



## **UND Parking Task Force**

**Final Report**

**November 21, 2008**

## 1. Executive Summary

A proposal to designate some parking spaces on campus as "Preferred Spaces" sold at a higher rate but with a guarantee of a spot resulted in considerable discussion about parking allocation at the University of North Dakota. In an effort to give all groups on campus an opportunity to voice their concerns about parking, Vice President for Finance and Operations Bob Gallager created a Parking Task Force in the spring of 2008. The Task Force was chaired by Dr. Douglas Munksi with administrative support provided by the UND Parking Office.

The Parking Task Force, after consideration of many alternative models, has concluded that the current zoning and permit system adequately meets the needs of the campus. Minor modifications were recommended with regard to visitor, guest, and temporary permits and for reduced price perimeter parking. The Task Force has also endorsed several recommendations for changes to Parking operational policies and procedures.

While not a formal charge of the Task Force, the group found it necessary to review various financial models because fees are so closely tied to parking allocation. The Task Force concluded that parking fees at UND are far below the level necessary to adequately fund the Parking System. To correct this, a plan to raise rates over three years is being recommended by the Task Force.

Several meetings have been held with various user groups across campus to provide feedback to the Task Force. This feedback was utilized in refining the recommendations contained in this report.

The following is a summary of the Task Force Recommendations outlined in Section 6.

- Retain existing zoning model with a three year phase in fee increase.
  - FY 09 Rates – Valid December 2008 – August 2009
    - F/S \$120, Stud. \$70, Admin. \$400, Ramp F/S \$285, Ramp Stud. \$175, Night \$50, Perimeter \$70
  - FY 10 Rates – Valid August 2009 – August 2010
    - F/S \$175, Stud. \$115, Admin. \$600, Ramp F/S \$400, Ramp Stud. \$300, Night \$50, Perimeter \$92
  - FY 11 Rates – Valid August 2010 – August 2011
    - F/S \$225, Stud. \$155, Admin. \$600, Ramp F/S \$400, Ramp Stud. \$300, Night \$50, Perimeter \$124
- Review guest, visitor, and temporary parking such that guests are not charged.
- Look into revenue options such as advertising in the parking and transit system.
- The University allow for student parking permits to be placed on accounts receivable so payments can occur after financial aid has been received.
- Faculty and Staff parking permits can be placed on payroll deduction so that the payments are extended over 24 pay periods and are pre-taxed.

- Ramp permit holders allowed to park in ramp 24/7 and in “S” or “A” lot depending on the type of permit.

## 2. Introduction

Parking and traffic management are challenges at colleges and universities across the nation. Whether located in urban settings, or in small towns, the number of vehicles on a campus is generally much greater than the surrounding community. The University of North Dakota is no exception. Each day approximately 16,000 faculty, staff, students, and visitors visit the campus one or more times. The majority of these visits result in the need to park a vehicle on or near the UND campus.

In the Fall of 2007, UND’s Vice President for Finance and Operations Robert Gallager created a task force charged with the task of reviewing the issue of parking on campus. Specifically, the task force was to review the issuance of permits, and the assignment of parking lots. This review process involved the study of many existing policies/procedures related to parking, as well as the financial business models under which UND Parking is funded. The task force was asked to prepare recommendations regarding parking at UND, which are summarized in this report.

When the membership of the task force was determined, the objective was to have representation from all of the different areas of campus engaged in dialogue about parking. Due to the work of the task force spanning three different academic terms, there has been some turnover in members. The following list of individuals includes all persons that have participated on the task force in some capacity:

Faculty/Staff: Douglas Munski, Chair, Diane Hadden, Janice Hoffarth, Jon Jackson, Loren Liepold, Eric Murphy, Dexter Perkins, Tom Petros, Harold Wilde, Sherry Zeman, and ex-officio members Ashley Hausmann, Tim Lee, and Jason Uhliir

Students: Jordan Buhr, Sean Crawford, Michael Crenshaw, Samantha Curtis, Nathan Enderle, Adam Fincke, Tyrone Grandstrand, Dustin Kouba, Elizabeth Mauch, Michael Nowacki, and Nicole Wirth

## 3. Background

Likely since the first days of the University of North Dakota, there have been disagreements about where to park wagons and hitch horses. One of the known challenges with parking on a university campus is that what is good for one person is not necessarily good for another. Balancing these wants and needs in such a fashion as to meet the needs of the majority has always been a guiding principle in parking management at UND. Appendix A provides growth information regarding the University of North Dakota from 1883 to present.

