

# **Draft**

# **Comprehensive Parking Master Plan**

Board of Trustees

April 10, 2015

# Comprehensive Parking System Review

## Issues

- I. No Capital Improvement Plan – Substandard Gravel Lots, Environmental Problems
- II. Lots in Poor Condition, No Long-Term Maintenance Plan
- III. Finances
  - A. Lack of Transparency
  - B. Unsustainable Finances
  - C. No Long-Term Financial Plan
- IV. Policy Review
  - A. Lot Assignments Need to Address Programmatic Needs
  - B. Concerns Regarding Public Access to Western
- V. Fees and Rates
  - A. Unclear and Complex Fee Setting Process
  - B. Lack of Understanding and Support for Rates and How Funds Are Used
- VI. Review of Current Operations
  - A. Customer Service
  - B. Business Practice Efficiency



## **Deteriorating Lots**

'Alligatoring' soon become potholes

**Patched areas quickly erode -  
need long-term solution**



**Gravel lots are full of pot holes**



**Storm water run-off is an environmental and maintenance problem**

## **Objective**

Develop a long-term, sustainable parking operations and capital development plan, with transparent and predictable finances, that meets the needs of the University.

## **Organizational Plan**

1. Parking and Transportation Capital Implementation Advisory Committee (PTCIAC)
  - Review of existing parking and transportation system and Institutional Master Plan
  - Develop recommendations for capital improvements and maintenance of lots
  
2. Parking and Transportation Advisory Committee (PTAC)
  - Review of finances, policies, fees and rates
  
3. Operations Review – Administration
  - Organizational Development – systems, business processes, functions
  - T2 (IT system) Integration with Banner (Banner Initiative)
  - Parking enforcement review (reduced 1 FTE), will review use of License Plate Readers

# Comprehensive Parking Master Plan

- **Major Components**
  - Capital Improvement and Long-Term Maintenance Plan
  - Financing Plan
    - Operating Budget
    - Renewal and Replacement Reserve
  - Risk Assessment

# Lot Condition

Status	Area (SF)	% of Total Parking Area	
Excellent	118,631	10%	
Good	291,833	24%	
Fair	160,298	13%	} 66% need significant improvements over next 7 years
Poor	65,396	5%	
Gravel	588,071	48%	
<b>Total</b>	<b>1,224,229</b>	<b>100%</b>	813,765 sq. ft.



## PTCIAC (Capital Planning) Recommendations

- Parking
  - Highest priority is to pave the existing south campus gravel lots to address deplorable lot conditions and storm water issues.
  - Next, improve the Lincoln Creek Transportation Center (LCTC).
    - Examined the five locations for parking structures on campus identified in the IMP and reviewed the cost estimates previously developed for two of the five locations (the Viking Union and off Highland Drive). The costs for developing structures on campus were still determined to be cost prohibitive.
    - The more cost effective method for handling the future growth of the campus is by supporting alternative transportation and surface parking development of the LCTC. Additionally, paving the LCTC is necessary for storm water mitigation.

## **Parking Improvement and Long-Term Maintenance Plan**

- **Capital Improvements – Construction and Renovations**
  - South Campus Gravel Lots – 2016-2017
  - Lincoln Creek Transportation Center – 2018
  - Poor and Fair Lots – 2019-2021 depending on speed of deterioration
- **Long-Term Maintenance – Protecting Assets**
  - Seal Coat every 7 years
  - Seal Coat and replace 10% of lot at 21 years
  - Grind/Overlay with 10% lot replacement at 42 years
  - Good lots – seal coat/replace 10% - 2015-2017
- **Total Cost for Improvements / Major Maintenance: \$14.4 million**

# Parking Improvement & Maintenance Plan (First 20 years)

New or \$15.17/SF Uninflated Restore to Excellent Condition      10% Replacement plus Seal Coat/Crack Repair at \$2.48/SF Uninflated      Seal Coat/Crack Repair at \$0.75/SF Uninflated      10% Replacement plus 90% overlay at \$5.48/SF Uninflated

