 1, 2013: [http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp\\_rpt\\_95c13.pdf](http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_95c13.pdf).

8. Introduce new system following extensive communication to the campus community.
9. Staff lots at implementation to help parkers adjust.
10. Implement a long grace period for possible infractions. Full implementation may take an entire semester or longer.
11. Collaborate with Providence Hospital, Alaska Pacific University, the Alaska Native Medical Center and City to monitor impact on adjacent neighbors and encourage adjustments to parking management in those areas as needed.

**Permit Pricing**

In a demand based system, the fee charged for a permit is set to establish a pre-determined peak occupancy rate. If occupancy and demand are too low, the fee should be reduced. If occupancy and demand are too high, the fee should be increased until the desired occupancy is established. Typically, this is done annually.

**Current Permit Pricing Compared to Peers**

For commuting students and faculty and staff, UAA charges \$165 for an annual parking permit or \$360<sup>13</sup> for a premium permit. UAA charges housing students between \$100<sup>12</sup>-\$250 – Red for only housing lots and Yellow for housing and surface and East Garage parking privileges. Permit prices for UAA are in alignment with peer group.

Peer Annual Permit Prices

Institution	Faculty & Staff		Resident Students		Commuter Students	
	High	Low	High	Low	High	Low
Weber State	\$115	\$74	\$74	\$51	\$115	\$74
Washington State	\$644	\$123	\$227	\$123	\$644	\$123
Idaho State	\$350	\$75	\$350	\$50	\$300	\$100
Boise State	\$377	\$174	\$278	\$61	\$320	\$118
Wyoming	\$196	\$196	\$131	\$131	\$131	\$131
Montana State	\$169	\$70	\$169	\$70	\$169	\$70
U-Wisconsin Lacrosse	\$194	\$194	\$244	\$244	\$194	\$194
University of North Dakota	\$400	\$225	\$155	\$155	\$300	\$155
<b>UAA</b>	<b>\$410</b>	<b>\$165</b>	<b>\$250</b>	<b>\$100</b>	<b>\$410</b>	<b>\$165</b>
<b>Median</b>	<b>\$350</b>	<b>\$165</b>	<b>\$227</b>	<b>\$100</b>	<b>\$300</b>	<b>\$123</b>

<sup>13</sup> UAA does not sell annual Platinum or Red Housing permits but for comparison purposes annual amounts will be used.

### ***Assigned Parking Spaces***

Some parking departments offer exclusive use parking spaces. These are typically signed or marked for an individual user such as the university president or head football coach. It is also typical for the space to be reserved for the individual at all times such that the space cannot be used for any other purpose. Most universities provide some accommodation for assigned, reserved parking spaces recognizing that certain key positions on campus require a much higher level of access and mobility due to their duties and responsibilities. Very a few institutions offer this type of parking accommodation broadly.

At the University of Oregon, for example, an annual faculty/staff permit is sold for \$420. A reserved, exclusive use permit is offered at \$1,785 – more than four times the amount of a regular permit. UO students cannot purchase this type of permit. This pricing differential accomplishes two things. First, it associates the level of convenience offered by a guaranteed parking space to its value. Second, it appropriately compensates the parking department for the forfeiture of other parking revenue it might earn if the parking space were available to more than just one parker.

As a best practice, it is recommended that parking departments not offer reserved, exclusive use parking spaces beyond accommodating a few special needs parkers. Every space on campus should be used to the maximum extent possible. Accommodating multiple users throughout the day is the most efficient way to manage parking resources and will reduce the need to build parking over time. Shared use of parking spaces also allows for the cost of offering the parking space to be spread over more users, keeping permit fees low.

If UAA must provide some reserved, exclusive use parking, these guidelines should be followed:

1. The number of reserved, exclusive use permits offered should be limited to the smallest number possible.
2. Those qualifying to purchase a reserved, exclusive use permit should be limited to deans, directors and above.
3. Students should not be allowed to purchase reserved, exclusive use permits.
4. There should be two components of the fee for reserved, exclusive use permits: part one should be equal to that of a regularly priced permit for the area where the reserved space is offered, part two should be a premium equal to at least three times the amount of a regular permit.
5. If reserved, exclusive use parking permits are only offered to people based on their job duties (such as University President) and university funds can be used to pay for parking permits, the user of the permit should pay with personal funds the “regular” portion of the permit fee

assuming the University pays the premium. This addresses potential inequity and special privileges issues.

6. Departments should be offered the opportunity to purchase assigned, exclusive use parking spaces but under the same pricing conditions as described above (regular rate plus 3X premium).
7. Reserved, exclusive use ADA parking spaces should be dealt with separate from these guidelines in a manner consistent with local laws. If permitted by law, a charge for the permit should be assessed that is equal to the lowest price for normal annual parking regardless of where on campus the ADA space is located.

#### F. Parking Enforcement Program

UAA's enforcement unit is largely seen as balanced or moderate. Even though the Call Team offers jumpstarts, vehicle unlocks, walking safety escorts, emergency locates, classroom unlocks, and many other services to the University community, there are a significant number of people on campus who view the enforcement unit as overly aggressive. This warrants further focus on customer-centered parking enforcement.

#### ***Parking Ambassador Program***

It is recommended that UAA fully adopt a parking ambassador approach to parking enforcement. The parking ambassador approach is based on delivering excellent customer service by maximizing patron interaction. Traditional enforcement programs often focus on citation productivity whereas the ambassador model's aim is to provide information, aid, and general hospitality services and information. The primary goals of an ambassador program are to help make the university a better, safer, and more enjoyable place to live, work and visit and to educate parking users about how to use parking facilities without violating UAA's policies, rules and regulations.

A parking ambassador is a specially trained employee who knows the entire campus, including buildings and parking lots that assists visitors, students, faculty and staff ensuring their experience on the UAA campus is enjoyable from the moment they arrive.

Parking Ambassadors:

- + welcome all people to campus
- + offer assurance, experience, information, and a friendly face to the campus through parking and Parking & Transportation Services
- + have a full knowledge of all events being held on campus, locations, times, special arrangements, and parking details

- + help passengers who have questions about using campus shuttles and public transportation, encouraging alternative transportation
- + are fully knowledgeable of bike storage locations and can make bicycle safety recommendations
- + perform all parking enforcement functions
- + provide motorist assistance
- + can administer first aid, CPR, and emergency response, when necessary

The parking ambassador duties also include parking enforcement but should focus on access management first. This may mean that the discretion available to the parking ambassador expands such that field problem-solving becomes the general approach rather than rote application of parking regulations. Very likely this will mean few citations are written but should not result in lower compliance levels and inefficient parking resource usage.

Any meaningful shift from the traditional enforcement model to the ambassador approach requires a comprehensive training program, rewritten job descriptions and a shift in the skills sought throughout hiring efforts. Prospective applicants are hired based on their customer service and problem-solving skills.

Training elements for parking ambassadors include:

- |                           |  |
|---------------------------|--|
| + Tactical communications | + CPR                                      |
| + Customer service        | + Bike safety                              |
| + Motorist assistance     | + First Observer Training                  |
| + Campus tours            | + Community Emergency Response Team (CERT) |

### **Staffing**

As a general rule, most modern university parking enforcement programs using contemporary equipment can function adequately at a ratio of one full time enforcement officer per 1,400 parking spaces. With 4,659 parking spaces UAA should have approximately 3-4 FTE enforcement officers. This staffing level would adequately cover day, evening and some weekend enforcement and parking ambassador duties described above. Further refinement of the necessary staffing will be needed based on special event parking demand and the need to manage some parking areas on a more or less continuous basis. Presently, UAA is appropriately staffed with 4.5 FTE of enforcement staff so no adjustment to current enforcement staffing is recommended.

