



Campus Parking Management

“The Good, The Bad, and The Ugly”

Gold Coast, Australia

21 November 2011

A Little Background



(I grew up a long way from beaches like those of Gold Coast)

Interesting Events

- Commonwealth Games to be played in Gold Coast in 2018
- Yanks beat the Internationals in Melbourne yesterday
- President Obama recently in Australia
- Princess Mary visiting Australia now
- The “schoolies” are in town!!
- Recent arrivals at Currumbin





My Background

- Taught at the Council for Advanced Transportation Studies when a faculty member at the University of Texas, Austin
- Began parking career as Director of On-Street Parking for Philadelphia; managed regulations, meters, booting, towing, etc.)
- Founded CMA, which has been helping universities and medical centers with parking and transportation for 27 years

The Good

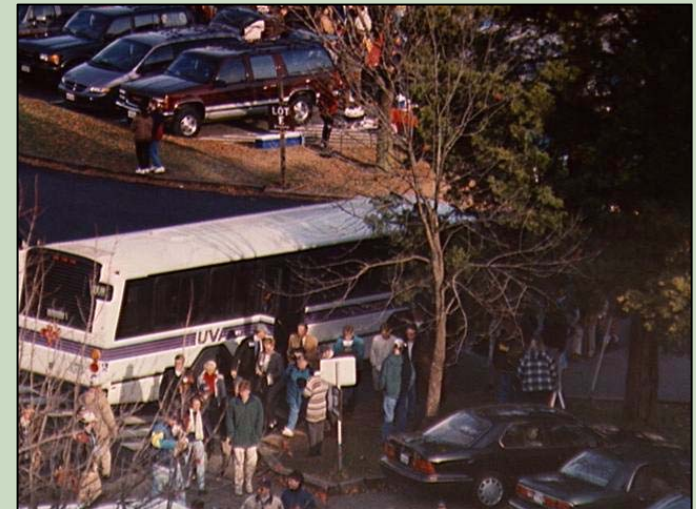
- Increased professionalism of the field
 - ◆ Introduction of individuals with broader backgrounds and skills into parking positions
 - ◆ Professional organizations such as the PAA
 - ◆ Seminars and education programs for all levels of staff members
 - ◆ Increased participation of parking in planning and decisions; more respect; more influence

The Good (continued)



■ Parking, transit and TDM

- ◆ Campus growth/density = movement of parking; parking lot = building site!
- ◆ Transit becomes a parking tool
- ◆ Transportation Demand Management is beginning to reduce SOV use
- ◆ Parking programs are becoming broad based transportation programs with many tools



The Good (continued)

SMUG

(Scooter & Motorcycle Users Group)

University of Bath



Parking Spaces close to University (Birmingham)

Location: UK [Advanced](#)

Start date: End date: [Update](#)

A [5 Minutes From Fiveways Station](#) £25.00 per week
not yet reviewed

Driveway that will fit two cars 5 minutes walk from fiveways train station and 10 minutes walk to Broad street available during the day.

Private Driveway

B [Private Car Parking Spaces In Edgbaston](#) £60.00 per month
not yet reviewed

Two space are available for cars in a very tidy private car park at the back of 43 George Road, Edgbaston. It is within two minutes walk from Five Ways Railway Station and about five minutes walk...

Private Car Park, 2 spaces 24/7 Access, Lighted

C [Parking Space In Park Central Development To Let](#) £55.00 per month
not yet reviewed

Parking Space at Park Central Development, private, secured. Access to teh parking space is with a electronic key fob. 24hr entry/exit. Available from 01/08/2011. 3 minutes walk to Five Way Train...

Private Car Park 24/7 Access, Security Key Provided, Gated,...

D [Driveway Space For Rent, Near Edgbaston](#) £5.00 per day
not yet reviewed

A single parking space, in front of our garage, in a safe and quite cul-de-sac. It's 30 seconds walk



[View larger](#)

[Share](#)

Location details:

University (Birmingham)
University Road West,
Edgbaston,
[Birmingham](#)
[B15 2FB](#)

Local amenities

[Edgbaston](#)



The Good (continued)

- Improved customer service
 - ◆ Parking is still a “people business” – it is just being done with different tools
 - ◆ Web-based processes, information, and self-service
 - ◆ Better communications and more ways: e-mail, web sites, Facebook, Twitter, TXT
 - ◆ Marketing the value of the program: what you get for your money



