



Parking Services

Business Plan FY14-15

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Executive Summary

University system parking operations are required by state statute (MCA Title 20, Chapter 25; See Appendix A for details) to function as independent, non-state funded, self-sustaining business entities. All costs associated with the development, management, operations, and maintenance of the Parking Enterprise and parking facilities must be covered by revenue generated through user *fees* and enforcement *fin*es. The MSU Parking & Transportation Advisory Committee recommended adoption of the following business operations philosophies with regard to apportioning and recovering associated costs.

Parking *fees* are charged to legitimate users and customers of the parking system. *Fees* include revenue from permits and the MSU pay lot. *Fees* are tied to capital improvement reserves, maintenance of existing assets, planning activities, and purchased services (e.g., snow removal, cleaning, etc). Consequently, *fees* tend to be driven more by maintenance, purchased services, and long-term capital improvement and replacement costs than by personnel and operating costs. (Approximately 30% of the personnel costs of the parking enterprise are associated with managing the permit/registration system and the physical assets).

- Consequently, the escalation related to *fees* will be influenced by the higher rates of inflation associated with construction and materials procurement in a rapidly escalating, world-competitive economic environment.
- In addition to the factors noted above, like any other good, the demand for parking is heavily influenced by price. In fact, parking demand is driven more by price than by fluctuations in enrollment. Therefore, parking *fees* can be used as one tool to *manage parking demand*. An increase in parking *fees* will decrease demand at a rate dependent upon a) the users' sensitivity to price; and, b) the availability of transportation or parking alternatives (e.g., transit, carpooling, using peripheral lots, etc).

Parking *fin*es are charged to violators and abusers of the parking system. The purpose of parking enforcement is to promote compliance with a set of parking regulations. *Fines* serve as a disincentive before the fact and as a punitive measure after the fact. *Fines* are also the appropriate mechanism to recover the costs of enforcement functions. *Fines* should be sufficient to cover all costs associated with enforcement, collections, appeals, (e.g., labor, materials, ticket/tracking software/hardware, vehicle registration, ticket writing, records handling, data entry, handling complaints, administering appeals, mailing notices, identifying vehicles, etc.), and any punitive influence desired. Consequently, *fin*es are heavily influenced by the operating and personnel costs associated with enforcement functions. (Approximately 70% of the personnel costs of the parking enterprise are associated with enforcement.)

- Many of the costs associated with processing and administering parking permits exist primarily for the purpose of tying violators to a vehicle in order to ensure future compliance and/or to collect a *fin*e. The actual cost of selling permits is relatively small by comparison: permit printing and labor for the transaction.
- The purpose of parking enforcement is to promote compliance with a set of parking regulations. *Fines* are the appropriate mechanism to recover the costs of enforcement functions.
- If enforcement costs exceed *fin*e revenue by a significant margin, then *fin*es should be increased, and/or enforcement made more efficient to avoid having *fees* subsidize enforcement or underwrite abuse.

Mission Statement

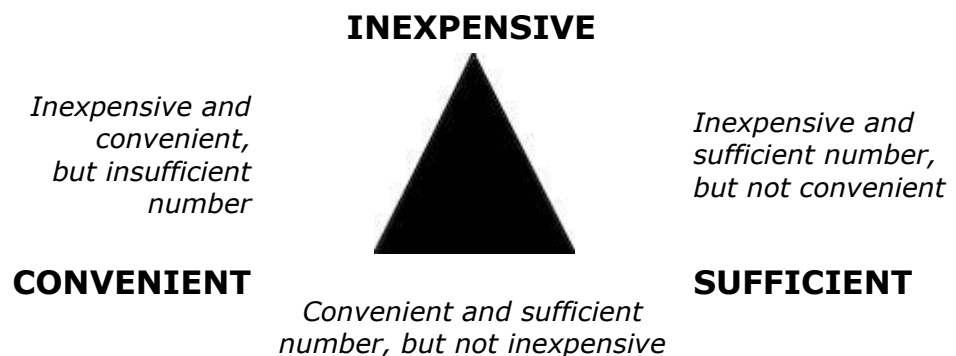
The mission of Montana State University-Bozeman Police Department's Parking Services Unit is to provide equitable and quality services *and* the best possible parking value to the University community.