When compared to other schools similar to UND, UND is in great shape with regard to the number of parking spaces available. Challenges typically are the result of competition for “close” or “choice” parking spaces. As the need for additional or “better” parking progressed at UND, the solution over the years was typically to build an additional surface lot in the area of need as funding became available.

In recent years, the University has grown to the point that parking solutions are not as simple as years past. The campus now spans from U.S. Highway 2 to Demers Avenue and from Interstate 29 to the residential areas near University Park. In 2004, a parking study was

conducted for UND by an outside consultant. It concluded that the campus should consider the construction of a parking structure (ramp) to address parking needs.

The University administration decided to construct a parking ramp at the intersection of University Avenue and Columbia Road. Some of the reasons for the project included: The need for more parking near the academic core of campus, the need for more parking near the Memorial Union, the desire to preserve green space, positive environmental characteristics of a ramp, and efficiency of operation. To fund the parking ramp project, UND took out a bond because no other sources of funding were available to build the structure. The bond payments were to be made from parking revenues, with the parking ramp revenue being a significant portion. The bond requires that rates be established for each year that will cover the cost of operations and maintenance expenses and 110% of principal and interest on bonds given for that year.

There were several problems associated with the construction of the parking ramp. Because of these problems, the facility opened later than expected. Several other dynamics such as increased fuel prices and decreased enrollment also created challenges for the parking ramp when it did open in the fall of 2007.

Currently the parking ramp is functioning well with usage steadily increasing. Revenues for the parking ramp are significantly below the revenues originally projected, however, which has a significant impact on the process of establishing parking rates at UND. While a very effective parking solution for UND, the parking ramp is also a major reason for the immediate financial problems with parking.

#### 4. Efforts in Problem Solving

The parking task force has been working diligently since it was created in the Spring of 2008. Initially, Parking Office staff provided members with comprehensive information regarding the operation of parking at UND. Once members had a good understanding of parking at UND, the focus of the meetings turned to discussions about alternative parking plans and various financial models. A sub-committee of the task force worked specifically on several different financial plans. Members of the task force met with several different campus groups including: Student Government, University Senate, Staff Senate, University Place, and the Association of Residence Halls. Additionally, several "Town Hall" style meetings were held to get campus feedback on preliminary task force findings. Appendix B provides information that was shared during the town hall meetings.

#### 5. Financials

While financial recommendations were not the primary charge of the task force, funding is a significant factor that needed to be considered as the group conducted its business. There were several parameters that the task force considered. These parameters included: Parking be self supporting, revenue needs to be at a level that assures UND stay in good standing with regard to its bond requirements, funding needs to be available for major repairs and future projects.

Several different parking/financial models were considered:

- Faculty/Professional Model: This model shifted the higher parking permit rates to faculty and professional staff. The rationale for the model was that these employees could better afford higher parking permit costs, and generally had a greater need for proximate and flexible parking. In this model faculty and professional staff would pay the highest

rates, but would also have the best parking options. This model was not widely supported by the task force because it was felt that staff and students would be considered “second class citizens” with no choice for a “good” parking spot.

- Percent of Income Model: This model considered parking permits rates that would be determined based on the salary of the employee. The model was not widely supported by the task force because the group felt that the cost of a parking space is not dynamic. For example, other things that employees are required to purchase are not based on their income. Further complicating the model is the fact that it would be impossible to apply to students.
- Retain Lot Zoning Model: This model kept parking as it currently operates with rates established to reach the financial needs of parking. Despite controversy about the need to increase parking rates significantly, this model has found the highest level of support from the task force. One option that may make this model more acceptable is the concept that reduced-cost “perimeter parking lots” be established. This would provide users of the parking system to pay a lower fee to park in a lot on the perimeter of the campus and use the transit system(s) to enter the interior of campus.
- Multi-level (A, S, G) Model: This model established different zones that give parking system users a choice in the type of permit they choose to purchase. Faculty/Staff (A) and Student (S) permits would be at a higher cost, but would have the greatest access to close parking permits. Additionally “A” and “S” permits would have the ability to access the parking ramp when spaces were available in their respective user group. Lower priced General (G) permits would be available. These permits would provide access to parking spaces further away from the core of campus and would not have parking ramp functionality. This model has potential, but would be more difficult to implement because of the re-zoning challenges that would exist. The model also makes it far more difficult to estimate revenues because there is no data to project permit sales.