Parking Lot #	Area SF	Condition	Multiplier @ 3%/yr																			
			2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
10G	36,745	Excellent							33,894							41,685						
32G	29,690	Excellent							27,386							33,682						
8G	9,333	Excellent							8,609							10,588						
AIC	11,513	Excellent							10,620							13,061						
BT Parking	25,700	Excellent							23,706							29,155						
Harrington	3,500	Excellent							3,228							3,971						
MT	2,150	Excellent							1,983							2,439						
11G	27,664	Good	70,669							26,283							32,325					
14G	32,414	Good		87,841							32,671								40,182			
17G	51,000	Good	130,274							48,454							59,592					
19G	30,900	Good		81,299							30,238							37,189				
20R	13,449	Good	34,354							12,778							15,715					
33G	7,083	Good	18,093							6,729							8,276					
6V	20,967	Good	53,558							19,920							24,999					
7G/3R	84,409	Good		222,083							82,601							101,589				
CBS	8,270	Good			22,411							8,336							10,252			
EDENS	4,495	Good	11,482							4,271							5,252					
NASH	5,293	Good	13,520							5,029							6,185					
VU SRV	5,889	Good	15,043							5,595							6,881					
14G - West	15,571	Fair						292,090							17,150						21,092	
22G	16,500	Fair								318,802						18,718						
24G	31,404	Fair								606,767						35,628						
27R	58,524	Fair							1,097,826							64,458					79,276	
27R	21,002	Fair						382,493							22,458						27,620	
29G	4,996	Fair							96,529								5,668					
5G	7,207	Fair						131,255							7,707						9,478	
FHV	2,995	Fair							57,867								3,398					
MATHES	2,099	Fair							40,555								2,381					
15R	26,800	Poor						488,087							28,658						35,245	
15R Highland	11,080	Poor							207,845							12,204					15,009	
4R	24,626	Poor						448,494							26,333						32,386	
RGSVR	2,890	Poor							55,839							3,279						
Lot 1	56,650	Gravel		687,794								55,437								68,180		
Lot 2	123,500	Gravel		1,484,332								122,812								151,043		
Lot 3	90,600	Gravel		1,129,289								88,659								109,040		
Lot 4	87,250	Gravel			1,074,963							87,943								108,158		
Lot 5	93,000	Gravel			1,109,124							93,738								115,286		
LCTC	135,071	Gravel				2,680,715							140,227							172,462		
	1,224,229		346,990	3,604,796	2,294,339	2,680,715	1,450,328	1,597,760	1,285,785	129,059	379,747	222,688	140,227	85,155	93,812	203,649	158,726	467,041	273,878	172,462	104,730	115,377
					10,377,169							3,615,038				681,570						1,133,487

Capital Debt			2,465,415	1,834,087	2,200,715	1,100,328	1,397,760	1,026,359		150,000												0
Cash Outlay			346,990	1,139,382	460,252	480,000	350,000	200,000	259,426	129,059	229,747	222,688	140,227	85,155	93,812	203,649	158,726	467,041	273,878	172,462	104,730	115,377
Total Year			346,990	3,604,796	2,294,339	2,680,715	1,450,328	1,597,760	1,285,785	129,059	379,747	222,688	140,227	85,155	93,812	203,649	158,726	467,041	273,878	172,462	104,730	115,377

# Financial Plan

- How to fund Parking Master Plan when operation was losing money?
- Multiple pieces to the answer
  - Costs
    - Remove subsidies (PTAC Rec) – University and Division to fund - \$465,882
    - Streamline operations (cuts) - \$102,000 on top of previous actions
    - University to fund storm water detention vaults (PTAC Rec)- \$1.26M
    - Control debt costs – University financing - \$1.6M present value savings (Based on PTAC rec.)
  - Revenues
    - Special permits – PTAC items total \$91,268
    - Fees and fines – PTAC items total \$50,000 plus inflation
    - General permits – Goal: modest and predictable increases
      - PTAC endorsed plan includes 3% annual increase in general permits if the pro forma cost assumptions holds true. 5.4% needed in FY16 due to higher personnel costs in Parking Services in FY16

