

Parking System Review Committee Recommendations

January 30, 2009

University of Illinois at Urbana-Champaign

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Executive Summary

Following an Illinois Supreme Court decision to make parking rates a mandatory subject of bargaining, campus initiated a system of salary-based parking rates. The recent change in the parking rate to 0.7 percent of annual base salary with a salary cap has resulted in a dramatic revenue shortfall and an average annual parking permit price of \$242. At the same time, campus is seeking to create a safer and more pedestrian friendly campus environment.

The committee's operational goal was to develop a set of realistic parking policies through an inclusive process that invited input from the stakeholder groups that would be affected by the policies. With the overarching goal of revenue neutrality for the Parking Department, alternatives were assessed on their ability to achieve an optimized, safe, convenient, equitable and sustainable parking system. Based upon these criteria, the following five steps were identified for immediate action to quickly offset a revenue shortfall initially projected to be in excess of \$700,000, as of December 2008 as a result of the capped, salary-based rate:

Action Items	FY10 Revenue Increase	FY11 Revenue Increase
1. Raise the annual permit rate cap by five dollars per month in fiscal year 2010, and evaluate another increase for fiscal year 2011.	\$124,000	*\$124,000
2. Engage a third party collections agency for outstanding citations.	\$201,000	\$151,000
3. Change the rental rate for DIA from \$2.00 per space to \$10.00 per space, and continually increase \$1.00 per year	\$106,000	\$119,000
4. Take over ownership and maintenance of Housing parking lots.	\$155,000	\$155,000
5. Implement a booting system as an alternative to tow away zones.	\$54,600	\$57,600
Total	\$640,600	\$606,600

*Assumes no additional increase in cap

The following list represents a concise summary of all of the areas addressed by the committee's recommendations. The recommendations are categorized by major area and classified within each area as either long or short term. Long term recommendations are those that require more than two years to implement, while short term recommendations are those that can be implemented in less than two years. The recommendations identified above for immediate action are shown in bold. Please refer to the full report for recommendation details, implementation suggestions, and a comprehensive outline of the committee's deliberation process.

Annual Permit Rate

- Long Term – eliminate the salary based rate and use a flat rate
- **Short Term – increase the rate cap in fiscal year 2010 and evaluate for fiscal year 2011**
- Short Term – formalize the policy defining what employees are currently entitled to for 0.7 percent of their base annual salary

Permit and Facility Options

- Long Term – establish a north campus park and ride lot with shuttle service
- **Short Term – obtain a fair rate from DIA**
- **Short Term – take over Housing lots to help fund parking facilities**
- Short Term – offer premium permit options, which can be priced higher than the standard permit

Visitor, Short Term, and Disabled Parking

- Long Term – move metered parking from streets to lots/garages
- Short Term – support special events that require additional accessible parking
- Short Term – install pay stations that accept credit cards
- Short Term – label visitor parking areas and create user friendly instructions for visitor parking

Education and Enforcement

- Short Term – create a marketing plan to promote safe use of all transportation options, and highlight the connections between transportation and wellness
- Short Term – provide information to new employees and students about mass transit and other active transportation options so they can choose residence locations accordingly
- Short Term – review citation rates annually to ensure they are commensurate with the related violations
- **Short Term – implement a booting system as an alternative to towing**
- **Short Term – engage a third party collection agency for outstanding citations**

Active Transportation

- Long Term – offer alternatives to the annual permit, including packets of day passes to specific lots and seasonal winter passes
- Long Term – encourage carpools with a carpool permit, ride matching service, and eventually vanpool coordination for outlying communities
- Short Term – form a bicycle committee to resolve issues related to bicycle paths, parking, and services and identify a revenue stream to fund and maintain bicycle facilities
- Short Term – campus should continue to contract with the Champaign-Urbana Mass Transit District for universal access and improved active transportation options, such as a Guaranteed Ride Home program