The current pro forma being recommended by the Task Force is detailed in Appendix C. The model includes a three step fee increase from 2009 to 2011. For the purposes of this model, the rates are held constant from 2012 to 2014 and subsequent years have an inflationary increase. Actual parking rates for 2012 and beyond will need to be based on an annual review of system performance.

## 6. Parking Task Force Recommendations

- Retain existing zoning model with a three year phase in fee increase.
  - FY 09 Rates – Valid December 2008 – August 2009
    - Faculty/Staff: \$120
    - Students: \$70
    - Administration: \$400
    - Ramp Faculty/Staff: \$285
    - Ramp Student: \$175
    - Night Only: \$50

- Perimeter Discount Lot: \$70
- FY 10 Rates – Valid August 2009 – August 2010
  - Faculty/Staff: \$175
  - Students: \$115
  - Administration: \$600
  - Ramp Faculty/Staff: \$400
  - Ramp Student: \$300
  - Night Only: \$50
  - Perimeter Discount Lot: \$92
- FY 11 Rates – Valid August 2010 – August 2011
  - Faculty/Staff: \$225
  - Students: \$155
  - Administration: \$600
  - Ramp Faculty/Staff: \$400
  - Ramp Student: \$300
  - Night Only: \$50
  - Perimeter Discount Lot: \$124
- Guest, visitor, and temporary parking be reviewed and redefined such that guests are not charged to park on campus. Further, the Parking Office will use discretion to find effective solutions on a case by case basis for those that only need to be on campus on a temporary basis. This could be through the issuance of temporary permits or designation of a special zone.
- The Vice President of Finance and Operations look into revenue options such as advertising in the parking and transit system.
- Half-time Graduate Assistants continue to be eligible for “A” permits.
- The University allow for student parking permits to be placed on accounts receivable so payments can occur after financial aid has been received.
- Faculty and Staff parking permits can be placed on payroll deduction so that the payments are extended over 24 pay periods and are pre-taxed.
- Ramp permit holders allowed to park in ramp 24/7 and in “S” or “A” lot depending on the type of permit.

- Better integration and cooperation between city area transit and UND with perimeter lots. Perimeter lots would include one by EERC, REA, and Skalicky. The perimeter lot permit will also be valid in southern zone of the Airport lot.
- UAPC in coordination with the Parking Office provide at least two updates per year to University Senate, Staff Senate, and Student Government.
- Increase members in UAPC to include different constituencies around campus and broaden the constitution to address issues that have been identified that the Task Force does not need to address.
- Recommend administration to adopt practice of transparency and accountability in capital projects where user fees are mandated to cover the costs and ongoing operations of the capital project.