Our mission statement is met by providing

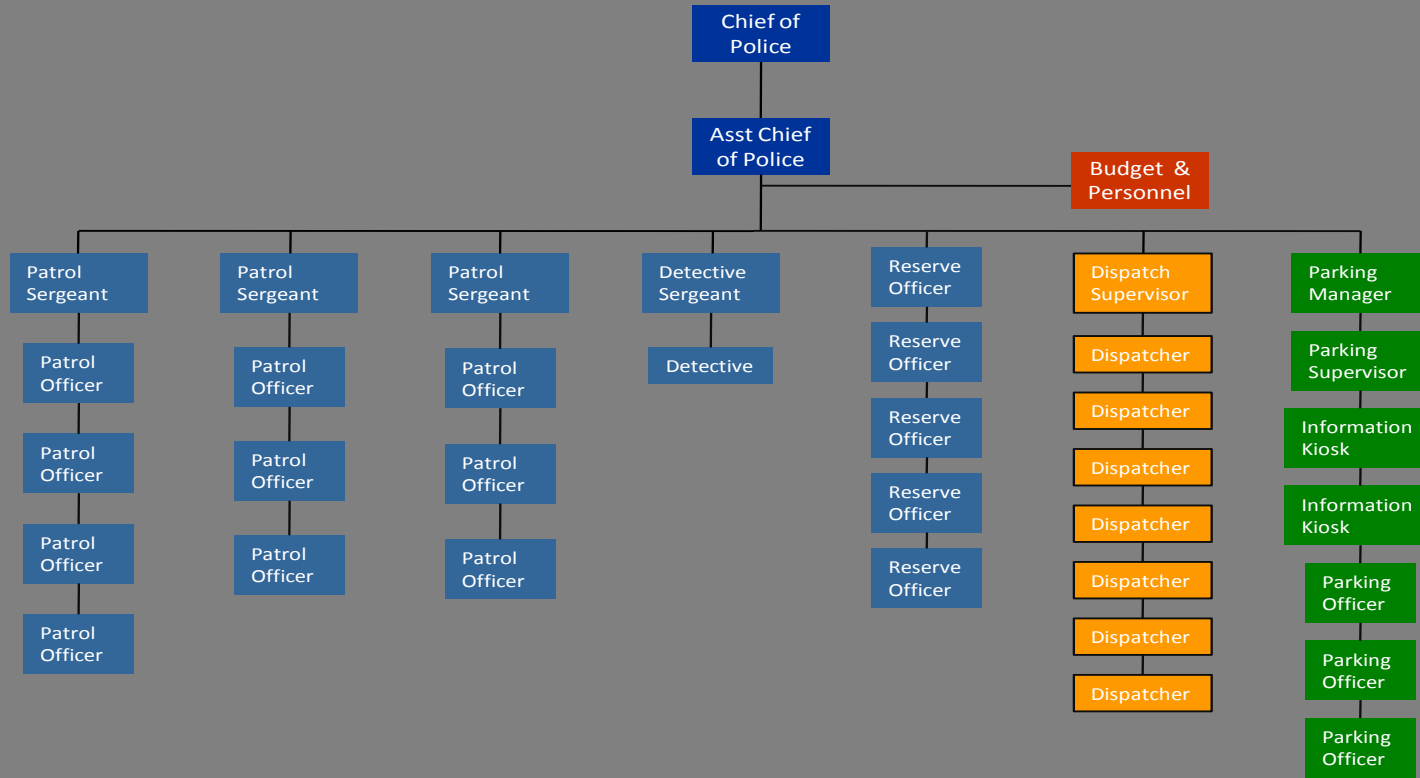
- pleasant and courteous service
- safe and well-maintained parking facilities
- enforcement that promotes voluntary compliance with parking regulations
- efficient and service-oriented sales of parking permits
- services to stranded motorists
- parking for special events
- bicycle parking
- management of information resources pertaining to parking facilities and parking customers
- security in and about the parking lots
- investigation of motor vehicle accidents
- proactive planning for future parking need

Parking Triangle

The effective overall management of parking services requires a responsible balance of three competing interests: convenience, cost, and quantity. The more that services are skewed toward any one or two of these competing interests, the more glaring the deficiencies will become in the remaining interest(s). For example, providing significant quantities of convenient parking can only be achieved at a correspondingly significant cost (e.g., parking structures), or inexpensive parking can be located at an inconvenient distance from the center of campus (Fieldhouse Lot) at less cost to the user. At MSU, we strive to maintain an appropriate balance among these competing interests which results in responsible parking services.



MSU Police Organization



Staffing

Parking Services is part of the University Police. The two organizations share many personnel. During normal business hours, dispatching activity heavily revolves around parking: processing citations, offering guidance, selling permits, assisting with field personnel via radio. During these times, dispatchers do some police work, but parking-related assignments dominate their days.

Police enforce 24 hour parking violations; patrol parking lots; provide jumpstarts, unlocks and security escorts; and investigate traffic accidents.

Administering campus parking program

Parking Services oversees parking at Montana State University. This is accomplished through the sale of parking permits, enforcing campus rules and regulations, ensuring all parking areas are properly signed and lighted, and the management of the hourly pay lot. In addition, Parking Services

- Registers user's vehicles
- Accounts for all financial/revenue activities
- Manages, plans, and maintains all parking facilities
- Manage capital equipment and software systems
- Operates the campus visitors' information station
- Supports parking needs for special events
- Supports services for stranded motorists
- Supports the Parking Appeals Board and the Parking and Transportation Advisory Committee

Parking permits are required throughout the calendar year, from 6 a.m. to 6 p.m., except on weekends and holidays on which all MSU offices are closed. The pay lot is operated from 6 a.m. to 8 p.m. on the same days. Full-time parking personnel enforce the regulations throughout the year and the crew is periodically supplemented by part-time student employees during the campus academic year.

The pay lot kiosk also serves as the campus visitor information booth and is often the first stop for visitors. The kiosk staff sells daily parking permits and provides accurate information about Montana State University, including events and building locations.

Principles and goals

1. It is the goal of the Parking Enterprise to provide safe and well-maintained parking for students, employees, and visitors, and to provide efficient and courteous customer service.
2. The Parking Enterprise should continue to provide parking information and motorist assistance to customers.
3. Effective management of the Parking Enterprise should include proactive participation in long-range planning for campus parking needs, effective parking demand management strategies within the campus boundaries, and consideration for interfacing with public transit as it expands in the community and the region.

4. The Parking Enterprise is required by statute to function as an independent, non-state funded, self-sustaining business entity. All costs associated with the development, management, operations and maintenance of the Parking Enterprise and facilities must be covered by revenue generated through user fees and enforcement fines.
5. In addition to development, management, operations and maintenance costs, user fees will also reflect pertinent considerations such as parking/traffic demand strategies, long-range campus development planning issues, alternative modes of transportation, public transit, ADA parking and accessibility requirements, peer/customer survey data, surrounding community issues, etc.
6. It is the goal of the Parking Enterprise to protect the significant investment in parking facilities through a planned program of regular maintenance, repair, resurfacing and replacement.