The committee believes that the general recommendations, over time, will partially correct the revenue shortfall created by the capped, salary-based parking rate system provided that the process is jump-started by way of immediate action on the five critical items identified above. The current salary-based rate is cumbersome and sometimes viewed as unfair by some sectors of the campus community. Also since permit holders paying higher rates are more likely to drop their permits than those paying lower rates, the continuation of the salary-based rate will likely institutionalize lower permit revenues for the Parking Department. **Thus, the only way to solve the long term revenue shortfall for the Parking Department is to eliminate the salary-based rate.**

Parking System Review Committee Recommendations

I. Overview

Following an Illinois Supreme Court decision to make parking rates a mandatory subject of bargaining, campus initiated a system of salary-based parking rates. The recent change in the parking rate to 0.7 percent of annual base salary with a salary cap has resulted in a dramatic revenue shortfall and an average annual parking permit price of \$242. At the same time, campus is seeking to create a safer and more pedestrian friendly campus environment.

The Parking System Review Committee was charged with proposing a comprehensive system of parking policies that addresses the revenue shortfall while providing parking alternatives and options that are equitable, convenient, and contribute to a more pedestrian and environmentally friendly campus. The complete charge to the committee appears in Appendix I.

As of December 2008, the Parking Department is operating at a loss of over \$700,000 that will continue to grow as additional union contracts are negotiated at 0.7 percent of annual base salary. It is difficult to project future years because there are additional contracts yet to be negotiated resulting in no baseline from which to make any sort of accurate projections. If the current trend continues, by FY11 Parking could be facing losses of over one million dollars. Unfortunately, Parking will continue to operate at a loss until policies are put in place to address the shortfall created by the capped, salary-based rate. As a result, the committee researched ways of creating avenues for recovering the shortfall by looking for both short and long term solutions.

The committee's operational goal was to develop a set of realistic parking policies through an inclusive process that invited input from stakeholder groups that would be affected by the policies. In order to do this, the committee followed a five step process:

- (1) gain an understanding of the situation;
- (2) define criteria that the acceptable solutions must meet;
- (3) generate a range of solution options;
- (4) evaluate options; and
- (5) converge on a set of final recommendations.

After some deliberation, the committee selected five guiding criteria that call for an optimized, sustainable, convenient, safe, equitable and revenue neutral parking system.

To form a frame of reference, the committee reviewed other Big Ten parking fee structures, as outlined in Appendix II, and conducted campus-wide focus groups of stakeholders. A wide range of information, opinions, and solution options were accumulated and weighed in the course of developing this plan. The planning process was set up to avoid "groupthink" and to promote in-depth and thorough deliberation. A more detailed account of the process by which the committee operated is presented in Appendix III.

II. Recommendations

Recommendation I: Annual Permit Rate

The following recommended solutions will help eliminate the operating deficit and enable other parking prices to be set systematically. The current salary-based rate is cumbersome and sometimes viewed as unfair by some sectors of the campus community. Since permit holders paying higher rates are more likely to drop their permits than those paying lower rates, the continuation of the salary-based rate will likely institutionalize lower permit revenues for the Parking Department. A flat rate would ensure transparency, and enable the Parking Department to more accurately project budget revenues and make informed business decisions. Additionally, the flat rate would meet the goal for revenue neutrality and more accurately reflect the cost of the parking facilities. Thus the committee strongly recommends eliminating the salary-based rate. To ease the present short-fall and be sensitive to the campus parking customers, a graduated rate increase is recommended in the short term. The second, but less desirable option if a flat rate cannot be negotiated is to raise the salary based rate in 2011.

- **Long Term – eliminate the salary based rate and use a flat rate**
- **Short Term – increase the rate cap in fiscal year 2010 and evaluate for fiscal year 2011**
- **Short Term – formalize the policy defining what employees are currently entitled to for 0.7 percent of their base annual salary**

The definition of a standard parking permit must be clearly defined to allow Parking to implement premium permit options for additional fees. We recommend the standard permit be defined as follows:

“A standard parking permit allows an employee to access one of any general spaces in a specified parking lot or garage for one fiscal year, unless the employee has a state tag for a handicap accessible space, in which case, the employee is entitled to a reserved space at their annual permit rate.”