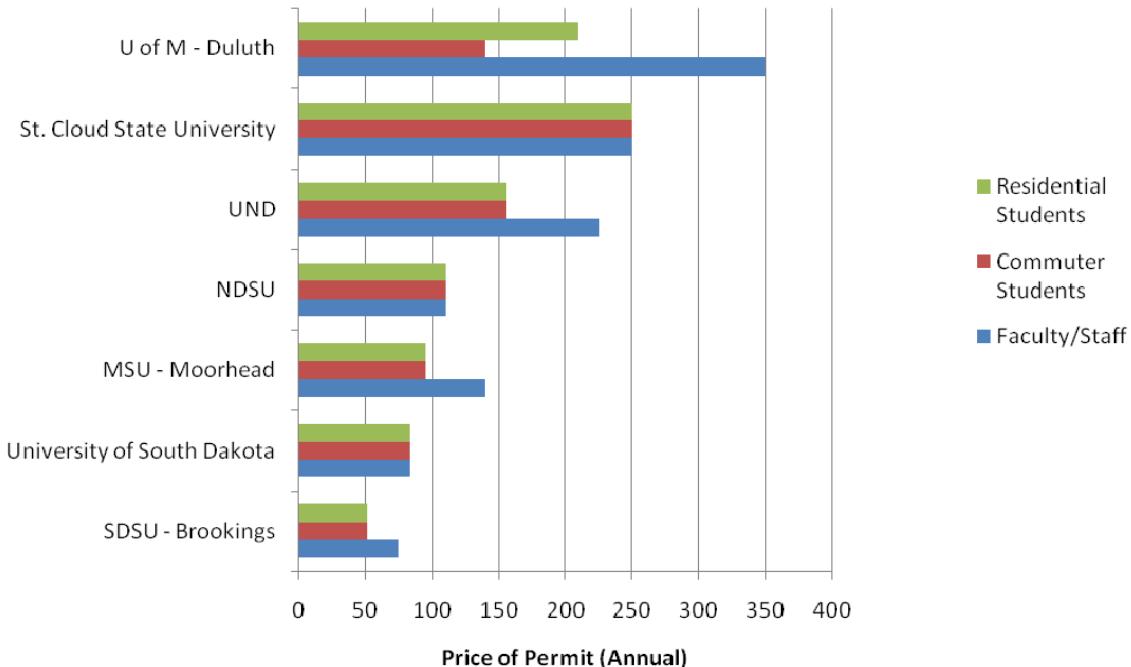
## 7. Conclusion

The recommendations outlined in this report will improve parking at the University of North Dakota. Support from administration and buy in from the campus community is essential for success in the UND Parking System. The continuation of positive dialog about parking is a foundation for future success.