### **Parking Citations and Fines**

Citations written on university campuses fall into four major categories: ADA, Theft of Services, Safety, and Space Management. Generally, similar types of violations should receive similar fine amounts. UAA's citation amounts generally

follow industry best practices in that the highest fine is for ADA and safety violations. It is recommended that the fine amounts for Obstructing or Hindering Traffic and Obstructing Building Exit or Stairway change from \$35 to \$200 as these violations are clearly intended to address safety issues.

### ***Progressive Fine Program***

UAA uses a progressive fine approach only for ADA violations with the first offense receiving a fine of \$250, the second \$350 and the third \$500. This is a good start but to address habitual parking offenders for other violations, UAA should consider instituting a broader progressive fine structure. This type of program offers generous leniency to those who receive their first citation and focuses on parkers who earn excessive numbers of citation.

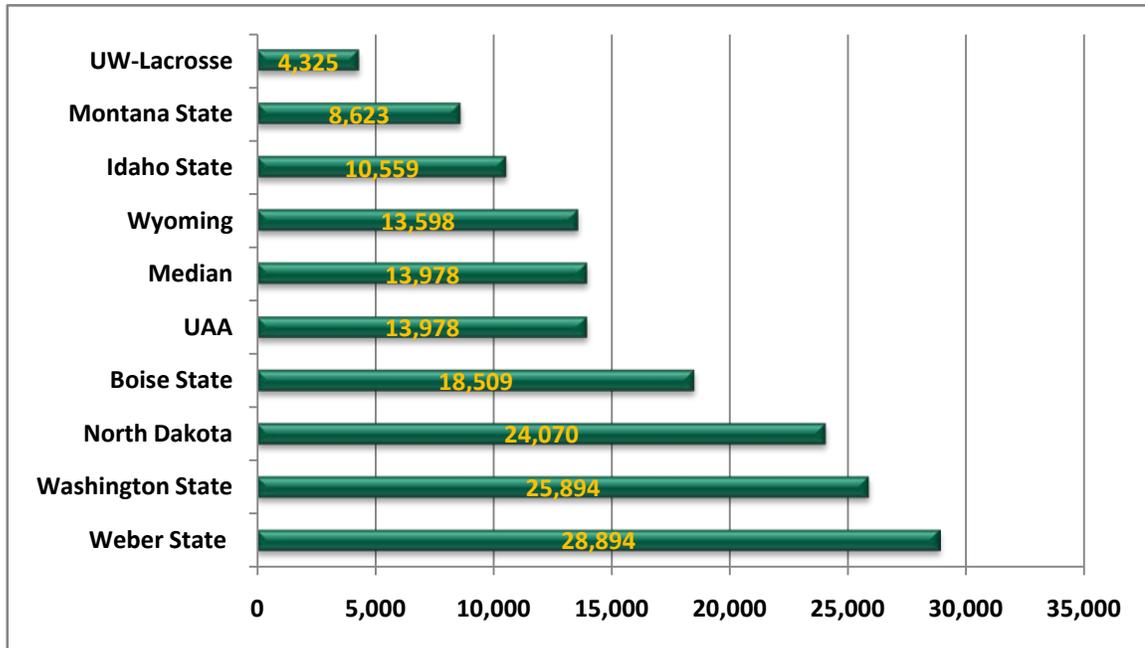
The basic parameters of a progressive fine program are:

1. The first citation a parker receives is a warning unless it is for an expired meter or fire, life or safety-related offense.
2. All citations can be appealed. The first appeal may be excused or modified unless it is for a fire, life or safety-related offense.
3. The program provides an incentive for paying a citation within 10 days of the offense. For example, if the citation is \$25 and paid within 10 days, the citation will be lowered to \$15. This helps reduce the number of holds put on accounts and the amount of impounds (a car is impounded when it has 5 or more outstanding citations).
4. Following the third citation in one year, each citation thereafter doubles, i.e. \$15, \$30, \$60, \$120...

### ***Citation Volume***

Between October 2014 and September 2015, UAA wrote 13,978 citations, average compared to the peer group.

Annual Citations Written by School



The number of citations written is only one way of viewing parking enforcement. There are several other metrics to measure a university parking enforcement program, all of which have merits as well as provide unique information and perspective. The first two relate to enforcement production, or the number of parking citations written compared to a given variable. This produces a ratio that can then be used to evaluate one program against another.

Citations per person on campus<sup>14</sup> and citations per parking space give a sense of the enforcement production on a campus. Compared to its peers, UAA is average in terms of citations per person on campus and above average for citations per parking space.

<sup>14</sup>Total headcount is the sum of enrolled student, faculty and staff.

Citations Per Person on Campus

<i>UW-Lacrosse</i>	.39
Montana State	.47
Idaho State	.66
Boise State	.71
<b>UAA</b>	<b>.72</b>
<b>Median</b>	<b>.72</b>
Wyoming	.80
Weber State	1.0
Washington State	1.1
North Dakota	1.4

Citations Per Parking Space

Montana State	1.45
UW-Lacrosse	1.66
Idaho State	1.95
North Dakota	2.06
Boise State	2.24
<b>Median</b>	<b>2.24</b>
Washington State	2.69
Wyoming	2.90
<b>UAA</b>	<b>3.00</b>
Weber State	3.09

Since the citation volume and citations per person on campus at UAA are average compared to the group, the relatively high citations per parking space are likely not reason for alarm. Taken together, these data do not suggest an overly aggressive posture.

***Appeals and Forgiveness Rate***

How a parking program deals with appeals can be an indication of their philosophical underpinnings. A high appeal rate can indicate an overly regulatory environment whereas a low to moderate appeal rate can suggest a more customer-center approach where customers feel like they have a reasonable chance of having their citation reduced, waived or dismissed. Appeal rate is calculated by dividing the total number of citations appeals by the total number of citations written, excluding warnings.

Another key enforcement measure is forgiveness rate. This is the percent of citations appealed that are waived, reduced or voided. A very high percentage likely indicates that the parking program is willing to use the process of the appeal rather than a fine alone to encourage a change in behavior. In this way a parking program uses an educational process rather than a punitive one to gain compliance with parking regulations. A low forgiveness rate may suggest the opposite. Forgiveness rate is calculated by dividing the total number of appealed citations that are waived, dismissed or reduced by the total number of appealed citations.

UAA has higher than average appeal rate of nearly 25% compared to the peer median of 10.4% and an average citation forgiveness rate of almost 70%. This means that one in four non-warning citations are appealed at UAA and 7 in 10 of these appealed citations are reduced, waived or dismissed. UAA's appeal rate suggests neither a too aggressive nor overly lax enforcement program nor the strong citation forgiveness rate suggests that a positive and educational approach to appeals is in place.

Citation Appeal Rate

UW-Lacrosse	4.0%
North Dakota	8.8%
Idaho State	9.1%
Weber State	9.8%
Wyoming	10.4%
<b>Median</b>	<b>10.4%</b>
Washington State	12.8%
<b>UAA</b>	<b>24.8%</b>
Montana State	46.4%
Boise State	64.2%

Citation Forgiveness Rate

Wyoming	44.5%
Boise State	57.4%
North Dakota	67.0%
<b>UAA</b>	<b>68.1%</b>
Washington State	69.5%
<b>Median</b>	<b>69.5%</b>
Idaho State	76.2%
Montana State	84.7%
UW-Lacrosse	85.7%
Weber State	95.8%

G. Use of Technology

The parking industry is undergoing a rapid evolution. As has been the case for the past decade, new technologies are continually being introduced that expand capabilities, tighten revenue control, enhance customer service, and provide data collection and analysis not previously possible.

It is because there are now so many technological options available that is critically important not to simply pursue technology for technology's sake. Rather, technology should be viewed as a means to a strategic end such as to improve customer service, reduce operational costs or improve revenue generation.