Recommendation II: Permit and Facility Options

Multiple permit options will allow more revenue for additional services and offer convenient choices for users. Reducing the number of single occupancy vehicles on campus, improving parking availability, and reducing vehicular travel will increase pedestrian safety and decrease greenhouse gas emissions. All parking facilities should be leased with equitable returns to the Parking Department to permit full cost recovery. Substantial revenues would be gained from equitably-adjusted DIA parking rates and taking over Housing lots that Parking already administers without financial benefit. The premium permit options will increase convenience to the users.

- **Long Term – establish a north campus park and ride lot with shuttle service**
- **Short Term – obtain a fair rate from DIA**
- **Short Term – take over Housing lots to help fund parking facilities**
- **Short Term – offer premium permit options, which can be priced higher than the standard permit**

A park and ride lot can be established in Lot B22 at University and Goodwin, or in cooperation with churches or other businesses in the community. The MTD service would need to be adjusted to provide the new lot with shuttle service, and the MTD is aware of this potential need.

Additionally, parking revenues received by DIA and other campus units using Parking-owned facilities should be shared 50-50 with the Parking Department. This will help cover maintenance and other costs. Negotiations should be started with Housing to reach an equitable exchange in the transfer of Housing facilities to the Parking Department.

Premium permit options could be offered at a higher annual rate than the standard annual permit. These could include aggregated and multi-lot permits which have an additional charge for each additional lot, and individually reserved permits which allow individuals to pay a premium flat rate for a 12 hour reserved space. Student parking rates should not exceed the faculty/staff rate cap.

Recommendation III: Visitor, Short Term and Disabled Parking

Our recommendations for visitor parking will eliminate vehicles circling the streets looking for metered parking. This will improve pedestrian and bicycle safety as well as air quality. Adequate accessible parking should also be provided.

- **Long Term – move metered parking from streets to lots/garages**
- **Short Term – support parking for special events that require additional accessible parking**
- **Short Term – install pay stations that accept credit cards**
- **Short Term – label visitor parking areas and create user friendly instructions for visitor parking**

The Parking Department should review options for relocating meters from streets to lots/garages without reducing short term access and convenience. Such lots should have at least two pay stations that accept cash, credit cards, and cash keys if possible, instead of individual metered spaces. Parking spaces removed from the streets should be replaced with bike lanes and loading zones where possible. The Parking Department should lead discussions with the cities to shift city meters into city-managed lots as well.

Visitor parking areas should be clearly marked and user friendly instructions created for visitors. This can be created by the Parking Department and included on the University website. Support of special needs parking can be facilitated by increasing the number of temporary ADA spaces available for an event and ensuring that pavement is maintained for comfortable wheelchair travel.

Recommendation IV: Education and Enforcement

From our focus groups, it was clear that many people are not familiar with current transportation options or campus parking operations. Through education and marketing, we can increase the use and effectiveness of the services offered as well as increase safety, improve the health and wellness of people on campus, and reduce negative environmental impacts. Instead of towing, we recommend placing a boot on an illegally parked car. The boot method will provide needed revenue for the Parking Department and offer immediate response to the vehicle user. Frequent review of ticket rates will allow the Parking Department to set competitive, cost-effective fees that provide a deterrent to illegal parking.

- **Short Term – create a marketing plan to promote safe use of all transportation options, and highlight the connections between transportation and wellness**
- **Short Term – provide information to new employees and students about mass transit and other active transportation options so they can choose residence locations accordingly**
- **Short Term – review citation rates annually to ensure they are commensurate with the related violations**
- **Short Term – implement a booting system as an alternative to towing**
- **Short Term – engage a third party collection agency for outstanding citations**

An educational marketing plan should incorporate training on bike safety, how to use the MTD, the benefits and ease of walking, other vehicle options – like Zipcar, and carpool opportunities. It should also promote the Parking Department and transportation services, such as safe rides, safe walks, 244-HELP, and new Active Transportation options (see Recommendation V). This information should be shared with current and prospective employees and students.