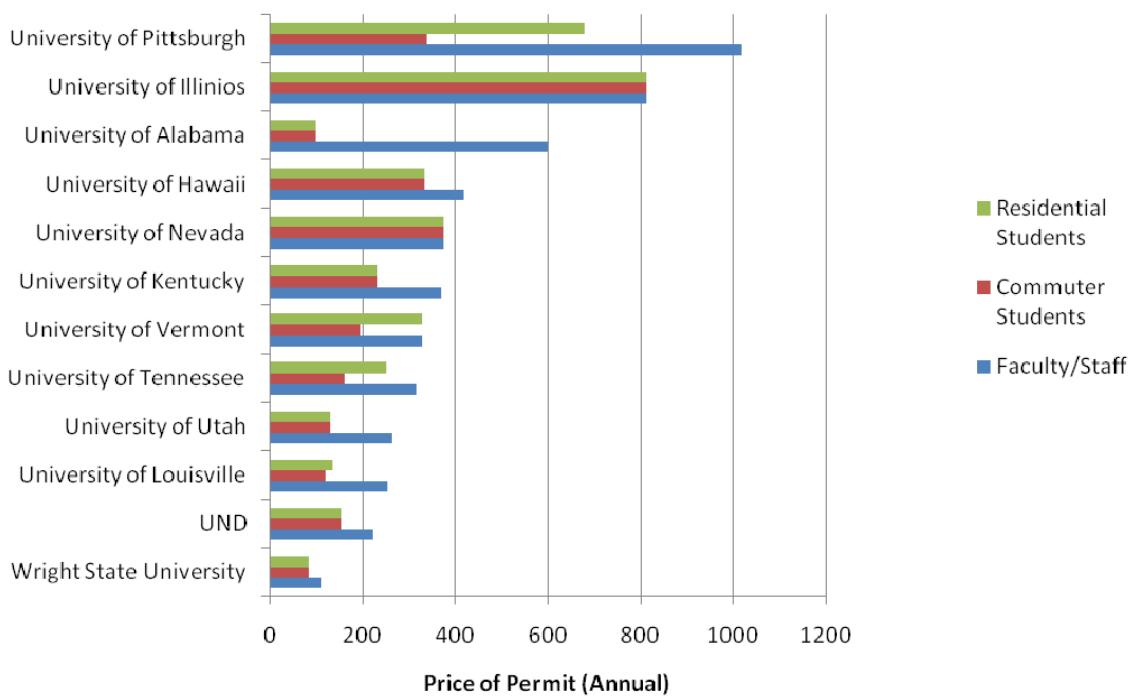
Appendix A  
Campus Growth Map