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Parking

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- > Official visitors
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- > Contact us
- > Carpooling



Related links

- > Campus maps
- > Security
- > Griffith campuses
- > Transport and Main Roads information
- > Mains-Kessels Project Update (PDF 728k)



Griffith University offers a variety of parking options on the Mt Gravatt, Nathan, Logan and Gold Coast campuses. **Casual visitors** can choose from \$5/day parking permits, metered parking or pay and display parking which is available at the Gold Coast Campus. This parking is located in the multi storey car park, level 4. The cost of parking in this area is \$5 (\$5 notes and coins accepted by machine), with no change given. Special parking for **official visitors** is available on some campuses. **Staff and students** can apply for permits through the **Griffith Portal**.

Carpooling is available at all Griffith campuses.

Done

The Good (continued)

- Increased emphasis on policies
 - ◆ Policies are different from regulations
 - ◆ For some universities, policies define the roles of parking and transportation on campus
 - ◆ Policies form the base from which plans and activities emanate
 - ◆ Policies are the touchstone for parking program staff when explaining “why” things are the way they are
 - ◆ *The Ohio State University example (next slide)*

PRINCIPLE 4: Parking is a limited resource and a vital part of the University infrastructure.

- To facilitate access for all customer groups, parking needs must be considered when planning construction projects. Departments or programs that displace parking spaces or increase parking demand are obligated to contribute funds toward parking replacement and development costs. In cases where the program or project cannot bear parking and development costs, alternative funding sources must be identified.

Supporting Procedures:

- T&P will work with the University Architect & Physical Planning Office to develop a form that must be completed early in the planning process for new construction on campus. The purpose of the form will be to alert T&P to prospective parking displacement (temporary or permanent) and/or increased demand. This process will also alert the department or other entity of the need to address parking issues. This form will be a formal part of the University construction and development process beginning in the summer of 1999.

- University Administration will discuss and develop appropriate methods for paying for replacement parking or contributions to a capital improvement fund for those departments or entities that cannot accomplish this themselves. The financial burden to replace parking displaced by construction will not rest only on the individuals typically paying for parking.

The Good (continued)

■ Use of technology

- ◆ Credentials: virtual permits, RFID/AVI, License Plate Recognition, variable permits
- ◆ Payment: pay-by-phone, pay-on-foot, credit cards, debit cards, campus one-cards
- ◆ Transportation: real-time GPS data on bus locations (*Princeton University, next slide*)
- ◆ Lighting, real-time data on occupancy of facilities, visitor permits on the web, etc.

TigerTransit - Transit Visualization System™ - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://princeton.transloc.com/ Princeton University

Business News, Finance News, World, ... Transportation & Parking TigerTransit - Transit Visualizatio...

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TransLōc Transit Visualization **TigerTracker** Real-Time Bus Locations **PRINCETON UNIVERSITY**

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Routes

- Campus Circulator
- Central
- East Commuter
- East
- Express Line
- Forrestal/PPPL
- West

Announcements
There are currently no announcements.

Bus Locations

Transferring data from princeton.transloc.com...

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The Good (continued)

- Approaches to resource management
 - ◆ Technology for reduction in utility use
 - ◆ Solar panels and/or wind power to reduce use of the power grid
 - ◆ Paper reduction due to new types of permits
 - ◆ Treatment of water runoff, especially lots
 - ◆ Permeable pavement for drainage
 - ◆ Alternative fuel vehicles (cars and buses)

The Bad

- Inadequate data and analysis for decisions
 - ◆ Smaller programs with little or no analysis
 - ◆ Campus databases that don't link, requiring multiple versions and time consuming coordination
 - ◆ Little or no monitoring and internal benchmarking on budgets, performance indicators
 - ◆ Not enough emphasis on measurement

The Bad (continued)

- Inadequate management
 - ◆ How do most people become managers?
 - ◆ Inadequate training and retraining
 - ◆ No processes for getting work assigned, monitored, and completed
 - ◆ No measures of accomplishment
 - ◆ Staff overloaded with dissimilar functions:
“do more with less” becomes “do everything with nothing!:

“White collar workers spend an average of six weeks a year looking for things in their offices.”