The use of a boot on vehicles instead of towing allows for immediate collection of outstanding citations for the Parking Department, and immediate resolution for the driver. For example, the boot could be removed by the driver via a combination obtained with a credit card over the phone. The driver would be required to pay any outstanding balance due to Parking for unpaid citations before the boot could be removed. Boot removal fees are in the \$100 range (current towing rates range from \$95 to \$140 plus storage fees). In some situations, such as when a vehicle is blocking a needed path or space, towing will still be required.

A third party debt collection agency should be hired to collect outstanding citations owed by visitors and non-current students. There are no upfront costs. The agencies typically research four years worth of unpaid debts, and keep approximately 30 percent of the collected revenue. This will primarily impact those who are not regular customers of parking, since current Parking Department policies require payment of any outstanding fees owed prior to the purchase of any new permits or services.

Recommendation V: Active Transportation

Campus should encourage people to use active transportation options by improving bike safety, facilitating carpooling and offering occasional parking passes. Alternatives to an annual parking permit will allow employees to choose active modes of transportation and decrease the demand for annual parking spaces. Updating the bicycle system on campus will boost ridership which will positively impact the health and safety of campus citizens as well as benefit the environment. We support continuing with the Zipcar program which offers a convenient, green alternative to driving a car to campus.

It is in the best interest of campus to continue to support the MTD service for students, faculty and staff. Encouraged use of the MTD supports the goals of decreasing congestion, increasing safety, protecting the environment and promoting wellness among our campus community.

- **Long Term – offer alternatives to the annual permit, including packets of day passes to specific lots and seasonal winter passes**
- **Long Term – encourage carpools with a carpool permit, ride matching service, and eventually vanpool coordination for outlying communities**
- **Short Term – form a bicycle committee to resolve issues related to bicycle paths, parking, and services and identify a revenue stream to fund and maintain bicycle facilities**
- **Short Term – campus should continue to contract with the Champaign-Urbana Mass Transit District for universal access and improved active transportation options, such as a Guaranteed Ride Home program**

Occasional parking passes should be available for specified parking lots, and they could be sold in groups. Seasonal passes could also be considered for specified lots, including shuttle lots. Carpools should be encouraged through a ride matching service, creation of a carpool permit that allows multiple users to share one permit and receive a set number of day passes for each carpool participant. Vanpool providers should be researched so that options can be considered for outlying communities. A bicycle committee should be charged with identifying a revenue stream and resolving issues for bicycle paths, parking, and services, such as a bike shop, bike sharing on campus, and educational programs. Finally, the Guaranteed Ride Home program would provide emergency rides home, within the MTD boundaries, paid by the MTD, for University employees who choose not to get an annual parking permit. The Parking Department could work with the MTD and use 244-HELP as the point of contact for this program.

III. Key Financial First Steps

There are five steps that should be taken immediately to quickly offset the growing revenue shortfall.

- 1. Raise the annual permit rate cap by five dollars per month in fiscal year 2010, and evaluate another increase for fiscal year 2011.**
- 2. Engage a third party collections agency for outstanding citations.**
- 3. Change the rental rate for DIA from \$2.00 per space to \$10.00 per space, and raise it annually thereafter by \$1.00 per space.**
- 4. Take over ownership and maintenance of Housing parking facilities.**
- 5. Implement a booting system as an alternative to towing.**

At the beginning of fiscal year 2010, the annual permit rate cap should be raised by five dollars per month and evaluated before an additional increase in the cap for fiscal year 2011 is determined. In fiscal year 2012, begin renegotiating the parking permit rates with the unions for a revenue neutral Parking Department.