Technology improvements in parking are also expensive and can require significant capital in reserve in order to implement. Therefore, a long-term plan is important for an organization to develop to plan for and implement the right kinds of technology. Such a plan can allow the University of Alaska Anchorage to consider and install the following technologies to improve customer convenience enhance revenue security and provide for reductions in operating expenses.

The parking industry is shifting away from physical permits and payment while the prevalence of electronic credentials and transactions continue to grow. Parking Services is tasked with providing access to the UAA campus and each of the following will help to facilitate this goal:

***Mobile Payment - Minimal Cost, High Value***

A substantial number of pay-by-phone solutions have entered the marketplace in recent years (Parkmobile, Passport, PayByPhone, etc.). Using cellular phones to facilitate parking transactions, these systems provide a convenient way to pay for

parking which not only leads to greater compliance (revenues) but also a higher level of customer service.

Once a patron has become a member and is ready to begin their parking session, they simply enter the parking area. Mobile payment systems are typically offered with smart phone applications that make profile management, including vehicle information, payment information and extending time convenient for parkers. In typical applications, parkers are required to become members of a third party vendor that the university has entered into agreement with. This can be done before a parking session or at the time the parking session begins by calling a number located near or on the parking meter. Quick response codes (commonly referred to as QR codes) are also used to guide parkers to a sign-in or sign-up page. The patron enters some basic contact information, their vehicle license plate number and a credit or debit card for billing.

Once a patron has become a member and is ready to begin their parking session, they simply enter the parking area they have parked in and how long they wish to stay. As the end of their parking session approaches, the system can send an SMS message to the parker notifying them that their session is about to expire and, if UAA permits, offer them the ability to extend their session for an additional charge. The service can be used in conjunction with UAA's existing single-space meters and fully integrated with UAA's Digital LUKE II multi-space units and even License Plate Recognition systems.

Implementation of pay-by-phone solutions can be undertaken with minimal cost to UAA. Each of the major providers of this service aggressively pursue market share and will provide set-up, signage and instruction for free. The service is typically paid through transaction fees which are passed directly through to the customer (i.e. \$2.00 parking fee plus a \$0.25 transaction fee), effectively providing convenience and additional means of payment without affecting UAA revenues. Though some institutions have eliminated the transaction fee by incorporating it into their stated hourly rates (i.e. a \$4.00 parking fee which includes the transaction fee), it is our experience that transaction fees generate minimal customer resistance and thus, all potential revenues should be retained.

### ***Visitor Parking Pre-Sale - Minimal Cost, High Value***

Events bring many visitors to UAA's campus every day, many for the first time. We recommend integration of a parking pre-payment and reservation system to identify and communicate with visitors before they arrive. Numerous systems are available (Click and Park, ParkWhiz, Parking Panda, etc.) and can integrate with your existing permitting and enforcement system.

Access to several of these systems can be distributed among campus departments allowing them to manage their own parking reservations for guests and visitors while tying their departmental account back into the overall campus system managed by Parking Services (Parking Services will be able to tell how many guests are scheduled to arrive at campus by department and have full reporting tools to track or bill internal campus parking usage).

Along with the permit, the customer receives customized directions showing what route to take, where to enter the parking facility and how to find their designated parking area. For major events, when the number of cars assigned to a road reaches its engineered capacity, some systems can automatically assign the next cars to a different road to avoid traffic jams and minimize travel times.

As with pay-by-phone solutions, implementation visitor parking pre-sale systems can be undertaken with minimal cost to UAA. The services are typically paid through transaction fees which are passed directly through to the customer (i.e. \$5.00 parking fee plus a \$0.50 transaction fee), providing convenience and additional means of payment without affecting UAA revenues. If used by departments internally/without customer payment, the systems can still record permit issuance for future department invoicing and recordkeeping.

#### ***Parker Safety – Moderate Cost, Moderate Value***

Some concern was expressed regarding parker safety, real and perceived, during the dark winter months. As a supplement to existing cameras and emergency phones, the Rave Guardian Campus Safety App service is an additional technology to consider. The system allows mobile phone users to make an emergency connection directly to University Police and automatically delivers a caller profile including current location, medical conditions, course schedule, addresses, campus ID photo and other critical data. Rave Guardian extends safety coverage to everyone on campus through real-time connections that include a panic button, a safety timer, tip texting, and the ability to create a connected safety network of University Police, friends, and family.

Though simply offering the application may increase the perception of security, the true value of the system is directly tied to the number of users and their readiness to use it. Because profiles are generated by the users and the location data is generated by the phone itself, the only cost for the system is an annual subscription fee of approximately \$15,000.

#### ***Permit Management and Enforcement – High Cost, High Value***

Experience with a variety of operations with similar challenges and complexities reinforce the need for a sophisticated parking management system. The system should streamline enforcement, support the application of business rules,

integrate with revenue billing and collection systems, coordinate with parking technology such and import data from external sources.

While the iParq system is well regarded within the industry, there are many other systems (NuPark, T2, AIMS, etc.) that offer different functionality and integrations. Given the extensive amount of time UAA has utilized iParq, we would recommend that other systems be investigated and evaluated against the existing system through a solicitation or direct outreach with the various providers.

Pricing of permit management and enforcement software varies significantly based on capabilities sought, parking system complexity, integrations, etc. but typically cost tens of thousands of dollars each year. Selection of a system should be based on a firm set of parameters that identify UAA's needs now and which incorporate future operational goals. A capable system will serve as the foundation of your parking system, not only administering permits and citations but also serving as a repository for data from which a wealth of information can be gathered.

### ***License Plate Recognition – High Cost, High Value***

License plate recognition (LPR) should be considered as an efficiency tool for enforcement. These systems have cameras mounted to a vehicle, along with a laptop inside the vehicle that operates software integrated with the campus permit and enforcement system. The LPR system will enforce by comparing the database of license plate information provided at the time permits are issued to the license plates on the vehicles in the parking lots. When a violating vehicle is observed, the system will notify the person operating the LPR vehicle of a "hit" on a vehicle without a permit. Enforcement personnel can then stop, investigate, and write a citation if the vehicle is not in compliance. In this way, decal permits can be supplemented or actually replaced entirely by the license plate for each vehicle, eliminating the need for a patron to obtain a physical credential.

Using an LPR system enables an enforcement officer to simply drive through the campus scanning license plates as he/she drives. This not only identifies more violators and vastly increases the coverage ability of each enforcement officer but also effectively collects occupancy data. As pictures of license plates are taken, the photo is location and time stamped allowing for improved asset utilization, reduced costs over typical enforcement and greater data accuracy

In order to properly manage campus parking facilities, we recommend that at least two (2) LPR systems be implemented. Costs of approximately \$60,000 are typical for the LPR computer, cameras and software and are in addition to the cost of the vehicle. Adoption of LPR, though expensive at the outset, can pay for

itself over time through savings in permit costs, more efficient personnel as well as through additional citation revenues generated from a more capable system.

H. Revenues and Expenses

**Revenue**

UAA is above the peer average for its major revenue source, parking permits. UAA is also below the entire group for short-term parking revenue and special event revenue. It does appear higher than the group in terms of percent of total revenue sources from “other” sources but for UAA this is pass-through revenue collected from the student transportation fee. Excluding this amount from total revenue further pronounces the potential over-reliance on permit revenue.

UAA should work to relieve some pressure on permit holders by increasing the percent of revenue coming from special event parking. Tiered, demand based pricing may also generate additional permit revenue but by properly assigning permit pricing to the relative convenience and value offered.