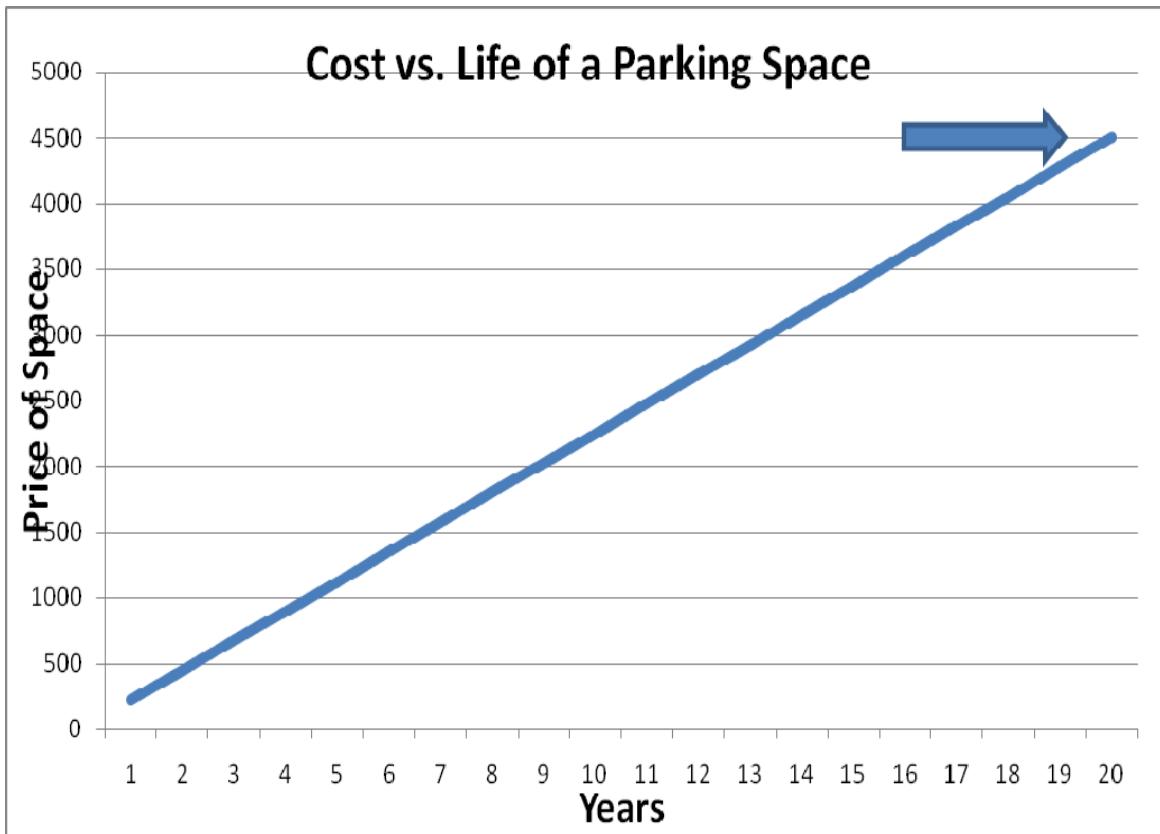
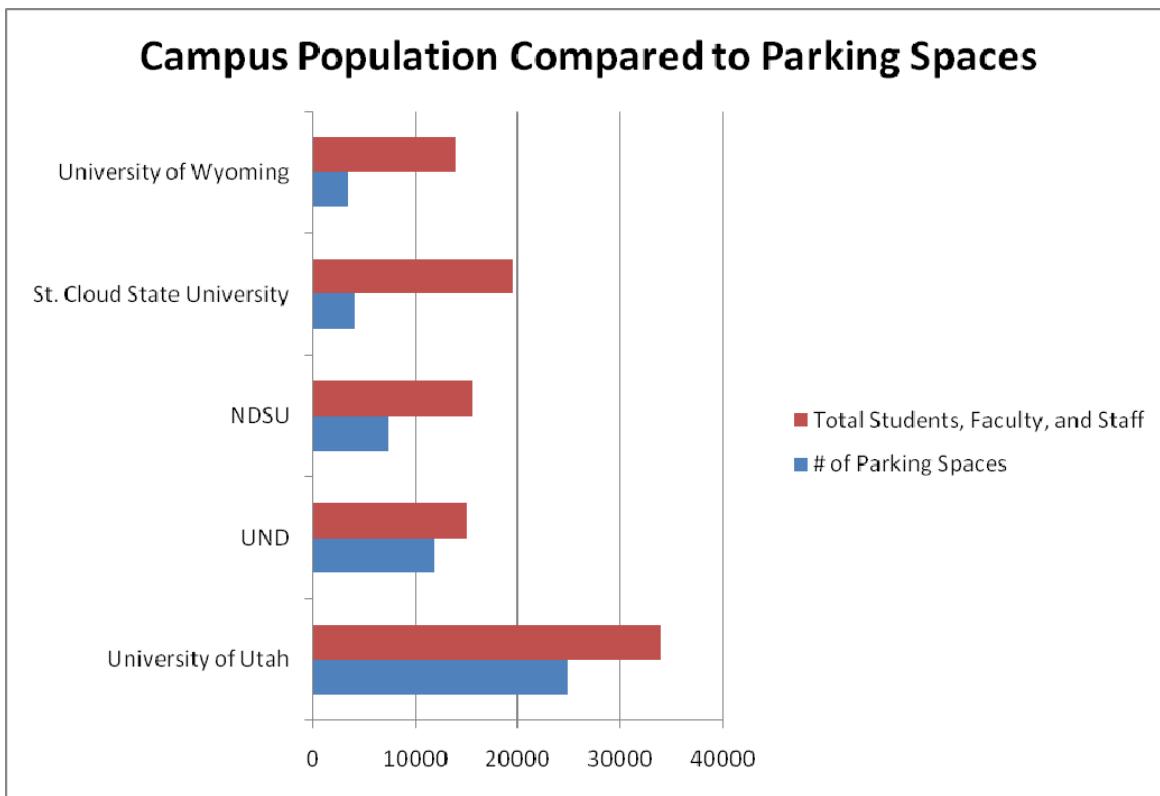
## Appendix B