An immediate increase in the rate cap will only partially recover projected losses, through fiscal year 2011. To recover the additional deficit, the committee recommends taking steps to reach full recovery of parking citations and receive fair prices for facilities maintained by the department. The parking citations can be more fully recovered through a third party collection agency and the implementation of a booting system. Additionally, departments that utilize Parking's facilities and services need to pay a fair price.

The Division of Intercollegiate Athletics should pay approximately half of their parking rate for the use of the lots, starting with ten dollars per space. Housing lots should be controlled by the Parking Department to increase the base over which to spread all parking costs, and all revenue and maintenance should become the responsibility of the Parking Department while still addressing Housing's unique parking needs. Other new revenue sources such as premium permit options are not projected to raise significant amounts of revenue, since they simply reconfigure existing space and may result in such hidden costs as loss of oversell capacity.

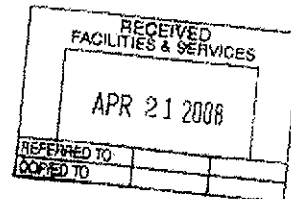
The committee believes that the general recommendations, over time, will partially correct the revenue shortfall created by the capped, salary-based parking rate system provided that the process is jump-started by way of immediate action on the five critical items identified above. The financial impact of our recommendations is discussed in Appendix IV, and revenue anticipated as a result of enacting the key financial first steps is detailed in Appendix V. In conclusion, this committee strongly recommends eliminating the salary-based rate as the only way to solve the long term revenue shortfall.

Appendices

Appendix I: Charge Letter

UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN

Office of the Chancellor
Seward Administration Building
601 East John Street
Champaign, IL 61820



Date: April 16, 2008

To: Parking System Review Committee

Imad Al-Qadi
Kathleen Brinkmann
Dilip Chhajed
Sheldon Katz, Chair
Myra Margolin
Deb Stone
Chet Utterback
Tom Abram

Illinois Center for Transportation
Council of Academic Professionals
Business Administration
Mathematics
Graduate Student, Psychology
Academic Human Resources
Staff Advisory Council
Facilities & Services Sustainability Coordinator

ex-officio

M. Scott Poole
Pam Voitik
Michelle Winters

Speech Communication
Campus Services
Facilities & Services Parking Department

From: Chancellor Richard Herman

Re: Parking Rates

Recently the Illinois Supreme Court ruled that the Urbana-Champaign campus of the University of Illinois must negotiate parking rates as part of the collective bargaining process. I am writing to you today to request your help in identifying a comprehensive system of parking policies that will allow us to address any budgetary shortfalls generated by the salary-based rate plan while at the same time provide parking alternatives and options for the rest of the campus community that are equitable, convenient, and contribute to a more pedestrian and environmentally friendly campus environment.

I am requesting your participation on the Parking System Review Committee to be chaired by Sheldon Katz. The charge of this committee is to recommend comprehensive parking policies that address the following:

- salary-based rate concerns;
- price differentiated parking options;
- safety enhancements that support current efforts to reduce vehicular traffic on campus;
- optimize existing parking space;
- promote green transportation; and
- give consideration to expanded parking services such as
 - satellite parking with high frequency shuttle access,

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- access to occasional parking for those who choose not to park on campus on a regular basis (e.g., transit riders, cyclists and car/van pool users),
- access to multiple parking facilities, and
- demand related pricing for high demand parking areas.

Your recommendations need to be submitted by January 2009 and include both short- and long-term alternatives. You will be contacted shortly to schedule a time in May for the committee's first meeting.

I appreciate your advice and assistance in pursuing safe, equitable and sustainable access to our campus for all faculty, staff, students and visitors.

Appendix II: Big Ten Parking Comparison

The University of Illinois is the only Big 10 school with a variable, salary-based parking rate system. While most of the other Big 10 schools also have variable parking rate systems, the rates are typically based on the type of facility (surface lot, ramp or parking structure) or proximity. For example, the University of Minnesota charges \$786 for an annual permit in a surface lot, \$1,167 for an annual permit in a ramp, and \$1,527 for an annual permit in a garage. The tables that follow provide a comparison of the highest annual permit rate currently charged by all of the Big 10 campuses, the lowest annual permit rate currently charged by all of the Big 10 campuses (excluding shuttle or park and ride permits), and the fine for parking without the appropriate permit.