Revenue Sources, UAA vs. Peers

<i>Revenue Source</i>	<i>BSU</i>	<i>WSU</i>	<i>WYO</i>	<i>UWL</i>	<i>MSU</i>
Parking Permits	55.1%	53.7%	15.8%	69.6%	77.5%
Short-term Parking	23.8%	28.2%	5.0%	12.7%	14.7%
Special Event Parking	14.2%	3.8%	0.0%	3.9%	0.0%
Parking Fines	4.9%	13.9%	6.0%	13.6%	7.8%
Other Revenue	2.0%	0.4%	73.2%	0.3%	0.0%

<i>Revenue Source</i>	<i>UND</i>	<i>ISU</i>	<i>Weber</i>	<b><i>UAA</i></b>	<b><i>Median</i></b>
Parking Permits	75.3%	71.7%	55.2%	<b>64.2%</b>	<b>55.1%</b>
Short-term Parking	5.9%	6.8%	18.3%	<b>13.0%</b>	<b>14.7%</b>
Special Event Parking	6.0%	1.4%	7.3%	<b>0.7%</b>	<b>3.8%</b>
Parking Fines	12.8%	20.0%	19.2%	<b>11.1%</b>	<b>7.8%</b>
Other Revenue	0.0%	0.1%	0.0%	<b>10.9%</b>	<b>0.4%</b>

**Expenses**

Two concerns stand out when comparing UAA’s expenses to its peers. First, 26% of UAA’s expenses are comprised of debt service – ten times that of the peer median – and only 19% comprise wages, salaries and benefits – against nearly 60% for the median of the group. The parking fund’s debt to income ratio of .29<sup>15</sup> is not extreme but should be monitored.

<sup>15</sup> Calculated as annual debt service divided by gross annual revenue (minus pass-through transportation fee).

Lower than average wage, salaries and benefits percent of expenses for UAA may mean that the department is not adequately staffed to fulfill its purpose on campus (see human resources recommendations above).

### Expense Sources, UAA vs. Peers

<i>Expense Source</i>	<i>BSU</i>	<i>WSU</i>	<i>WYO</i>	<i>UWL</i>	<i>MSU</i>
Wages, Salaries & Benefits	39.2%	22.9%	6.5%	41.9%	59.0%
Operating Expense	25.6%	19.9%	7.5%	50.0%	30.0%
Capital/Equipment	5.8%	15.6%	0.7%	0.0%	0.0%
Administrative Fee/Transfer Out	3.5%	12.9%	0.0%	0.0%	2.8%
Debt Service	13.4%	15.7%	0.0%	8.1%	2.6%
Lot development	11.7%	0.0%	0.6%	0.0%	5.5%
Maintenance Reserve	0.0%	5.9%	0.0%	0.0%	0.0%
New Construction Reserve	0.0%	0.0%	3.6%	0.0%	0.0%
Alternative Trans Programs	0.8%	7.1%	81.2%	0.0%	0.0%

<i>Expense Source</i>	<i>UND</i>	<i>ISU</i>	<i>Weber</i>	<i>UAA</i>	<i>Median</i>
Wages, Salaries & Benefits	18.0%	27.0%	41.7%	<b>18.8%</b>	<b>59.0%</b>
Operating Expense	14.9%	20.8%	30.7%	<b>24.2%</b>	<b>30.0%</b>
Capital/Equipment	0.0%	3.7%	0.6%	<b>0.3%</b>	<b>0.0%</b>
Administrative Fee/Transfer Out	0.7%	0.0%	0.5%	<b>6.0%</b>	<b>2.8%</b>
Debt Service	67.1%	0.0%	0.0%	<b>26.2%</b>	<b>2.6%</b>
Lot development	0.0%	40.3%	3.6%	<b>0.0%</b>	<b>5.5%</b>
Maintenance Reserve <sup>16</sup>	0.0%	0.0%	2.6%	<b>22.7%</b>	<b>0.0%</b>
New Construction Reserve <sup>15</sup>	0.0%	0.0%	0.0%	<b>1.8%</b>	<b>0.0%</b>
Alternative Trans Programs	0.0%	8.2%	20.2%	<b>0.0%</b>	<b>0.0%</b>

### Capital and operational reserves

UAA does have capital reserves for both maintenance and new construction of parking facilities and it appears that the method of building that reserve is based on net residual revenue at the end of each year. Given the cost of typical parking facility repairs and the certainty that repairs will be needed, it is prudent to budget for and grow a capital reserve fund over time. What's more, the cost of new parking facility construction is significant and it is difficult to fund new parking garages and surface parking facilities without adequate up-front resources even though the typical method of paying for new facilities is through issuing revenue backed bond debt. This is because the pledge for repayment of this type of debt comes from permit fees and fines. If an institution were to build new parking facilities without some amount of down payment (from reserves), the cost increase to permit holders – who represent the largest portion of university

<sup>16</sup> Annual contribution, not total of reserve.

parking shareholders – is likely to be significant and unsupported. That said, a more deliberate and rationalized approach to building both operational and capital reserves is recommended.

An operational reserve should be established in order to provide for business continuity over a period of time. Many institutions establish this figure at a portion of operating costs to cover a particular timeframe. Some, like Boise State, have established and maintain a six-month reserve, or 50% of annual operating costs for the department are set aside in reserve. For UAA it may be more reasonable to start with 25%.

A different methodology is needed for establishing a capital reserve and should be based on the replacement cost of equipment and facilities. In the example below, the replacement cost of a surface parking space is set at \$2,000 and structured space at \$12,500 with a replacement rate of 5% of total inventory. Equipment works similarly for meters (\$550) and kiosks (\$4,875) and replacement rate of 15%. The difference in rates between facilities and equipment is meant to take into account the difference in lifecycles between capital items and would need to be adjusted based on UAA’s special circumstances.

Sample Capital Reserve Calculation for Parking Equipment and Facilities

	<u>Surface</u>	<u>Structure</u>
	<u>Parking</u>	<u>Parking</u>
Number of Spaces	7,246	2,404
Replacement Cost/Space	\$2,000	\$12,500
Replacement Rate:       5%	\$905,875	\$1,502,500
Facility Reserve Requirement		\$2,408,375
	<u>Meters</u>	<u>Kiosks</u>
Initial Unit Cost	\$550	6,500
Number of Pieces	100	5
Replacement Rate:       15%	\$8,250	\$4,875
Annual Equipment Reserve Requirement		\$13,125
Total Annual Reserve Contribution:		\$2,421,500

***Capital improvement plan***

In addition to having the resources for needed capital improvements, the development of a 15-year capital improvement plan is also recommended. Such a plan would include cost estimates for every capital item related the parking

program along with an estimated timeline for when each capital item will be implemented.

Sample Capital Improvement Plan Summary

		FY16	FY17	FY18	FY19
Class	Beginning Fund Balance	2,347,386	1,314,874	(689,579)	(2,183,496)
A	MIS	160,000	-	-	200,000
B	Construction/FF&E	455,872	1,550,000	-	-
C	Architectural/Design Fees	-	-	-	-
D	Roofs	-	-	-	-
E	Land Acquisition	-	-	-	-
F	Mechanicals/Utilities/HVAC	-	-	20,000	-
G	Remodel/Replacement FF&E	238,940	304,453	1,373,917	490,309
H	Vehicles	177,700	150,000	100,000	60,000
Fiscal Year Summary		1,032,512	2,004,453	1,493,917	750,309
Planned Return to Reserves		-	-	-	-
End Fund Balance		1,314,874	(689,579)	(2,183,496)	(2,933,805)
Fund Balance Carry forward		\$ 1,314,874	\$ (689,579)	\$ (2,183,496)	\$ (2,933,805)

Sample Capital Improvement Plan Class Detail

**Class B - Construction/FF&E**

Name/Description	FY16	FY17
Bicycle Infrastructure Improvements	50,000	50,000
Park N Ride Construction (Match Portion)	330,872	
Parking Structure 3		1,500,000
Payment Stations: 5 new units	75,000	
<b>Totals Class B - Construction/FF&amp;E</b>	<b>455,872</b>	<b>1,550,000</b>

I. Signage and Wayfinding

UAA’s current signage and wayfinding package is currently adequate but could be improved to properly direct parkers to their parking destinations. The directional wayfinding signs offer an updated and professional look that does not seem congruent with most of the metal lot-specific signs found in parking areas. What’s more, the over use of plastic a-frame signs, especially worn ones, detracts from the beauty of the campus and its surroundings. Signage and wayfinding should be intuitive and easily recognizable so patrons can be sure they are parking in the proper area.