--- Wall Street Journal

The Bad (continued)

- Ignoring the cost of doing nothing
 - ◆ Deferred maintenance
 - ◆ Holding parking rates steady when all other costs are rising – ensuring a nasty reaction when rates must rise
 - ◆ Not investing in technology that can improve customer service
 - ◆ *“This university gives us the best in everything; there’s no reason why we can’t have the best parking.”*

The Bad (continued)

- The common but mistaken belief that technology will be “the answer”
 - ◆ Not enough thought given to the desired operations – the performance specifications
 - ◆ Expensive solutions selected when more simple ones would work as well
 - ◆ New technology introduced, but not used to its potential and not understood by the staff that must supervise it

The Bad (continued)

- Campus growth and change without adequate parking, transit, and access management planning
 - ◆ Most master planning firms do not really understand parking and transit
 - ◆ Emphasizing pedestrian movement, removing roads, and gaining greater density all affect movement of people, goods, and services
 - ◆ Compensating for poor planning with operations required later is always expensive

What is Getting Ugly?

- Lack of strategic plans – which should be even more necessary in these times
 - ◆ Many campus parking organizations have no specific objectives to accomplish
 - ◆ Many plans have not been updated to reflect current circumstances and requirements
 - ◆ Most directors do not communicate well with managers and staff; the “vision” is not well shared; “what are you trying to accomplish?”

Strategic Plan - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://www.parking.ttu.edu/shared/strategic-plan

Business News, Finance News, World, P... Strategic Plan



TEXAS TECH UNIVERSITY
University Parking Services

TTU Home ▶ University Parking Services Home ▶ Strategic Plan

University Parking Services Strategic Plan

PARKING SERVICES

- Parking Home
- My Parking Account
- Parking On Campus
- Citations
- Campus Parking Resources
- Contact Us
- FAQs

INFORMATION FOR

- Students
- Faculty & Staff
- Parents
- Visitors
- Vendors
- Events
- Street Smart
- Other Parking Resources

LIVE CHAT

Live Support!
Online
>>> CLICK HERE

TEXAS TECH UNIVERSITY

GOALS, BENCHMARKS, and OBJECTIVES (including Strategies)

Goal 1: Parking Supply	Goal 5: Parking Education
Goal 2: Transportation Demand Management	Goal 6: Academics
Goal 3: Human Resources	Goal 7: Leadership
Goal 4: Customer Service	

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.



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**“If you don't know
where you're going,
when you get there
you'll be lost.”**

Yogi Berra

Ugly (continued)

■ Effects of the lack of leadership

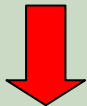
◆ Lack of leadership in the parking department



◆ Lack of administrative support



◆ Lack of overall respect



◆ Low morale, poor customer service, overall mediocrity

“Beware the
lollipop of mediocrity –
lick it once and
you suck forever!”

Ugly (continued)

- Schemes to raise money from parking for other non-related uses
 - ◆ Parking is a “cash cow” – NOT TRUE
 - ◆ Public Private Partnerships (P3 as defined in the parking market now in the US) are simply ways to raise cash quickly from parking revenue streams, but the cash is not generally used to improve parking circumstances
 - ◆ Other schemes to use parking to raise money for other university purposes

Ugly (continued)

- “Knee-jerk” aversion to parking regardless of other circumstances
 - ◆ National planning meetings: “parking is bad”
 - ◆ Parking is needed if a campus is not in a “transit rich” environment
 - ◆ Unrealistic projections of reduced need for parking due to TDM activities
 - ◆ Changing from parking to other modes is classic “behavior modification” – it takes time

Summary Ideas

- Parking is a relatively young industry, and younger in universities than in other sectors
- The responsibility for parking has been more dispersed in academic settings than in municipalities, special event venues, etc.
- Non-academic functions (the “business” side) of universities have suffered from poor management (at least in the US) for ages

- It is no surprise that parking departments and functions in universities are still often the “Rodney Dangerfield” functions in universities – they get no respect
- Individuals on campuses are usually totally unrealistic about what it costs to develop, operate, maintain, and replace parking spaces – let alone the other functions they expect to be managed by the parking department (transportation, TDM, etc.)

- Organizations such as PAA can help to
 - ◆ get parking its rightful place at the planning table at universities and other locations
 - ◆ explain the financial and operating realities
 - ◆ coordinate with other organizations of architects, planners, and developers to emphasize the importance of including parking professionals
 - ◆ provide support to all of you individually

But – if all else fails

When you are in really deep trouble, say nothing, and try to look like you know what you're doing.



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