As related to the campus master plan

1. The main campus historic academic core is the anchor for academic, instructional and student-oriented functions, and will not be displaced, abandoned or relocated. This campus core will remain pedestrian-oriented with quality, landscaped open spaces and no major surface parking facilities.
2. The restrictive residents-only parking zones surrounding the campus will remain over the long term.
3. South 19th Avenue will continue to be a major community arterial and vehicular access route to campus.
4. South 11th Avenue routes city traffic through the main campus academic area and will continue to do so into the future.
5. Kagy Boulevard separates the Stadium/Museum properties from the main campus and will continue to do so into the future. Kagy is also likely to be widened to full traffic configuration by the year 2020 or before.
6. On-campus housing provides certain intrinsic characteristics that are not available to private-sector housing in the surrounding community. MSU will continue to provide about the same amount of housing for students over time.
7. MSU cannot afford to continue to provide an ever-increasing amount of parking near the campus core. With approximately only two potential users per available parking space (in comparison to our peer average of about three potential users per available parking space), MSU should employ demand management strategies to align parking inventory with peer institutions and to encourage evolving alternative modes of transportation
8. Public transit will continue to develop in the future and will serve a series of strategic destinations at MSU.
9. MSU will continue to encourage use of alternative modes of transportation, e.g., bicycling, public transit, carpooling, etc.

10. If future building projects displace existing parking facilities, the value of the investment in the parking assets must be considered in each building project in order to avoid imposing replacement costs on the parking enterprise customers inappropriately. Parking Services will recover the value of parking lost to the construction project.
11. Increased consolidation of parking lots into multi-story parking structures will best support future development as the campus becomes a more urban environment.
12. While actual planning outcomes may be seasoned by financial realities, planning outcomes will not be abandoned to financial expediencies alone.
13. Campus service drive areas are currently insufficient to accommodate the full range of service demands to include short term parking, service vehicle access, staging, deliveries, etc. Future planning and construction of service areas must consider and accommodate all uses.
14. It is both desirable and achievable to connect MSU's circulation networks to those in the surrounding community, e.g., vehicular, bicycle, pedestrian trails, etc.
15. The University has chosen to use parking lots for staging construction materials. Parking Services will recover the costs lost to the enterprise from the loss of these parking spaces.

Parking Management Initiatives

Challenges

- Continued growth in enrollment and continued reliance on personal vehicle commuting to campus will increase the demand for parking over the near term. Parking Demand Management strategies will become increasingly important over time.
- Foregoing the permit increases requested in the Financial Overview section of this Business Plan jeopardizes the ability to maintain the 24 parking lots in the inventory. (It is important to note that the last parking permit increase went into effect in July of 2008.) Since the long-term Parking R&R Fund is a residual funded account (i.e., contributions to the account are made after covering all annual operations and maintenance expenses), without an increase in permit revenue, residual contributions to the long-term Parking R&R Fund will not be sufficient to fund the Long-Term Maintenance Plan into the future. Finally, funds set aside for the Long-Term Maintenance Plan are currently being targeted for use as a down payment for a parking structure, as payment for reconstruction and paving of the Kagy gravel lot and reconstruction of Harrison St. parking.
- Continued growth in the surrounding community and the campus will increase traffic to, through and around the campus which will increase the importance of exploring Traffic Demand Management strategies including transportation alternatives.
- Bozeman's winter climate can be uniquely harsh even for those who may be familiar with the general region. Since Parking Services must be responsibly equipped to handle our "average" climate conditions, weather extremes will unpredictably and periodically stress operations and customer patience.
- Conveying parking information regarding lot designations and parking permit requirements may require increased signage which may conflict with desires to minimize or reduce visual clutter across campus.
- Continued campus development and construction of new facilities as well as major renovation projects impact existing parking facilities and decrease the net parking available to customers. Accommodating construction activities is vital to the continued growth and development of the University and will frequently require flexibility and adjustments to parking designations.
- The unpaved portion of the south Fieldhouse Lot is in need of reconstruction and paving. Accordingly, an engineering firm has been contracted to design the new parking lot and manage the construction process.
- The number of parking/MSU customers with mobility difficulties appears to be increasing and competition for available ADA parking spaces near the campus core has increased correspondingly. MSU will add ADA spaces as appropriate and necessary.
- Balancing (+/-) the number and price of reserved parking spaces will continue to be a sensitive but important task. Linking the price signals associated with reserved parking to proximity and demand management strategies, as opposed to increased service expectations, will be important.

As demand for parking and parking permits increases over time, the cost of fulfilling that demand also increases. Personnel and capital costs associated with over the counter permit sales were in excess of \$10,000 in FY13. Accordingly, Parking Services will consider initiatives to migrate permit sales online.

Initiatives

- Continue to work with Disability, Re-entry and Veteran's Services and PTAC to evaluate and adjust ADA parking arrangements to best fit MSU's and our customer's needs.
- Two cost saving measures related to permits that may be instituted in the near future are electronic notification of permit sales, sales deadlines and purchase options (currently printed and sent out through campus mail) and an online discount for permits purchased online rather than over the counter. The first will save on printing, mailing and processing time; the second will save on overtime costs associated with the extra staffing necessary during the permit sales period. Parking Services will proceed with electronic notification immediately but will delay implementing an online discount for permit purchases until all purchase options, including payroll deduction, are available online.
- Continue to balance reserved parking arrangements with consideration for managing overall parking demand, reserved parking demands, price and location.
- Work with PTAC and UFPB to begin to plan parking assets to reflect the direction of the campus Master Plan.
- Involve PTAC in the Parking Regulations review process.
- Involve PTAC in the process of reviewing and revising the campus Bicycle Regulations and to plan encourage/accommodate bike use as a viable transportation alternative.
- Begin to explore parking and transportation demand strategies that might be considered for MSU.
- Continue to examine MSU's role relative to support of public transit.
- Maintain parking consortium of peer institutions for gathering and sharing parking data and information.

Parking Inventory

Construction demands on campus have shrunk the overall number of parking spaces from a recent high of 5,522 to a current inventory of 5,233. 50 total spaces were permanently lost upon completion of the Animal biosciences building, bringing the total number of parking spaces lost since 2001 due to construction to approximately 65 total spaces.