Parking Signage at UAA

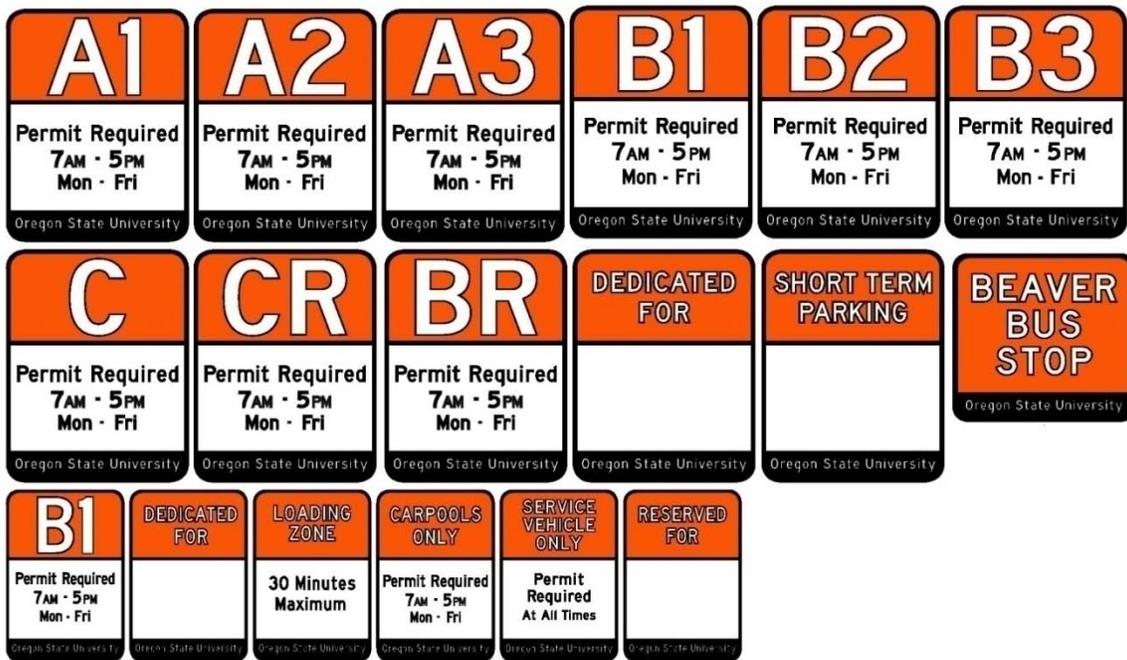


Built on the clarity and simplicity of the existing approach, it is recommended that UAA develop a new comprehensive parking signage and wayfinding package to help parking patrons identify the appropriate places to park given their credentials or unique affiliation. This should include a simple color scheme along with an intuitive and easily read system of uniquely identifying garages and lots. This “family” of signs should include permanent and temporary signage and should convey information in an efficient and intuitive manner.

Though the signage system at UAA is straightforward, the Alaska Airlines Arena lot stands out as particularly confusing. This is in large part because of the multiple parking accommodations that the lot is attempting to provide as well as the copious amount of signage in general.

Oregon State University recently installed a new system of signs coincident their change from hunting style permits to a tiered, demand based system and included shuttle stop signage as a part of the overall approach. These signs reinforce the university colors, present essential information in an easily understood and coordinated manner and correspond to the types of permits offered to faculty, students and staff.

Signage at Oregon State University



J. Key Performance Indicators

Often organizations go about their business without knowing if they are achieving success. Sometimes, success is measured simply by attempting to limit the number of complaints or “fires” to be put out. If parking departments produced and sold widgets, it might be simple enough to measure success by establishing the number of widgets to be made and sold over a given period of time.

As inadequate as the “widget” method is, it is no more helpful when success of a parking department is measured by whether the University achieves its overarching mission. It is essential for Parking Services to support and

complement the University's larger mission, but simply stating that the department should do what it can does not provide enough detail to be useful or to guide management decisions.

### ***Purpose of KPIs***

A more purposeful method of developing success measures is necessary especially for large and complex organizations with a significant number of staff that provide multiple programs and services. The task of knowing whether the department is achieving success can be accomplished through the development and use of key performance indicators (KPIs).

KPIs are important for several reasons. They provide the most important performance information; they help to understand performance in relation to strategic goals and objectives; and, they reduce the complex nature of organizational performance.<sup>17</sup> Their purpose is to enhance learning and performance improvement, provide for external reporting and compliance, and sometimes they are used to control and monitor individual performance – though using them for the purpose of controlling people may create an environment and culture not well suited for high performance.

### ***KPI Design***

Designing KPIs requires considerable thought, effort and collaboration with the first, most important step being defining success, or strategic objectives. Second, key performance questions must be asked. Key performance questions (KPQs) are a management question that captures exactly what managers need to know when it comes to each of their strategic objectives.

When designed and used properly, KPIs play an important role in ensuring that an organization achieves its identified success. It is highly recommended that UAA develop KPIs for its parking and transportation programs and services as part of a larger strategic planning effort.

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<sup>17</sup> Advanced Performance Institute, [www.ap-institute.com](http://www.ap-institute.com)

### KPI Example

<i>Strategic Objective</i>	<i>KPQ</i>	<i>KPI</i>
1. Improved Customer Service	<ul style="list-style-type: none"> <li>+ How will we know if customer service has improved?</li> <li>+ What ways will our customers most likely be willing to share their honest opinions about the service they receive?</li> </ul>	KPI#1: Annual on-line customer service survey  KPI#2: Number of customers contacted daily  KPI#3: Reduced citations due to voluntary compliance
2. Reduced reliance on single occupancy vehicle driving	<ul style="list-style-type: none"> <li>+ How can we know if more people arriving on campus do so by modes other than single occupancy vehicles?</li> <li>+ What is the impact on customer service if we force people to modes other than single occupancy vehicle driving?</li> </ul>	KPI#1: Annual mode split survey  KPI#2: Annual customer satisfaction survey
3. Sustained departmental financial health	<ul style="list-style-type: none"> <li>+ What is our net annual net revenue?</li> <li>+ What is the impact on customer service by adjusting our programs and services to meet net revenue goals?</li> </ul>	KPI#1: Actual annual net revenue  KPI#2: Annual customer satisfaction survey
4. Reduced environmental impact	<ul style="list-style-type: none"> <li>+ How can we reduce the amount water, petroleum, electricity and paper we consume as a department?</li> </ul>	KPI#1: Annual usage of <ul style="list-style-type: none"> <li>– electricity in KWH</li> <li>– fuel in gallons</li> <li>– reams of paper</li> <li>– water in gallons</li> </ul>