# Parking Pro Forma – Operating Budget

Parking and Transportation Advisory Committee

Finance Sub-Working Group

Parking Financial Pro-forma - Operations & R & R Schedule

FY 2015-2045 Projections , 2012 - 2014 Actuals

		Actuals			2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
		2012	2013	2014										
<b>BEG. CASH BAL. - OPERATIONS</b>		<b>\$1,137,532</b>	<b>\$997,664</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$308,303</b>	<b>\$307,095</b>	<b>\$302,730</b>	<b>\$311,812</b>	<b>\$321,166</b>	<b>\$330,801</b>	<b>\$340,725</b>	<b>\$350,947</b>	<b>\$361,475</b>
					<b>Model permit increases</b>		<b>3.0%</b>		Except 2016 due to CBA/Rec. Budget					
<b>Operating Revenues</b>					<b>0.0%</b>	<b>5.4%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>
Parking permits		\$1,076,766	\$1,067,280	\$1,111,147	1,111,147	1,171,584	1,231,732	1,268,684	1,306,744	1,345,947	1,386,325	1,427,915	1,470,752	1,514,875
Parking meters and pay box station		2.5% 208,697	217,868	224,559	224,559	230,173	235,927	241,825	247,871	254,068	260,420	266,930	273,603	280,443
Parking fines		2.5% 314,539	267,194	307,996	307,996	315,696	323,588	331,678	339,970	348,469	357,161	366,110	375,263	384,645
Other revenues		2.5% 57,786	51,385	53,701	53,701	55,044	56,420	57,830	59,276	60,758	62,277	63,834	65,429	67,065
Interest income		2.5% 3,809	3,135	3,340	3,424	3,509	3,597	3,687	3,779	3,873	3,970	4,069	4,171	4,275
<b>Total operating revenues</b>		<b>\$1,661,597</b>	<b>\$1,606,862</b>	<b>\$1,700,743</b>	<b>\$1,700,827</b>	<b>\$1,776,006</b>	<b>\$1,851,264</b>	<b>\$1,903,704</b>	<b>\$1,957,640</b>	<b>\$2,013,115</b>	<b>\$2,070,173</b>	<b>\$2,128,859</b>	<b>\$2,189,220</b>	<b>\$2,251,304</b>
<b>Operating Expenses</b>					<b>Cuts*#</b>	<b>60,000</b>	<b>42,500</b>							
Salaries and benefits ****		3.0% 1,067,177	1,078,490	977,729	909,927	917,622	900,645	927,664	955,494	984,159	1,013,684	1,044,094	1,075,417	1,107,679
Viking Express bus pass		56,275	68,762	1,781	-	-	-	-	-	-	-	-	-	-
City contracts		22,875	23,965	5,875	-	-	-	-	-	-	-	-	-	-
Contract services		3.0% 83,324	73,496	124,258	96,562	87,755	89,212	91,889	94,645	97,485	100,409	103,422	106,524	109,720
Repairs and maintenance		3.0% 122,284	136,976	13,647	14,056	13,757	13,667	14,077	14,499	14,934	15,383	15,844	16,319	16,809
Printing and supplies		3.0% 43,727	44,157	35,878	36,954	36,166	35,931	37,009	38,119	39,263	40,441	41,654	42,903	44,191
Telephone service		3.0% 9,949	9,992	13,585	13,993	13,694	13,605	14,013	14,434	14,867	15,313	15,772	16,245	16,733
Bank fees		3.0% 22,012	20,623	23,006	23,696	23,191	23,040	23,731	24,443	25,176	25,932	26,710	27,511	28,336
Administrative Assessment Fee *		70,656	67,491	77,872	64,291	64,039	63,128	65,022	66,973	68,962	71,052	73,183	75,379	77,640
Other expenses		3.0% 71,901	68,321	71,584	73,732	72,159	71,690	73,840	76,056	78,337	80,687	83,108	85,601	88,169
<b>Operating Expenses</b>		<b>\$ 1,570,180</b>	<b>\$ 1,592,273</b>	<b>\$ 1,345,215</b>	<b>\$ 1,233,211</b>	<b>\$ 1,228,382</b>	<b>\$ 1,210,918</b>	<b>\$ 1,247,246</b>	<b>\$ 1,284,663</b>	<b>\$ 1,323,203</b>	<b>\$ 1,362,899</b>	<b>\$ 1,403,786</b>	<b>\$ 1,445,900</b>	<b>\$ 1,489,277</b>
<b>Total Revenue - Expenses/Adjustments</b>		<b>(\$139,868)</b>	<b>(\$195,415)</b>	<b>\$ 406,902</b>	<b>\$ 467,616</b>	<b>\$ 547,624</b>	<b>\$ 640,345</b>	<b>\$ 656,458</b>	<b>\$ 672,977</b>	<b>\$ 689,912</b>	<b>\$ 707,273</b>	<b>\$ 725,072</b>	<b>\$ 743,320</b>	<b>\$ 762,027</b>
<b>Transfer to RRR Fund</b>			\$302,559	\$406,902	659,313	548,831	644,711	647,376	663,622	680,277	697,349	714,850	732,791	751,183
<b>END CASH BAL. - OPERATIONS*****</b>		<b>\$997,664</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$308,303</b>	<b>\$307,095</b>	<b>\$302,730</b>	<b>\$311,812</b>	<b>\$321,166</b>	<b>\$330,801</b>	<b>\$340,725</b>	<b>\$350,947</b>	<b>\$361,475</b>	<b>\$372,319</b>
<b>(Net Net)</b>				<b>\$0</b>	<b>(\$191,697)</b>	<b>(\$1,207)</b>	<b>(\$4,366)</b>	<b>\$9,082</b>	<b>\$9,354</b>	<b>\$9,635</b>	<b>\$9,924</b>	<b>\$10,222</b>	<b>\$10,528</b>	<b>\$10,844</b>