Permit Rank	Big Ten School	Highest Annual Parking Rate
1	University of Minnesota	\$1,527
2	University of Michigan	\$1,381
3	University of Wisconsin	\$1,055
4	Purdue University	\$1,000
5	University of Iowa	\$900
6	Ohio State University	\$636
7	University of Illinois	\$480
8	Northwestern University	\$477
9	Michigan State University	\$426
10	Penn State University	\$420
11	Indiana University	\$312

Permit Rank	Big Ten School	Lowest Annual Parking Rate
1	University of Minnesota	\$786
2	University of Wisconsin	\$465
3	Northwestern University	\$311
4	University of Iowa	\$228
5	Ohio State University	\$167
6	Indiana University	\$114
7	University of Illinois	*\$113
8	Purdue University	\$100
9	Penn State University	\$96
10	Michigan State University	\$85
11	University of Michigan	\$70

*Using lowest annual salary \$16,146

Citation Rank	Big Ten School	No Permit Citation Fee
1	Northwestern University	\$50
1	Ohio State University	\$50
1	Penn State University	\$50
1	Purdue University	\$50
1	University of Illinois*	\$50
2	Indiana University	\$40
3	University of Wisconsin	\$30
4	Michigan State University	\$25
5	University of Michigan	\$20
6	University of Iowa	\$15
7	University of Minnesota	\$10

*Citation fee was just recently increased to this amount.

Appendix III: Process

The committee began its work by gathering facts about the parking and transportation systems more generally as they relate to getting people to, from, and around campus. This included general information about parking policies on campus and how other comparable universities handle parking.

We then identified groups of key stakeholders that would be affected by changes in parking policies. Those stakeholder groups were:

- Campus Administration
- Parking Department and Facilities & Services
- Faculty*
- Academic Staff*
- Civil Service Staff *
- Graduate Students*
- Undergraduate Students*
- Visitors, both professional and those here for events and campus visits
- Bicyclists*
- Persons with Special Needs*
- Persons Concerned with the Environment*
- Cities of Champaign and Urbana
- Champaign-Urbana Mass Transit District

The committee included members representing several of these groups and maintained liaisons with several others. Focus groups comprised of representative members of a number of stakeholder groups (indicated by *) were convened during the summer and early fall to provide input to the committee. Insofar as possible, members of bodies that formally represented the stakeholders, such as the Senate with its large faculty component and the Council of Academic Professionals, were used. These groups were asked to indicate their needs with respect to parking, factors that influence their decisions related to transportation to campus, and possible solutions.

Based on discussions through the summer and guided by the information garnered from the focus groups, the committee developed a list of criteria to guide decision making regarding parking policies. These criteria were incorporated into a statement of guiding principles:

Our goal is to achieve an optimized, sustainable, convenient, safe, equitable and revenue neutral parking system

The committee also compiled a lengthy list of solution options and spent the fall grouping and evaluating their feasibility. In this exercise we found some areas of broad agreement and others where tradeoffs had to be considered. In the areas where we could not achieve consensus, we presented alternatives in a second round of focus groups. The recommendations given here are a product and distillation of the discussions on campus and within the committee.