In the table on the next page, the column labeled “Permit” represents spaces where F, D, E and SB permits are allowed. F permits are limited to the F Lots on Kagy Blvd and 11th, and Lincoln and 19th. D permits can park in the Antelope Lot or in the two F lots. The following lots are designated SB only: Huffman, South Gatton, South Fieldhouse, and Faculty Court, and SB permits can park in any E lot as well, however the reverse is not true: E permits may not park in SB lots. The rest of the Permit areas on campus are shared by Reserved, SB and E permits.

This parking inventory does not include the approximately 1,500 parking spaces located in Family & Graduate Housing, the stadium, the Museum or the lot on Lincoln and 19th. One parking permit per unit is included in the lease costs in the Family Housing complex. Parking Services enforces parking regulations in this area but does not have any maintenance responsibilities.

Parking Inventory

LOT	Permit	ADA	Reserve	Service	30 min	15 min	Other	Pay	Total	Lost
Ag/Bio Shed	3								3	
Antelope	320								320	
Bobcat Circle	22	1			7				30	
Deer	170	2							172	
East Linfield	53	8	55	2	1				119	
F	682								682	
Faculty Court	48	2							50	
Fee Lot		2						132	134	
Garfield	24								24	
Greenhouse	180	6	9	0	0				195	
Hamilton		12	31		2		1		46	
Hapner Bakery	4	1							5	
Harrison Street (E)	21								21	
Harrison St. (W)	62	5					4		71	
Herrick Hall				2		8			10	
Huffman	213	1	13		4		6		237	
Johnstone Center	7			17			2		26	
Langford	145	1		2					148	
Lewis and Clark	103	4							107	
New Buildings		2		3	2				7	
New Gatton	237								237	
N. Fieldhouse	194	10	38		2				244	
North Hedges	314	4		3	2				323	
Old Gatton	212	5	63				2		282	
Old Gatton Res.		0	0						0	
Plant/Growth		5		3					8	
Quads	43	2							45	
Roberts		10	15						25	
Roskie	477	8			11				496	
SOB Barn	11	1			2				14	
South 12th	262	2							264	
South 12th Ave.		5			16				21	
South 5th Ave.	63								63	
South 6th Ave.	11								11	
South 7th Res.		2	38						40	
S. 7th Ave. (N)	27								27	
S. 7th Ave. (S)	58								58	
South 8th Ave.	35								35	
S. Fieldhouse	263	11			8				282	
South Hedges	258	8							266	
SUB West		5		4	4				13	
SUB East		15		5			4		24	
West Linfield	164	4	42						210	
Total	4686	144	304	41	61	8	19	132	5395	0

Financial Overview

The Parking Enterprise's financial prospectus balances revenues and expense projections on a biennial basis. The FY11 and Projected FY12 figures are below:

Account Description		FY13	Projected FY14 Total	Notes
Total Sales and Service		\$ (11,774)	\$ (15,000)	
Total Investment Income		\$ 6,260	\$ -	
Other		\$ (79)		
Total Transfers In		\$ 1,816,057	\$ 1,835,000	
Total Revenue		\$ 1,810,464	\$ 1,820,000	
Total Salary		\$ 971,883	\$ 928,930	
Total Benefits		\$ 364,221	\$ 412,779	
Other		\$ 7,150		
Personnel Services Total		\$ 1,343,255	\$ 1,341,709	
Contracted Services		\$ 201,399	\$ 94,900	
Total Supplies		\$ 86,869	\$ 78,100	
Total Communications		\$ 8,607	\$ 6,652	
Total Travel		\$ 7,301	\$ 2,000	
Total Rent		\$ 1,460	\$ 650	
Total Maintenance		\$ 255,435	\$ 155,000	
Total Other Expenses		\$ 26,065	\$ 32,262	
Operations Total		\$ 587,136	\$ 369,564	
Capital Equipment Replacement		\$ 71,484	\$ -	
Transfer to 46P294 Huffman Lot		\$ 1,019		
Transfer to R&R		\$ -	\$ 559,491	
Total Expense		\$ 2,002,893	\$ 2,270,764	
Income Less Expense		\$ (192,429)	\$ (450,764)	
449244 Ending Fund Balance		\$ 573,505	\$ 122,741	

Parking revenues support Parking Services personnel, operations, maintenance and equipment; a proportional share of University Police functions; and the long-term repair and replacement of parking assets.

Expenses are projected to rise due to increases in personnel costs and planned expenditures in the long-term maintenance schedule. The effect of personnel costs will be felt immediately as the department reaches full employment. Maintenance costs will accrue over time but are projected to rise in FY15 as Parking Services begins to incorporate reconstructions and mill overlays on lots as part of the planned long-term maintenance program.

Planned, long-term maintenance and replacement projects are funded from the long-term Parking R&R fund (not the Designated Parking account, which funds annual operations and maintenance). Previous

Parking Services Business Plans envisioned increasing permit revenues in order to support a responsible annual contribution to the long-term Parking R&R fund to match the funding requirements of the Long-Term Maintenance Plan. However, after the university's denial of permit increases for the FY10-11 biennium and now the FY12-13 biennium, going forward there will be insufficient revenue to contribute to the Parking R&R fund and the currently-planned long-term maintenance activities will have to be deferred. In addition, if remedial permit increases are not adopted in the next several years, it is likely that the Parking R&R fund will run completely out of funding in the next decade.

Also, as expenses exceed revenues, we will be forced to rely on the Parking R&R fund to cover any resulting deficit in the Designated Parking account.

As noted above, the last approved permit increase was in July 2008. The projected fee structure through FY15 for the pay lot is laid out below; permit prices are laid out on page 14.