# Parking Pro Forma Renewal and Replacement Reserve

**Parking and Transportation Advisory Committee  
Finance Sub-Working Group  
Parking Modeling Pro-forma - Renewal and Replacement Reserve  
FY 2015-2045**

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>BEG. FUND BAL .</b>	<b>\$ 302,559</b>	<b>\$ 578,298</b>	<b>\$ 890,621</b>	<b>\$ 300,071</b>	<b>\$ 357,115</b>	<b>\$ 302,289</b>	<b>\$ 279,974</b>	<b>\$ 353,062</b>	<b>\$ 293,285</b>	<b>\$ 314,915</b>	<b>\$ 253,798</b>
<b>A. Transfer from Operations</b>	<b>406,902</b>	<b>659,313</b>	<b>548,831</b>	<b>644,711</b>	<b>647,376</b>	<b>663,622</b>	<b>680,277</b>	<b>697,349</b>	<b>714,850</b>	<b>732,791</b>	<b>751,183</b>
<b>Capital &amp; Renewal &amp; Replacement Schedules</b>											
South Campus Gravel Lots 1, 2 & 3				127,415	127,415	127,415	127,415	127,415	127,415	127,415	127,415
South Campus Gravel Lots 4, 5 & 6					94,787	94,787	94,787	94,787	94,787	94,787	94,787
Lincoln Creek Gravel Lot						113,735	113,735	113,735	113,735	113,735	113,735
Fair/poor lots funded by 20 year debt							71,251	161,763	228,224	228,224	228,224
2023 Cost "bubble" financed by 20 year debt										-	9,713
2036-2039 Cost "bubble" financed by 20 year debt											
Total Debt Service	-	-	-	127,415	222,202	335,937	407,189	497,700	564,162	564,162	573,875
Renewal and Replacement - Annual Outlays	131,163	346,990	1,139,382	460,252	480,000	350,000	200,000	259,426	129,059	229,747	222,688
<b>B. Total R &amp; R - Outlays</b>	<b>131,163</b>	<b>346,990</b>	<b>1,139,382</b>	<b>587,667</b>	<b>702,202</b>	<b>685,937</b>	<b>607,189</b>	<b>757,126</b>	<b>693,220</b>	<b>793,908</b>	<b>796,563</b>
<b>R &amp; R Net Income (A - B)</b>	<u>275,739</u>	<u>312,323</u>	<u>(590,550)</u>	<u>57,044</u>	<u>(54,826)</u>	<u>(22,315)</u>	<u>73,088</u>	<u>(59,777)</u>	<u>21,630</u>	<u>(61,117)</u>	<u>(45,380)</u>
<b>END. FUND BAL</b>	<b>\$ 578,298</b>	<b>\$ 890,621</b>	<b>\$ 300,071</b>	<b>\$ 357,115</b>	<b>\$ 302,289</b>	<b>\$ 279,974</b>	<b>\$ 353,062</b>	<b>\$ 293,285</b>	<b>\$ 314,915</b>	<b>\$ 253,798</b>	<b>\$ 208,418</b>