The following is an outline of the work process followed by the PSRC:

Activity (Week of)	Phase 1: Problem Analysis	Notes
6/9	Continued discussion of information, goals, and process	Further discussion of background. We may want to obtain additional information. Discussion/refinement/modification of draft goals, and of this process map.
6/16	Stakeholder Analysis: Go down each stakeholder and ask "What do we know about this group's issues and interests related to parking? What don't we know? What are we not sure about? How can we find out? The purpose here is to identify as many parts of the problem and criteria for a good solution as possible. Later we will prioritize these. For now, just try to understand each stakeholder's priorities. (entire group)	This starts by going through stakeholders and trying to understand what issues and interests each has. As new items are identified, they are added to the list of criteria or the problem statement.
6/17 - 7/18	Information gathering on issues via focus groups and other means	
7/21	Meet in big group to compile information (may want to submit via email and have someone compile it and then group can discuss it.)	
7/28	Prioritize criteria (entire group)	There are various ways to do this. We can determine best one at this point.
8/21	Presentation of focus group results (preliminary)	No evaluation of solutions yet.
8/29	Presentation of focus group results. Prioritize criteria	It will be best to list solution components.
9/8	Discussion of weightings of criteria by the various stakeholder groups. Discussion of criteria group will use in evaluating solutions.	
Phase 2: Solution Development		
9/22	List and discuss potential solutions. Create clusters of solutions that reflect common themes, initiatives, or actions. Rewrite clusters into coherent solution components. Identify any components that require further information. (entire group)	

9/23 - 10/3	Finish reworking solution clusters into coherent solution components. Gather necessary information.	
10/6	Further work on solution options. Review solution components and conduct reality checks. Are they feasible and workable here at UIUC? Assign "homework" on questions that arise. Plan focus groups. (entire group)	Here we begin to evaluate solutions versus the criteria. It is important to take criteria for various stakeholders into account to identify possible tradeoffs. If possible we also should "package" solutions so that a relatively small number of solutions can be presented to stakeholder groups. We should also identify tradeoffs to present to focus groups (e.g. We suspect X may cause some problems for you. Would adding Y reduce or resolve the problems?)
10/13 - 10/16	Break into subcommittees to prepare alternative solution packages	This will enable members to get a grasp on the bigger picture and also put some alternative packages on the table for the group to consider.
10/17	Subcommittees present alternative solutions. Entire group comments.	
10/18 - 10/26	Subcommittees rework solutions to produce consensus proposals.	
10/27	Present consensus proposals. Subcommittees charged with consolidating elements of plans.	
11/10	Subcommittees present consolidated plans.	
11/17	Discuss consolidated plans further. Plan how to gather input from focus groups and stakeholder groups.	
11/17 - 12/12	Subcommittee gathers reactions from stakeholders.	
12/12	Entire group reviews stakeholder reactions and discusses solution components. Subcommittee is charged with composing a draft of the final proposal.	Should consider how components affect various stakeholder groups, positive and negative consequences of the plan, and feasibility of implementation. Hopefully by this time we'll have the kinks worked out, but it is important to be vigilant throughout the process.
12/12 - 1/12	Subcommittee works on draft and solicits comments from rest of PSRC members.	
1/12	Entire PSRC meets to review and discuss draft.	
1/13 - 1/23	Subcommittee revises document based on comments.	
1/23	Committee approves final document.	

Appendix IV: Financial Impact

Recommendations	Timeline	Impact on revenue	Upfront costs	Notes
I: Annual Permit Rate				
Long Term – eliminate the salary based rate and use a flat rate	beginning in FY12	positive	low	
Short Term – increase the rate cap in fiscal year 2010 and evaluate for fiscal year 2011	FY10-FY11	positive	low	
Short Term – formalize the policy defining what employees are currently entitled to for 0.7 percent of their base annual salary	FY09 on	neutral	low	
II: Permit and Facility Options				
Long Term – establish a north campus park and ride lot with shuttle service	FY12	negative	high	increased MTD service expense, with decreased permit revenue
Short Term – require a fair rate from DIA	FY10 on	positive	low	
Short Term – take over Housing lots to help fund parking facilities	FY10 on	positive	high	
Short Term – offer premium permit options, which can be priced higher than the standard permit	FY10 on	positive	low	because there are a fixed number of spaces, revenue gains may not be significant
III: Visitor, Short Term, and Disabled Parking				
Long Term – move metered parking from streets to lots/garages	FY12	neutral	medium	there are costs from removal and revenue is dependent on what it replaces
Short Term – support special events that require additional accessible parking	FY10 on	neutral	low	
Short Term – install pay stations that accept credit cards	FY10-FY11	neutral	high	there are high upfront costs that will take time to recoup
Short Term – label visitor parking areas and create user friendly instructions for visitor parking	FY10	neutral	low	