### Regional Institution Parking Rates



### Peer Institution Parking Rates





## Appendix C

Proforma - Retain Lot Zoning Model						
	FY 2009 Projected	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
<b>*Revenue - Operating/Enforcement</b>	\$ 320,000	300,300	264,600	228,900	193,200	157,500
<b>*Expense - Operating/Enforcement</b>	(\$320,000)	(\$300,300)	(\$264,600)	(\$228,900)	(\$193,200)	(\$157,500)
<b>Revenues - Bond Funds:</b>						
Permits and Decals:						
Residence Hall Students	\$127,190	\$208,955	\$281,635	\$281,635	\$281,635	\$281,635
Commuter Students	\$267,680	\$439,760	\$592,720	\$592,720	\$592,720	\$592,720
Night Users	\$1,850	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Faculty/Staff	\$381,120	\$555,800	\$714,600	\$714,600	\$714,600	\$714,600
Administrative	\$12,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
<b>Total Collections - Permits and Decals</b>	<b>\$789,840</b>	<b>\$1,225,015</b>	<b>\$1,609,455</b>	<b>\$1,609,455</b>	<b>\$1,609,455</b>	<b>\$1,609,455</b>
Visitor Lot	\$41,200	\$42,436	\$43,709	\$45,020	\$46,371	\$47,762
Parking Meters/Lot Rentals	\$55,105	\$56,758	\$58,461	\$60,215	\$62,021	\$63,882
Special Event Parking						
Chester Fritz and Athletic Events	\$72,000	\$74,160	\$76,385	\$78,676	\$81,037	\$83,468
Revenues - Parking Ramp						
756 Space Ramp	\$171,012	\$205,140	\$205,140	\$205,140	\$205,140	\$205,140
<b>TOTAL Revenues - Bond Funds</b>	<b>\$1,129,157</b>	<b>\$1,603,509</b>	<b>\$1,993,149</b>	<b>\$1,998,506</b>	<b>\$2,004,023</b>	<b>\$2,009,706</b>
<b>Expenses - Bond Funds</b>						
Visitor Lot	(\$41,200)	(\$42,436)	(\$43,709)	(\$45,020)	(\$46,371)	(\$47,762)
Parking Meters/Lot Rentals	(\$55,105)	(\$56,758)	(\$58,461)	(\$60,215)	(\$62,021)	(\$63,882)
Special Event Parking						
Chester Fritz and Athletic Events	(\$72,000)	(\$74,160)	(\$76,385)	(\$78,676)	(\$81,037)	(\$83,468)
Parking Ramp						
756 Space Ramp	(\$273,839)	(\$282,054)	(\$290,516)	(\$299,231)	(\$308,208)	(\$317,454)
<b>Subtotal Expenses - Bond Funds</b>	<b>(\$442,144)</b>	<b>(\$455,408)</b>	<b>(\$469,071)</b>	<b>(\$483,143)</b>	<b>(\$497,637)</b>	<b>(\$512,566)</b>
Net Operating Income (NOI)	\$687,013	\$1,148,100	\$1,524,079	\$1,515,363	\$1,506,386	\$1,497,140
Debt Service						
2002 (refd 93) Bond Payment	(\$38,970)	(\$39,354)	(\$40,171)	(\$40,329)	(\$40,383)	\$0
1998 Bond Payment	(\$39,590)	(\$38,270)	(\$41,890)	(\$40,245)	(\$38,582)	(\$41,920)
2006 Bond Payment - Parking Garage	(\$850,468)	(\$854,243)	(\$852,843)	(\$851,443)	(\$855,003)	(\$878,338)
Total Debt Service	(\$929,028)	(\$931,867)	(\$934,904)	(\$932,017)	(\$933,968)	(\$920,258)
Cash Flow After Debt Service	(\$242,015)	\$216,233	\$589,175	\$583,346	\$572,418	\$576,882
Plant Improvements						
Maintenance and Repairs - Existing Lots	(\$69,525)	(\$71,611)	(\$73,759)	(\$75,972)	(\$78,251)	(\$80,599)
Construction Projects	\$0	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)	(\$250,000)
Enforcement Operating Costs		(\$35,700)	(\$71,400)	(\$102,000)	(\$142,800)	(\$178,500)
<b>Ending Fund Balance in Bond Fund</b>	<b>\$293,458</b>	<b>\$152,381</b>	<b>\$346,397</b>	<b>\$501,771</b>	<b>\$603,139</b>	<b>\$670,922</b>

\*Revenue and Expenses for Operating/Enforcement are not included in Total Revenues/Expenses for Bond Funds and the Ending Fund Balance in Bond Fund

## Permit Revenue

Permit Fee	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Residence Hall Students	\$70	\$115	\$155	\$155	\$155	\$155
Commuter Students	\$70	\$115	\$155	\$155	\$155	\$155
Night User	\$37	\$50	\$50	\$50	\$50	\$50
Faculty/Staff	\$120	\$175	\$225	\$225	\$225	\$225
Administrative	\$400	\$600	\$600	\$600	\$600	\$600
Number of Decals / Permits - Projected	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Residence Hall Students	1,817	1,817	1,817	1,817	1,817	1,817
Commuter Students	3,824	3,824	3,824	3,824	3,824	3,824
Night User	50	50	50	50	50	50
Faculty/Staff	3,176	3,176	3,176	3,176	3,176	3,176
Administrative	30	30	30	30	30	30
<b>Total Number of Decals / Permits</b>	<b>8,897</b>	<b>8,897</b>	<b>8,897</b>	<b>8,897</b>	<b>8,897</b>	<b>8,897</b>
Collections for Permits	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Residence Hall Students	<b>127,190</b>	<b>208,955</b>	<b>281,635</b>	<b>281,635</b>	<b>281,635</b>	<b>281,635</b>
Commuter Students	<b>267,680</b>	<b>439,760</b>	<b>592,720</b>	<b>592,720</b>	<b>592,720</b>	<b>592,720</b>
Night User	<b>1,850</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
Faculty/Staff	<b>381,120</b>	<b>555,800</b>	<b>714,600</b>	<b>714,600</b>	<b>714,600</b>	<b>714,600</b>
Administrative	<b>12,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
<b>Total</b>	<b>789,840</b>	<b>1,225,015</b>	<b>1,609,455</b>	<b>1,609,455</b>	<b>1,609,455</b>	<b>1,609,455</b>