## Appendix A – Peer Data

Peer Institutions	UW-								
	BSU	WSU	WYO	Lacrosse	MSU	UND	ISU	Weber	UAA
Student Enrollment	22,678	19,446	13,992	10,558	15,294	14,906	13,804	26,681	16,463
Faculty and Staff	3,269	4,114	2,997	572	3,054	2,874	2,107	2,090	2,859
Total Head Count	25,947	23,560	16,989	11,130	18,348	17,780	15,911	28,771	19,322
Total # of Parking Spaces	8,271	9,610	4,687	2,601	5,959	11,702	5,405	9,357	4,659
<b>Budget Comparisons</b>									
Program Revenues by Type									
Parking Permits	\$ 2,553,089	\$ 2,234,047	\$ 527,500	\$610,702	\$ 1,670,419	\$ 1,943,708	\$ 742,433	\$ 728,000	\$ 2,083,718
Short-term Parking	\$ 1,100,741	\$ 1,173,669	\$ 165,000	\$ 111,061	\$ 317,023	\$ 153,084	\$ 70,397	\$ 242,000	\$ 421,100
Special Event Parking	\$ 657,118	\$160,000		\$ 34,051		\$154,849	\$ 15,000	\$96,000	\$23,650
Parking Fines	\$225,861	\$ 580,182	\$200,000	\$119,328	\$ 168,485	\$329,334	\$206,584	\$253,000	\$ 360,000
Other Revenue	\$93,684	\$15,669	\$2,440,218	\$2,411	\$ 576		\$ 768		\$ 354,900
Total Program Revenue	\$ 4,630,493	\$4,163,567	\$ 3,332,718	\$ 877,553	\$ 2,156,503	\$2,580,975	\$1,035,182	\$ 1,319,000	\$3,243,368
Program Expenses by Type									
Wages, Salaries & Benefits	\$2,073,323	\$1,127,765	\$228,150	\$248,186	\$1,218,112	\$346,648	\$197,383	\$402,000	\$607,693
Operating Expense	\$1,357,942	\$983,149	\$262,500	\$296,203	\$619,706	\$286,362	\$151,910	\$295,450	\$781,171
Capital/Equipment	\$307,200	\$ 768,550	\$25,000				\$27,256	\$5,575	\$10,000
Administrative Fee/Transfer Out	\$185,514	\$636,356			\$ 58,744	\$12,748		\$5,159	\$194,633
Debt Service	\$711,054	\$773,546		\$48,198	\$54,275	\$1,290,713			\$845,000
Lot development	\$619,812		\$20,000		\$113,019		\$294,667	\$35,000	
Maintenance Reserve Contribution		\$292,684						\$25,000	\$732,357
Construction Reserve			\$125,000						\$58,096
Alternative Trans Programs	\$40,973	\$350,067	\$2,852,430				60,000	\$195,000	
Total Program Expenses	\$5,295,818	\$4,932,117	\$3,513,080	\$ 592,587	\$2,063,857	\$1,923,723	\$731,215	\$963,184	\$3,228,950

Peer Institutions	BSU	WSU	WYO	UW- Lacrosse	MSU	UND	ISU	Weber	UAA
<b>Citations Comparisons</b>									
Total Citations	18,509	25,894	13,598	4,325	8,623	24,070	10,559	28,894	13,978
Uncontested	1,358	21,176	9,434	4,150	4,623	22,141	9,854	26,502	10,962
Warnings	14,714	1,621	4,164			2,145	2,809	4,550	1,797
Appealed	2,437	3,097	984	175	4,000	1,929	705	2,392	3,016
Waived/Cancelled/Reduced	1,398	2,153	438	150	3,388	1,292	537	2,291	2,057
Upheld	1,039	944	546	25	612	637	168	101	959

## Appendix B – Campus Engagement Strategy

### TASK OVERVIEW

The following Campus Community Engagement Strategy was specifically developed to support the University of Alaska Anchorage (UAA) Parking Operational Consulting Project.

An effective campus community engagement process:

- Places parking management strategies, programs and policies within the context of an educational institution’s larger strategic goals;
- Identifies messaging that will resonate with a campus community’s diverse user groups;
- Provides insight into both real and perceived parking and campus access challenges, as well as areas of opportunity for future development;
- Includes key constituencies in planning and development efforts from the beginning, building a strong foundation for plan buy-in and implementation.

The following section outlines strategies that the consulting team is proposing to use to gather feedback on how the campus community experiences parking and accessing UAA today, and where investment related to parking and mobility management should be focused in the future. Information gathered through the campus community engagement process will provide important context and serve as a lens through which recommendations provided in the larger parking system operational assessment can be filtered.

### OUTREACH STRATEGIES

#### 1. Targeted Outreach to Campus Stakeholders

- **Tactic #1: Small Group Meetings with Specific User Groups and Key Departments**
  - **Format:** 50-minute meetings
  - **Schedule:** October 19-21, 2015
  - **Meeting facilitators:** Vanessa Solesbee & Casey Jones
  - **This format is recommended for:**
    - *UAA Transportation and Parking Services Staff*
    - *Key Departmental Contacts*
      - Disability Support Services
      - Facilities (Planning, Maintenance)
      - Housing, Dining and Conference Services
      - University Relations
      - Office of Sustainability / Alternate mode advocates
    - *Administration/Leadership* (as desired/directed by client)
    - *Faculty*
      - Faculty Senate
    - *Staff*
      - Staff Council or Senate
    - *Students*
      - Union of Students (USUAA)
      - Graduate Student Association
      - Commuter Student Services

## 2. Outreach to the Campus Community At Large

- **Tactic #1:** Parking Questionnaire
  - **Schedule:** Questionnaire will be provided in both online and written format. Questionnaire will be launched on 10/17, prior to the main engagement trip (10/19-10/21) and will remain open for approximately four weeks.
  - **Targeted Groups:**
    - Open to all members of the campus community
  - **Distribution Strategies:**
    - Parking Services email list
    - Partnering department email lists
    - Student, faculty and staff email lists
    - Via web / social media (see below)
    - Via student media (see below)
  
- **Tactic #2:** Communication Tools, including Online Presence & Social Media
  - **Specific tools and suggested uses:**
    - Parking Services website
      - Provide questionnaire link with brief overview of the project and why campus community feedback is important
      - Director's Corner Blog post
    - Social Media Sites
      - Request to promote link to project information and questionnaire to students through UAA social media sites
        - UAA Facebook page
        - @uaanchorage (Twitter)
    - Article/Write-up in *The Northern Light*
      - Provide project information
      - Provide questionnaire link

## Appendix C – Community Engagement Survey

### INTRODUCTION

In September 2015, University of Alaska Anchorage (UAA) Parking Services contracted with consulting firm SP+ University Services to do an operational assessment of the UAA parking system. The study will review current programs, services, procedures and policies from an operational perspective and make recommendations based on industry best practices, identified peer institutions and the special needs, objectives, resources and operating environment of UAA.

The consultant's analysis will focus on:

- Customer orientation and service culture
- Financial resources needed to support mission
- Parking assignment system for students, faculty and staff
- Permitting process
- Revenue control
- Enforcement

The purpose of this brief questionnaire is to provide the UAA campus community with an opportunity to share experiences, perceptions, ideas and concerns related to accessing campus.

Feedback collected through this questionnaire, and through a series of campus stakeholder meetings, will be used to develop recommendations that are sustainable, user-focused and that meet the parking and campus access needs of the university. The questionnaire should take less than 10 minutes to complete, and all information collected will be kept confidential and reported only in aggregate.

Thank you in advance for sharing your valuable time with us. Questions about this questionnaire and/or the University of Alaska Anchorage parking system assessment can be directed to Glenna Muncy, UAA Parking Services Director at [glmuncy@uaa.alaska.edu](mailto:glmuncy@uaa.alaska.edu).