Pay Lot	FY13	FY14	FY 15
First Half Hour	Free	Free	Free
30-60 Minutes	\$2.00	\$2.50	\$3.00
Each Additional Hour	\$0.50	\$0.75	\$1.00
Maximum per entry	\$5.00	\$6.00	\$7.50
6:00PM to 11:00PM	\$1.00	\$1.00	\$2.00

Long-Term Repair & Replacement Plant Fund

Montana State University maintains 24 parking lots that are currently in good condition. But the university needs to be fiscally responsible for the time when those lots need to be replaced due to wear and age. We should expect steady and consistent increases in the costs of raw materials and labor over time.

As noted previously, planned, long-term maintenance and replacement projects are funded from the long-term Parking R&R fund (not the Designated Parking account, which funds annual operations and maintenance). Previous Parking Services Business Plans envisioned increasing permit revenues in order to support a responsible annual contribution to the long-term Parking R&R fund to match the funding requirements of the Long-Term Maintenance Plan. However, due to the denial of permit increases for the FY10-11 biennium, the FY12-13 biennium, and potential funding for a parking structure and other capital projects there will be insufficient revenue to contribute to the Parking R&R fund and the currently-planned long-term maintenance activities will have to be deferred. In addition, if remedial permit increases are not adopted in the next several years, it is likely that the Parking R&R fund will run completely out of funding.

Also, as expenses exceed revenues, we will be forced to rely on the Parking R&R fund to cover any resulting deficit in the Designated Parking account.

To prepare for the day when a parking lot will be reconstructed, a Long Term Parking Repair and Replacement (R&R) plant fund was created in FY09. Unfortunately, due to the rejection of two successive fee increases, it is not currently possible to make budgeted contributions to the R&R fund, nor are regular annual contributions to the fund likely in the future. The R&R fund is now envisioned to serve as a reserve to fund the Designated Parking Account as the Parking Enterprise enters an extended period of deficit spending

Parking Capital Expansion Fund

To prepare for either additional parking lots or the possible construction of a parking garage in the future it is necessary to set aside funding in advance. Accordingly, the Parking Enterprise has created a Parking Capital Expansion Plant Fund. Though the fund has been created, no long term funding has been identified, nor has sustained funding been programmed. Currently, however, construction projects that remove parking from the parking inventory pay for the lost parking at a rate of \$2500/space lost; those funds then go into the Parking Capital Expansion Plant Fund to help defray construction costs of new parking in the future. We do not anticipate that campus construction projects will generate enough revenue to completely pay for expanded parking or parking structures. While parking lots currently in the parking inventory will be reconstructed using funds from the Parking R&R fund (*IF permit revenues are allowed to increase as requested*), new lots or a parking structure will require alternative funding sources. For example it may become necessary to factor future capital (borrowing) costs into the permit fee structure. The university is currently assessing the need and support for a parking structure. A key element in that discussion is how to fund such a project. At present, the only viable option is an increase in general permit fees as well as higher fees for parking within the structure, to offset the expense of borrowing to fund construction.

Fee Structure

The price of parking permits varies with the type of permit. The most expensive permit is for the R1 parking in the Hamilton Lot at \$729 per year. The least expensive permit is for the gravel F Lots at \$60 per year, the price it has been since FY06. Permits in the F Lots are sold at a lower price due to their distance from the core of campus and the fact the lots are graveled and not as well maintained as the other lots on campus. If the decision is made to proceed with a parking structure, general permit prices may be increased approximately 15% by the time the structure is ready for occupancy to help cover the annual debt service. This increase will most likely be ramped up over time.

Parking permit prices for FY14 through FY16 are tabulated on the next page illustrating such a ramp up of 5% per year. .

Permit Type	FY 13	FY 14	FY15	FY16
SB	\$159	\$167	\$175	\$184
1/2 yr SB	\$103	\$108	\$114	\$119
Summer SB	\$80	\$84	\$88	\$93
E	\$159	\$167	\$175	\$184
1/2 yr E	\$103	\$108	\$114	\$119
Summer E	\$80	\$84	\$88	\$93
D	\$111	\$117	\$122	\$128
Summer D	\$56	\$59	\$62	\$65
F	\$60	\$63	\$66	\$69
Summer F	\$30	\$32	\$33	\$35
Family Housing (FH)	\$80	\$84	\$88	\$93
Summer FH	\$40	\$42	\$44	\$46
Motorcycle (MC)	\$60	\$63	\$66	\$69
Summer MC	\$29	\$30	\$32	\$34
Contractor HT	\$159	\$167	\$175	\$184
Vendor HT	\$95	\$100	\$105	\$110
Town Pass (TP)	\$85	\$89	\$94	\$98
TP "F"	\$50	\$53	\$55	\$58
Single-day Hang Tag	\$2.50	\$3	\$3	\$3
R1	\$729	\$765	\$804	\$844
R2-R4	\$526	\$552	\$580	\$609
R5-R9	\$435	\$457	\$480	\$504
REPL DECAL	\$18	\$18	\$18	\$18

In an attempt to make sense of permit prices, a formula has been created based on the price of SB and E permits. For instance, a half-year SB or E permit is approximately 65% of a full year permit, and a D permit for the Distant (Antelope) Lot is approximately 70% of the SB permit. For more information on the ratios of other permits, see Appendix C.

Parking fees are charged to legitimate users and customers of the MSU parking system. Fees should be tied to capital improvement reserves, maintenance of existing assets, planning activities, and purchased services (e.g., snow removal, cleaning, etc). Consequently, fees tend to be driven more by maintenance, purchased services, and capital improvements than by personnel and operating costs.

Like any other good, the demand for parking is heavily influenced by price. In fact, parking demand is driven more by price than by fluctuations in enrollment. Therefore, parking fees can be used as a most effective tool to manage parking demand. An increase in parking fees will decrease demand at a rate dependent upon a) the users' sensitivity to price; and, b) the availability of transportation or parking alternatives (e.g., transit, carpooling, using peripheral lots, etc.).