IV: Education and Enforcement				
Short Term – create a marketing plan to promote safe use of all transportation options, and highlight the connections between transportation and wellness	FY11	neutral	low	
Short Term – provide information to new employees and students about mass transit and other active transportation options so they can choose residence locations accordingly	FY10	neutral	low	
Short Term – review citation rates annually to ensure they are commensurate with the related violations	FY10 on	neutral	low	
Short Term – implement a booting system as an alternative to towing	FY10 on	positive	medium	if done in-house, the impact on revenue will be higher
Short Term – engage a third party collection agency for outstanding citations	FY09/FY10 on	positive	low	
V: Active Transportation				
Long Term – offer alternatives to the annual permit, including packets of day passes to specific lots and seasonal winter passes	FY12	neutral	low	
Long Term – encourage carpools with a carpool permit, ride matching service, and eventually vanpool coordination for outlying communities	FY12	neutral	low	
Short Term – form a bicycle committee to resolve issues related to bicycle paths, parking, and services and identify a revenue stream to fund and maintain bicycle facilities	FY09 on	neutral	low	
Short Term – campus should continue to contract with the Champaign-Urbana Mass Transit District for universal access and improved active transportation options, such as a Guaranteed Ride Home program	FY09 on	neutral	low	

Appendix V: Revenue Projection

The following table and notes show the projections for revenue as a result of enacting the key financial first steps.

Action Items	FY10 Revenue Increase	FY11 Revenue Increase
1. Raise the annual permit rate cap by five dollars per month in fiscal year 2010, and evaluate another increase for fiscal year 2011.	\$124,000	*\$124,000
2. Engage a third party collections agency for outstanding citations.	\$201,000	\$151,000
3. Change the rental rate for DIA from \$2.00 per space to \$10.00 per space, and continually increase \$1.00 per year	\$106,000	\$119,000
4. Take over ownership and maintenance of Housing parking lots.	\$155,000	\$155,000
5. Implement a booting system as an alternative to tow away zones.	\$54,600	\$57,600
Total	\$640,600	\$606,600

*Assumes no additional increase in cap

1. The estimations for changes to the rate cap are based upon 2006/2007 salary data, with no change in the number of permits sold.

2. The total outstanding debt from fiscal years 2005 to 2008 equals \$718,781. We estimate collection of 40 percent of these debts in the first year and 30 percent in the second year. The collection agencies typically keep 30 percent of the amount collected as their fee for service. Additionally, there will be new charges for collection from fiscal year 2009 to collect in the second year, which could increase the actual revenue.

3. The actual revenue from DIA for this year was \$26,424, which means there 13,212 spaces were rented. We calculated the difference between 13,212 at 2 dollars per space and 13,212 at 10 dollars per space in fiscal year 2010 and 11 dollars per space in fiscal year 2012.

4. In order to do this, Parking would have to acquire these facilities from Housing via outright purchase or the cost of renovation. This could be done with capital reserves currently on hand. The revenue increase is calculated based upon 662 student permits at \$420 per year, and 129 faculty/staff permits at an average rate of \$242 per year. The cost of annual maintenance of these spaces, based on \$75/space, was subtracted for the net revenue increase. The maintenance costs include painting, patching, sanitary, signage, landscaping and light repairs.

5. There are typically six tows each week on campus. Because some vehicles will still get towed, we estimated lower for the booting revenue based on 16 booted vehicles per month. The revenue from each booted vehicle is estimated at \$300 to include four outstanding \$50 citations and a \$100 booting citation. During the first year, there will be an investment of approximately \$3,000 to purchase the booting supplies.