## Parking Master Plan – Risks

- Lot condition is from a visual review which will affect construction estimates mainly on good lots, since they may need more than 10% renewal.
- Construction costs for C-lots and LCTC may vary as more is known when design is done.
- Construction costs often escalate more than other market basket goods; the economy has improved so a 3% cost inflator may be low.
- Operating costs increases such as salaries in FY16 may exceed 3% assumption which may require higher rate increases.
- University financing requires sufficient cash flow. Risk is low with proper management of University finances.
- Delay in permit increases could delay the renewal and replacement schedule, which by moving these out more years would increase the cost to the Parking system.

## History of General Permit Increases

Fiscal Year (1998 - 2003)	1997	1998	1999	2000	2001	2002	2003
WWU Parking Increase	0%	0%	<b>18%</b>	0%	<b>24%</b>	0%	0%
Seattle CPI	4.0%	2.9%	3.0%	3.2%	4.0%	2.7%	1.9%

Fiscal Year (2004 – 2010)	2004	2005	2006	2007	2008	2009	2010
WWU Parking Increase	0%	<b>10%</b>	0%	0%	2%	0%	0%
Seattle CPI	2.0%	2.6%	3.1%	4.0%	4.2%	2.4%	0.3%

Fiscal Year (2011-2017)	2011	2012	2013	2014	2015	2016 <i>Proposed</i>	2017 <i>Proposed</i>
WWU Parking Increase	0%	0%	0%	0%	0%	5.4%	3%
Seattle CPI	1.2%	3.0%	1.9%	1.4%	1.4%	2.0%	1.7%



# Comprehensive Parking Master Plan

- Next Steps
  - Presentations
    - University Planning and Budgeting Council – *Done*
    - President’s Cabinet – *Done*
    - Professional Staff Organization Executive Committee – *Done*
    - AS Board – TDB
    - Campus Town Halls – April 1 and April 7
    - Union Leadership – as requested
    - Board of Trustees – April 10
  - Fee Review Process and Union Negotiations
  - Implement!

## Questions

*For additional information, see:*

**Parking Services Website** [www.western.edu/ps/parking/parkingreview.shtml](http://www.western.edu/ps/parking/parkingreview.shtml)

### **Charters & Documents**

- PTAC & PTCIAC
  - Charters
  - Minutes
  - PTAC Phase 1 Recommendations
  - PTAC Phase 2 Recommendations
  - Director's Response Memo
  - PTCIAC Recommendations
  - Draft Comprehensive Parking Master Plan
  - Comprehensive Parking Master Plan Presentation
  - Comprehensive Review of the Parking System, January 2014 (PowerPoint)
  - Parking Utilization Studies