Fine structure

Fines are charged to violators/abusers of the parking system. Fines should be set sufficient to cover all costs associated with enforcement, collections, appeals (e.g., labor, materials, ticket/tracking software/hardware, ticket writing, records handling, data entry, handling complaints, administering appeals, mailing notices, identifying vehicles, etc.), and any punitive influence desired. Consequently, fines are heavily influenced by the operating and personnel costs associated with enforcement functions.

Many of the costs associated with processing and administering parking permits exist primarily for the purpose of tying violators to a vehicle in order to collect a fine and to ensure future compliance. The actual cost of selling permits is relatively small by comparison —printing and labor for the transaction are about it.

The purpose of parking enforcement is to promote compliance with a set of parking regulations. Fines serve as a disincentive before the fact and as a punitive measure after the fact. Fines are also the appropriate mechanism to recover the costs of enforcement functions.

Fines that are either insufficient to cover enforcement costs or that go uncollected are essentially levied against the legitimate users/customers of the system, i.e., if fines do not cover enforcement costs, fees must subsidize the differential.

If enforcement costs exceed fine revenue by a significant margin, then fines should be increased, and/or enforcement made more efficient to avoid having fees subsidize enforcement. Citation collection rate/efficiency and average fine collected per citation are both important elements of the fine/enforcement cost relationship.

Chronic abusers (scofflaws) who amass numerous violations and/or fail to pay fines in a timely manner should bear a representatively high cost in late fines or other disincentives (e.g., towing).

Therefore, MSU will move forward to raise the cost of fines to cover the expense of parking enforcement as necessary. The table on the following page shows current and future fine amounts.

Future fine amounts

Fine amounts are not scheduled to change in FY14 or FY15. Fine increases in FY 09 and FY 10 led to decreases in fine revenue. We still believe fine prices are currently high enough to promote adequate compliance with parking regulations and that further increases would only result in another decrease in fine revenue. This situation will be re-evaluated in the next biennium. Current and future fine prices are listed below on the next page.

* Per MCA 49-4-307

Description	FY13COST	FY14 COST	FY15COST
24 HR RESERVED STALL	\$30	\$30	\$30
ALTERED HANG TAG	\$30	\$30	\$30
BLOCKING TRASH	\$30	\$30	\$30
FAILURE TO DISPLAY	\$30	\$30	\$30
FAILURE TO REGISTER	\$60	\$60	\$60
FALSE REGISTRATION	\$175	\$175	\$175
FIRE LANE	\$60	\$60	\$60
HANDICAP STALL*	\$100	\$100	\$100
HERRICK 15 MINUTE	\$30	\$30	\$30
IMPROPERLY PARKED BICYCLE	\$30	\$30	\$30
NOT IN DESIGNATED AREA	\$30	\$30	\$30
NOT IN E LOT	\$30	\$30	\$30
OVER LINE - 2 STALLS	\$30	\$30	\$30
OVERTIME PARKED	\$30	\$30	\$30
PARKED IN YELLOW ZONE	\$45	\$45	\$45
PKED OR DRVNG ON LAWN	\$30	\$30	\$30
PARKING IN CROSSWALK	\$30	\$30	\$30
PARK IN OR BLOCK DRIVE	\$30	\$30	\$30
PARK/DRIVE ON SIDEWALK	\$30	\$30	\$30
POSTED NO PARKING	\$45	\$45	\$45
RESERVED 6 AM - 6 PM	\$60	\$60	\$60
SEE OFFICER COMMENT	\$30	\$30	\$30
SERVICE DRIVE	\$45	\$45	\$45
SERVICE VEHICLE ONLY	\$30	\$30	\$30
STUDENT HEALTH ONLY	\$30	\$30	\$30
STUDENT/STAFF IN VIS. AREA	\$30	\$30	\$30
SVC VEH/SPECIAL PRMT REQ	\$30	\$30	\$30
TOW AWAY ZONE	\$60	\$60	\$60
TOWED WITH UNIV TOW	\$170	\$170	\$170
WRONG SIDE PARKED	\$30	\$30	\$30

Maintenance Projects

Parking lots typically have a 35-to-40 year life span. This is done through proper maintenance, such as regular coat sealing and patching. There's a tremendous cost in replacing a parking lot before its time, so the goal is to ensure parking lots are built soundly and receive regular maintenance. A schedule of maintenance activities is below.

Year	Seal coat	Overlay	Rebuild
2011	E. Linfield, N. Gatton, S. 12th, Roberts		
2012	W. Linfield, N. Hedges, Deer Street, Faculty Court, Huffman		
2013	Langford, Roskie, N. Filedhouse		
2014	Quads, Antelope, Lewis&Clark, S. Fieldhouse		
2015	, S. Gatton, Greenhouse, Hamilton, S. Hedges		Harrison St.
2016	E. Linfield, N. Gatton, S. 12th, Roberts		
2017	Huffman, W. Linfield, N. Hedges, Deer Street, Faculty Court, Kagy		
2018	Langford, Roskie, N. Filedhouse		
2019	Quads, Antelope, Lewis&Clark, S. Fieldhouse		
2020	Harrison St., Greenhouse, Hamilton, S. Hedges, S. Gatton		
2021	Roberts,	E. Linfield, N. Gatton, S. 12th	
2022	Huffman, Deer Street, Faculty Court, Kagy W. Linfield, N. Hedges		
2023	Langford, Roskie, N. Filedhouse		
2024	Lewis&Clark, S. Fieldhouse,	Quads, Antelop	
2025	Harrison St., S. Gatton,	Greenhouse, Hamilton, S. Hedges	
2026	E. Linfield, N. Gatton, S. 12 th ,	Roberts	
2027	W. Linfield, N. Hedges, Faculty Court .	Deer Street, Kagy	Huffman
2028		Langford, Roskie, N Filedhouse	
2029	Quad, Antelope,	Lewis and Clark, S. Fieldhouse	
2030	S. Gatton, Greenhouse, Hamiilton, S. Hedges,	Harrison Street	