### ABOUT YOU

*In this section, you will be asked to answer questions about you and your affiliation with the University of Alaska Anchorage.*

**Q1:** What is your current affiliation with the University of Alaska Anchorage? (Please select all that apply.)

- Undergraduate student
- Graduate student
- Faculty
- Staff
- Other, please explain: \_\_\_\_\_

**Q2:** Which of the following best describes you?

- Male
- Female
- Transgender
- I prefer not to answer

**Q3:** Which of the following best represents your age?

- |                                   |                                       |
|-----------------------------------|---------------------------------------|
| <input type="checkbox"/> Under 17 | <input type="checkbox"/> 40-49        |
| <input type="checkbox"/> 17-24    | <input type="checkbox"/> 50-59        |
| <input type="checkbox"/> 25-30    | <input type="checkbox"/> 60-69        |
| <input type="checkbox"/> 31-39    | <input type="checkbox"/> 70 and Older |

**YOUR CURRENT COMMUTE**

*In this section, you will be asked questions about your commute and the mode(s) of transportation that you use most frequently when traveling to and from the University of Alaska Anchorage for class or work.*

**Q4:** Please select the answer that most accurately describes you:

- I travel to campus daily
- I travel to campus 2-4 times a week
- I travel to campus at least one time per week
- I travel to on campus
- I'm an online or remote student
- Other, please explain: \_\_\_\_\_

**Q5:** How far do you live from campus/work?

- I live on campus
- 2 miles or less
- 3-5 miles
- 6-10 miles
- 11-19 miles
- 20-29 miles
- 30-39 miles
- 40-49 miles
- 50 miles or more

**Q6:** How long is your typical one-way commute (door-to-door)?

AM	Mid-Day	PM
<input type="checkbox"/> Less than five minutes	<input type="checkbox"/> Less than five minutes	<input type="checkbox"/> Less than five minutes
<input type="checkbox"/> 5-10 minutes	<input type="checkbox"/> 5-10 minutes	<input type="checkbox"/> 5-10 minutes
<input type="checkbox"/> 10-15 minutes	<input type="checkbox"/> 10-15 minutes	<input type="checkbox"/> 10-15 minutes
<input type="checkbox"/> 15-20 minutes	<input type="checkbox"/> 15-20 minutes	<input type="checkbox"/> 15-20 minutes
<input type="checkbox"/> 20-30 minutes	<input type="checkbox"/> 20-30 minutes	<input type="checkbox"/> 20-30 minutes
<input type="checkbox"/> 30-40 minutes	<input type="checkbox"/> 30-40 minutes	<input type="checkbox"/> 30-40 minutes
<input type="checkbox"/> 40 minutes to one hour	<input type="checkbox"/> 40 minutes to one hour	<input type="checkbox"/> 40 minutes to one hour
<input type="checkbox"/> One hour or more	<input type="checkbox"/> One hour or more	<input type="checkbox"/> One hour or more

*\*Place an X in the box that best describes the length of your typical one-way commute.*

**Q7:** When do you usually arrive on campus in the morning?

- Before 7:00 a.m.
- 7:00 – 7:30 a.m.
- 7:30 – 8:00 a.m.
- 8:00 – 8:30 a.m.
- 8:30 – 9:00 a.m.
- 9:00 – 9:30 a.m.
- After 9:30 a.m.

**Q8:** When do you usually depart campus in the afternoon?

- Before 3:00 p.m.
- 3:00 – 3:30 p.m.
- 3:30 – 4:00 p.m.
- 4:00 – 4:30 p.m.
- 4:30 – 5:00 p.m.
- After 5:00 p.m.

**Q9:** How do you usually commute to campus? Please indicate your PRIMARY commute mode.

	Drive Alone	Motorcycle Scooter	Walk	Bicycle	People Mover	Valley Mover	Park and Ride	Rideshare, i.e., carpool, vanpool	Telework	Other
Monday										
Tuesday										
Wednesday										
Thursday										
Friday										

*\*Place an X in the box that best describes your commute option choices by day of the week.*

**Q10:** Why have you chosen your current method of transportation to and from campus?

- Convenience
- Cost
- No other viable option
- Other, please explain: \_\_\_\_\_

**Q11:** What other mode(s) do you use throughout the year (i.e., on a part-time or seasonal basis)? (Please select all that apply.)

- None, I don't vary from my usual mode of transportation
- Drive alone (including motorcycles and scooters)
- Bicycle
- Park and Ride
- Carpool/vanpool/rideshare
- Telecommute
- Walk
- Other, please specify: \_\_\_\_\_

**Q12:** Please indicate the transportation alternatives in which you would like to see UAA invest more:

- Motorcycle/Scooter parking
- Rideshare options/incentives (two or more people)
- Bus
- Bicycle
- Bike Share
- Walk
- Telework (if applicable)
- Parking on the perimeter of campus
- Remote parking with shuttle connection to campus

**Q13:** What concerns you most about your current commute? (Please select all that apply.)

- Overall travel time from home to campus
- Overall travel time from campus to home
- Cost of commute
- Finding a convenient car parking space
- Finding a convenient and safe bicycle parking space
- Congestion and/or traffic
- Concerns about bad weather
- I have no concerns
- Other, please describe: \_\_\_\_\_

**YOUR PREFERENCES**

*In this final section, you will be asked questions about your personal opinion and preferences with relation to your parking and transportation experiences at the University of Alaska Anchorage. For this section, please only think about your own personal opinions and not about the opinions or thoughts of others.*

**Q14:** Indicate which of the following interactions you’ve had with UAA Parking Services over the past year. (Please select all that apply.)

- Obtain a parking
- Coordinate special event parking
- Enforcement – I received a ticket
- Enforcement – I appealed a ticket
- Vehicle assistance (i.e., locked out of car, dead battery)
- Construction-related parking issues
- Obtain transit information
- Obtain information about biking / bicycle accommodations

**Q15:** Please rate your experience interacting with UAA Parking Services in the following areas:

	Excellent	Satisfactory	Neutral	Unsatisfactory	Needs Improvement	N/A
Accessibility to staff						
Response time to concerns / issues						
Willingness to work with me to find a solution to my concern						
Level of expertise						
Professionalism / Courtesy						
Overall Satisfaction						

**Q16:** How would you describe the level of parking enforcement on campus currently?

- Overly aggressive
- Moderate / balanced
- Too lenient
- N/A

**Q17:** What services, programs or amenities that are currently provided by UAA Parking Services do you value and find most useful? (Please select all that apply.)

- Friendly, helpful staff
- Variety of parking options
- Safe and convenient bicycle parking
- Safe and convenient access to public transportation
- General information and payment options are available online
- Safe and convenient pedestrian options
- Range of parking price points
- Other, please explain: \_\_\_\_\_

**Q18:** How would you describe your experience obtaining a parking permit at the University of Alaska Anchorage? (Please select all that apply.)

- I think that I have an adequate number of choices when selecting a parking permit.
- I think that there are too many choices when selecting a parking permit.
- I have difficulty understanding what parking permit I need to purchase.
- I have difficulty understanding what my parking permit is going to cost.
- I do not experience any challenges obtaining a parking permit.
- I prefer to purchase a parking permit in person.
- I prefer to purchase a parking permit online.
- N/A
- Other, please explain: \_\_\_\_\_

**Q19:** Other than free parking, if you were given the opportunity to make one improvement to the parking and transportation experience at University of Alaska Anchorage, what would you choose to do? (Open-ended response)

**Q20:** Many people identify three things that they want to have when it comes to parking:

1. They want there to be plenty of it
2. They want it to be very convenient.
3. They want it to be inexpensive (and preferably free)

The reality is that parkers can usually have any two, but not all three. Given this scenario, how would you rank the following by importance to you? (Where 1 = highest priority and 3 = lowest priority).

- Low cost parking
- Abundant parking supply (more than exists today)
- Conveniently located parking (close to my destination)

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**Q21:** Please indicate your preferred method(s) of accessing information about parking and transportation news and/or programs (Please select all that apply.)