## Ramp Permit Revenue

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
<b>Ramp Permit Fee</b>						
Student Ramp	\$175	\$300	\$300	\$300	\$300	\$300
Faculty/Staff Ramp	\$285	\$400	\$400	\$400	\$400	\$400
<b>Maximum Spaces</b>	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Student Ramp	# 158	158	158	158	158	158
Faculty/Staff Ramp	# 158	158	158	158	158	158
Total Number of Spaces Available	316	316	316	316	316	316
Includes spaces in Levels 1,2 and Ramps 1,2						
<b>Percentage Sold</b>	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Student Ramp	90%	90%	90%	90%	90%	90%
Faculty/Staff Ramp	90%	90%	90%	90%	90%	90%
<b>Number of Decals / Permits - Projected</b>	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Student Ramp	142	142	142	142	142	142
Faculty/Staff Ramp	142	142	142	142	142	142
<b>Total Number of Decals / Permits</b>	<b>284</b>	<b>284</b>	<b>284</b>	<b>284</b>	<b>284</b>	<b>284</b>
<b>Collections for Ramp Permits (Add)</b>	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Student Ramp	<b>24,885</b>	<b>42,660</b>	<b>42,660</b>	<b>42,660</b>	<b>42,660</b>	<b>42,660</b>
Faculty/Staff Ramp	<b>40,527</b>	<b>56,880</b>	<b>56,880</b>	<b>56,880</b>	<b>56,880</b>	<b>56,880</b>
<b>Total</b>	<b>65,412</b>	<b>99,540</b>	<b>99,540</b>	<b>99,540</b>	<b>99,540</b>	<b>99,540</b>
<b>Hourly Rate</b>	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Normal Academic Year - Daily	\$7	\$7	\$7	\$7	\$7	\$7
Normal Academic Year - Evening	\$7	\$7	\$7	\$7	\$7	\$7
Spring/Winter Break	\$7	\$7	\$7	\$7	\$7	\$7
Summer	\$7	\$7	\$7	\$7	\$7	\$7
<b>Hourly Spaces</b>	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Normal Academic Year - Daily	163	163	163	163	163	163
Normal Academic Year - Evening	163	163	163	163	163	163
Spring/Winter Break	163	163	163	163	163	163
Summer	163	163	163	163	163	163
<b>Hourly - # of Days</b>	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Normal Academic Year - Daily	167	167	167	167	167	167
Normal Academic Year - Evening	167	167	167	167	167	167
Spring/Winter Break	24	24	24	24	24	24
Summer	69	69	69	69	69	69
<b>Hourly Usage</b>	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Normal Academic Year - Daily	40%	40%	40%	40%	40%	40%
Normal Academic Year - Evening	5%	5%	5%	5%	5%	5%
Spring/Winter Break	15%	15%	15%	15%	15%	15%
<b>Summer</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>
<b>Hourly Total</b>	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Normal Academic Year - Daily	\$76,219	\$76,219	\$76,219	\$76,219	\$76,219	\$76,219
Normal Academic Year - Evening	\$9,527	\$9,527	\$9,527	\$9,527	\$9,527	\$9,527
Spring/Winter Break	\$4,108	\$4,108	\$4,108	\$4,108	\$4,108	\$4,108
Summer	\$15,746	\$15,746	\$15,746	\$15,746	\$15,746	\$15,746
<b>Total</b>	<b>\$105,600</b>	<b>\$105,600</b>	<b>\$105,600</b>	<b>\$105,600</b>	<b>\$105,600</b>	<b>\$105,600</b>
<b>Total Collections</b>	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Ramp Permits	\$65,412	\$99,540	\$99,540	\$99,540	\$99,540	\$99,540
Hourly	\$105,600	\$105,600	\$105,600	\$105,600	\$105,600	\$105,600
<b>Total Projected Collections</b>	<b>\$171,012</b>	<b>\$205,140</b>	<b>\$205,140</b>	<b>\$205,140</b>	<b>\$205,140</b>	<b>\$205,140</b>

Appendix D  
Campus Lot Map