Year	Seal coat	Overlay	Rebuild
2031	E. Linfield, N. Gatton, S. 12th, Roberts		
2032	Huffman, W. Linfield, N. Hedges, Deer Street, Kagy,	Faculty Court	
2033	Langford, Roskie, N. Fieldhouse		
2034	Quads, Antelope, Lewis&Clark, S. Fieldhouse		
2035	Harrison St., Greenhouse, Hamilton, S. Hedges		S. Gatton
2036	Roberts		E. Linfield, N. Gatton, S.12th
2037	Huffman, Deer Street, Faculty Court, Kagy		W. Linfield, N. Hedges
2038	Landford, Roskie, North Fieldhouse		
2039	Lewis & Clark, S. Fieldhouse		Quads, Antelope
2040	Harrison Street, S. Gatton		Greenhouse, Hamilton, S. Hedges
2041	E. Linfield, N. Gatton, S. 12th		Roberts
2042	W. Linfield, N. Hedges, Faculty Court.	Huffman	Deer Street, Kagy
2043			Langford, Roskie, N. Fieldhouse
2044	Quad, Antelope		Lewis & Clark, S. Fieldhouse
2045	S. Gatton, Greenhouse, Hamiilton, S. Hedges		Harrison
2046	E. Linfield, N. Gatton, S. 12th, Roberts		
2047	Huffman, W. Linfield, N. Hedges, Deer Street, Kagy		Faculty Court

Occasionally, lots that are scheduled for maintenance will have that maintenance deferred due to non-parking related construction projects either utilizing the lot directly (e.g., for staging equipment or materials) or for construction occurring near the lot and therefore incurring damage to the lot. In either case, it makes little economic sense to pay for lot maintenance prior to construction when that maintenance will need to be performed immediately after the project is complete.

APPENDICIES

Appendix A

The following details the State of Montana statutes that pertain to parking in the Montana University System.

1. Title 20, Chapter 25, Montana Code Annotated (MCA), sets forth the statutes under which the Montana University System is governed. Parts 3 and 4 of Chapter 25 address *Administration of the University* and *Miscellaneous Finance* respectively.
2. MCA 20-25-405, Restriction on the Use of State Funds, states that, “No state funds except those specified in 20-25-402 shall be obligated or used for purposes of parts 3 and 4 of this chapter unless specifically directed by the legislature.” Part 3 deals with revenue-producing operations, including motor vehicle registration, enforcement and appeals.
 - Since neither state general funds nor student tuition funds are specified in Section 402, we are prohibited from using either of those sources to support parking facilities or operations.*
 - The only funds specified in Section 402 are those, “.....rents, charges, admissions, and fees.....,” from revenue-producing operations and other special student fees.
3. MCA 20-25-302, specifies the powers of the Board of Regents regarding revenue-producing facilities. Paragraph 6(g) & (h) of this section state that the Regents may “do all things necessary to plan for and propose financing, including necessary loan applications, for: (g) parking lots and ramps and other parking facilities; and (h), land needed for the facilities.”
 - Parking facilities are one of many types of facilities defined as “revenue-producing facilities” by the legislature as noted above, and that is why the Parking Enterprise at MSU is operated as a self-supporting Auxiliary Operation.
4. MCA 20-25-312 specifies the powers of the Board of Regents regarding the establishment and enforcement of vehicle registration fees and parking violation fines. Paragraph (2) of this section states that, “The proceeds from fines and [*registration*] fees collected must be remitted to the unit at which collections are made to be used for appropriate maintenance and construction of parking facilities and for traffic control.”

* MSU is not specifically prohibited from *requesting* state funds, e.g., Long Range Building Program funding, for a parking project; however, we are prohibited from using general fund appropriations to supplement parking facilities or operations.

Appendix B — Parking Permit Fees

Parking Fees & Fines	Current Fee	Proposed FY14 Fee	% Change	Proposed FY15 Fee	% Change	Fund	Description
Motor Vehicle Registration	\$159	\$167	5.03%	\$175	4.79%	449244	SB - Annual fee for commuter spaces
Motor Vehicle Registration	\$103	\$108	4.85%	\$114	5.56%	449244	SA - Single semester fee for commuter spaces
Motor Vehicle Registration	\$103	\$108	4.85%	\$114	5.56%	449244	SB2- Spring and summer semester fee for commuter spaces
Motor Vehicle Registration	\$80	\$84	5.00%	\$88	4.76%	449244	SBS - Summer session fee for commuter spaces
Motor Vehicle Registration	\$159	\$167	5.03%	\$175	4.79%	449244	E - Annual fee for 24 hr residence hall parking spaces
Motor Vehicle Registration	\$80	\$84	5.00%	\$88	4.76%	449244	ES - Summer fee for 24 hour residence hall parking spaces
Motor Vehicle Registration	\$103	\$108	4.85%	\$114	5.56%	449244	EA - Single semester fee for 24 hr residence hall parking spaces
Motor Vehicle Registration	\$111	\$117	5.41%	\$122	4.27%	449244	D - Annual fee for distant lots spaces
Motor Vehicle Registration	\$56	\$59	5.36%	\$62	5.08%	449244	DS - Summer fee for distant lot spaces
Motor Vehicle Registration	\$60	\$63	5.00%	\$66	4.76%	449244	F - Annual fee for spaces in unimproved S. Fieldhouse Lot
Motor Vehicle Registration	\$30	\$32	6.67%	\$33	3.13%	449244	FS - Summer fee for spaces in unimproved S. Fieldhouse Lot
Motor Vehicle Registration	\$80	\$84	5.00%	\$88	4.76%	449244	FH - Annual fee for Family Housing Spaces
Motor Vehicle Registration	\$40	\$42	5.00%	\$44	4.76%	449244	FH - Summer fee for Family Housing Spaces
Motor Vehicle Registration	\$60	\$63	5.00%	\$63	0.00%	449244	MC - Annual fee for Motorcycle parking
Motor Vehicle Registration	\$29	\$30	3.45%	\$32	6.67%	449244	MCS - Summer fee for Motorcycle parking
Motor Vehicle Registration	\$18	\$18	0.00%	\$18	0.00%	449244	Replacement Hang Tag
Parking Fine	\$30	\$30	0.00%	\$30	0.00%	449244	Varies (see attachment)
Parking Fine	\$45	\$45	0.00%	\$45	0.00%	449244	Varies (see attachment)
Parking Fine	\$60	\$60	0.00%	\$60	0.00%	449244	Varies (see attachment)
Parking Fine	\$75	\$75	0.00%	\$75	0.00%	449244	Towed by lowest bid contracted tow and subject to change
Parking Fine	\$100	\$100	0.00%	\$100	0.00%	449244	Statutory fine for handicapped space (MCA 49-4-307)