- Parking Services website
- Campus Social Media sites (i.e., Facebook, Twitter)
- Campus email
- Flyer or handout
- Other, please explain: \_\_\_\_\_

**THANK YOU!**

We sincerely appreciate your participation in this survey! Results will be used to develop creative campus access strategies that are innovative, user-focused and able to meet your daily campus commuting needs.

**Optional:** If you would like to be entered into a drawing to win a free year of parking on campus, please enter your name, email address and phone number below. Contact information will not be used for any other purpose besides the prize drawing. The winner will be contacted in late November/early December.

Name: \_\_\_\_\_

Email: \_\_\_\_\_

Phone Number: \_\_\_\_\_

## Appendix D – Sample Strategic Plan

### Sample Parking Strategic Plan

#### Texas Tech University Parking Services Strategic Plan

#### **Goal 1 – Parking Supply: Plan, develop and maintain a parking inventory that meets the daily needs of the campus community.**

##### **Benchmarks:**

- Maintain utilization rates of 95% for faculty/staff parking, 90% for commuter student parking, 95% for resident student parking and 90% for visitor parking.
- Achieve a positive parking adequacy for each quadrant of campus.
- Increase annually the percentage of faculty/staff parking spaces designated as area reserved to achieve the greatest utilization of existing facilities and resources.

##### **Objectives:**

##### **Objective 1.1: Increase the percentage of area reserved parking in each lot.**

###### **Strategies:**

- Evaluate utilization and demand for reserved spaces in each lot.
- Change reserved spaces to area reserved as possible.
- Offer reserved space permit holders the opportunity to change to area reserved at permit renewal time.

##### **Objective 1.2: Maximize utilization in all lots.**

###### **Strategies:**

- Routinely study parking occupancy in all lots.
- Move individuals into the lots from waiting lists as occupancy counts allow.
- Routinely refresh waiting lists to ensure that those who are on the lists still wish to be there.

##### **Objective 1.3: Strive to reach a positive parking adequacy statistic for each quadrant of campus.**

###### **Strategies:**

- Conduct an annual assessment of the parking supply and demand for the campus.
- Identify areas and types of inadequate parking supply for a current year design day as well as a design day five years into the future.
- To the extent possible, apply the resources and planning necessary to remedy the inadequacy.

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**Goal 2 – Transportation Demand Management: Encourage use of alternative transportation methods to reduce the demand for increased parking on campus.**

**Benchmarks:**

- 25 employee parking permit holders on campus are members of a registered carpool in the pilot program.
- Retain 80% or greater of carpool participants through the first year.

**Objectives:**

**Objective 2.1: Provide an employee carpool program that meets the needs of employees.**

**Strategies:**

- Develop and implement a pilot employee carpool program to coincide with permit renewals.
- Offer incentives such as cost-sharing, convenient parking or others to encourage participation.
- Identify and evaluate on-line carpool matching services.

**Goal 3 – Human Resources: Recruit and retain the quality staff necessary to achieve our mission.**

**Benchmarks:**

- Achieve an accident rate of 0 accidents per year.
- Maintain an on-time training completion rate of 100% for all areas.
- Maintain an employee to parking space ratio of 1:440 or lower.
- Hold employee turnover to less than 10% annually.

**Objectives:**

**Objective 3.1: Improve safety on the job and target an accident rate of 0.**

**Strategies:**

- Conduct training classes for all new employees.
- Conduct annual refresher courses for established employees.
- Include safety tips appropriate to the weather and current activities in each staff meeting.

**Objective 3.2: Maintain an industry-recognized staffing level proportional to the size of the parking system.**

**Strategies:**

- Prior to the budget process, determine the current employee to space ratio for the parking system and adjust staffing requests accordingly.

**Objective 3.3: Focus on the training and development of all employees.**

**Strategies:**

- Ensure that all new employees are properly oriented to Texas Tech and

- complete all required training promptly.
- Frequently assess each new employee's knowledge throughout the training program to identify areas which may require additional attention.
  - Work with each employee to identify areas of needed job skill improvement or areas of interest for personal or professional growth.
  - Provide unique and effective learning opportunities at the annual staff development event that allow employees increase their ownership within the organization and grow professionally.
  - Encourage employees who are interested to take advantage of the University's tuition waiver for staff by taking classes and work toward a degree.

**Goal 4 – Customer Service: Provide exceptional customer service in all aspects of our operation.**

**Benchmarks:**

- Achieve a 3.5 or better rating on customer satisfaction in all areas.
- 10 public relations events completed annually.
- 100% participation in the Parking Coordinators Network.
- 3,000 public contacts made annually.
- 400 Motorist Assistance Program calls answered each month.

**Objectives:**

**Objective 4.1: Provide quality service to all customers and guests.**

**Strategies:**

- Design and implement departmental customer service training program designed to meet specific needs of our staff.
- Implement Gold Key Training program for Entry Station Personnel to enhance customer service by partnering with other departments and programs on campus.

**Objective 4.2: Promote the values of University Parking Services by hosting/partnering in special events on campus.**

**Strategies:**

- Host semiannual car clinics.
- Continue to be a participating vendor in New Employee Orientation.

**Objective 4.3: Maximize availability of information and resources.**

**Strategies:**

- Personally contact each campus department within the year.
- Send quarterly newsletter to all departments regarding updates and new information.
- Host annual Parking Coordinators Luncheon.

**Objective 4.4: Promote programs and initiatives in innovative ways.****Strategies:**

- Provide each permit holder with promotional MAP windshield decal.
- Advertise programs with student organizations, in student media, etc.
- Implement advertising in campus buses.
- Develop a marketing, promotions and public relations plan annually.

**Goal 5 – Parking Education: Seize opportunities to educate patrons proactively about parking on campus.****Benchmarks:**

- Discuss parking behaviors with 30% of repeat parking violators each semester.
- 25% participation by invitees in the Defensive Parking Class.
- 1% or less of repeat violators achieving greater than 12 citations each semester.

**Objectives:****Objective 5.1: Promote safe and equitable parking practices.****Strategies:**

- Request meeting repeat violators after 6<sup>th</sup> offense, students and employee alike.
- Provide online educational opportunity for first ticket dismissal.
- Continue progressive educational opportunities up to and including community service opportunities within the department.

**Goal 6 – Academics: Support the academic efforts of the University.****Benchmarks:**

- Provide opportunities for two internships annually.
- Provide opportunities for six class projects annually.
- Employ two or more work-study students annually.

**Objectives:****Objective 6.1: Provide hands-on learning opportunities for students.****Strategies:**

- Contact deans for promotional assistance in locating eligible students in marketing, business, and other areas as available.
- Develop initiatives with programs to become a more environmentally friendly operation.
- Continue partnership with Interior Design Program to develop new look for office.

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**Goal 7 – Leadership: Develop programs and staff that contribute to the collaborative efforts and expansion of knowledge within the University and the parking industry.**

**Benchmarks:**

- Two or more staff participating in University committees, task forces, senates or other efforts to improve the University.
- Participation by 100% of peers involved in data collection effort.
- One or more presentations by our staff at professional association conferences.
- One or more appointments to boards, committees or task forces of professional associations.

**Objectives:**

**Objective 7.1: Empower and inform employees about service opportunities.**

**Strategies:**

- Create a catalogue of possible committees and appointments.
- Communicate with eligible staff via e-mail regarding pending opportunities.
- Encourage staff to attend additional trainings on and off campus by offering a graduated scale of incentives.

**Objective 7.2: Maintain industry recognized standards and provide cutting-edge programs.**

**Strategies:**

- Empower employees through training and sharing.
- Encourage out of the box ideas by providing idea sharing forums within and without the department.

+ integrity + technology + innovation + initiative + knowledge + creativity



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