Appendix C

Future Fine Amounts

* Per MCA 49-4-307

Description	FY13COST	FY14COST	FY15 COST
24 HR RESERVED STALL	\$30	\$30	\$30
ALTERED HANG TAG	\$30	\$30	\$30
BLOCKING TRASH	\$30	\$30	\$30
FAILURE TO DISPLAY	\$30	\$30	\$30
FAILURE TO REGISTER	\$60	\$60	\$60
FALSE REGISTRATION	\$175	\$175	\$175
FIRE LANE	\$60	\$60	\$60
HANDICAP STALL*	\$100	\$100	\$100
HERRICK 15 MINUTE	\$30	\$30	\$30
IMPROPERLY PARKED BICYCLE	\$30	\$30	\$30
NOT IN DESIGNATED AREA	\$30	\$30	\$30
NOT IN E LOT	\$30	\$30	\$30
OVER LINE - 2 STALLS	\$30	\$30	\$30
OVERTIME PARKED	\$30	\$30	\$30
PARKED IN YELLOW ZONE	\$45	\$45	\$45
PKED OR DRVNG ON LAWN	\$30	\$30	\$30
PARKING IN CROSSWALK	\$30	\$30	\$30
PARK IN OR BLOCK DRIVE	\$30	\$30	\$30
PARK/DRIVE ON SIDEWALK	\$30	\$30	\$30
POSTED NO PARKING	\$45	\$45	\$45
RESERVED 6 AM - 6 PM	\$60	\$60	\$60
SEE OFFICER COMMENT	\$30	\$30	\$30
SERVICE DRIVE	\$45	\$45	\$45
SERVICE VEHICLE ONLY	\$30	\$30	\$30
STUDENT HEALTH ONLY	\$30	\$30	\$30
STUDENT/STAFF IN VIS. AREA	\$30	\$30	\$30
SVC VEH/SPECIAL PRMT REQ	\$30	\$30	\$30
TOW AWAY ZONE	\$60	\$60	\$60
TOWED WITH UNIV TOW	\$170	\$170	\$170
WRONG SIDE PARKED	\$30	\$30	\$30

Appendix D — Fine Revenue Projection

Fine Revenue is estimated on a three year rolling average as tabulated below.

Fiscal Year	FY11	FY12	FY13	Projected FY14	Projected FY15
Citation Revenue	\$170,491	\$208,054	\$174,463	\$181,442	\$188,699

Appendix E — Parking & Transportation Advisory Committee

Name	Entity Represented	Affiliation	Term#	End
Matt Caires	VP of Student Affairs	VP of Student Affairs	1	5/14
Perry Solheim	Faculty Senate	College of Business	1	7/13
Linda LaCrone	Professional Council	VP Research	2	7/13
Steven Beasely	Staff Senate	Admin Assist/Chem/BioChem	1	1/15
Chris Saunders	City of Bozeman	City Planning Office	2	7/12
Sam Atkins	ASMSU	ASMSU	1	n/a
			n/a	n/a
Dale Huls	VP Research Error! Bookmark not defined.	Office of Sponsored Programs	n/a	n/a
Bill Mackin	Facilities PDC Error! Bookmark not defined.	Director – Facilities PDC	n/a	n/a
Pat Chansley	Provost Office Error! Bookmark not defined.	Budget & Fiscal Director	n/a	n/a
Albert/Kack	Western Trans. Institute Error! Bookmark not defined.	Director WTI	n/a	n/a
Vacant	Planning & Analysis Office Error! Bookmark not defined.	Vacant	n/a	n/a
Glenn Puffer	DRV Error! Bookmark not defined.	DRV ¹	n/a	n/a
Robert Putzke	University Police Error! Bookmark not defined.	Director	n/a	n/a
Kurt Blunck	Parking Services ²	Mgr Parking Services	n/a	n/a

(Clerical/Staff Support services provided to the Committee by Parking Services)

Charge:

The Parking & Transportation Advisory Committee is a standing sub-committee of the University Facilities Planning Board and the activities of the Committee are divided into two main areas of responsibility as follows:

1. Business advisory activities for which the Committee is advisory to the AVP University Services and the VP Administration & Finance. The Committee shall review and make recommendations regarding:
 - Establish and maintain Mission Statement and development/Planning Principles
 - Parking Services Business Plan – annual review
 - Annual Parking Facilities Maintenance Plan/funding, including annual condition assessment
 - Long-term Maintenance/Capital Replacement Plan/Funding

¹ Disability, Re-Entry & Veterans Services

² Ex-Officio (Non-voting)

- Parking inventory/distribution
 - Hardware/software, equipment, staffing, etc.
 - Survey customers, constituents and peer institutions and disseminate relevant information.
 - Parking Permit Fee/Fine rates as required to reconcile with the Parking Services Business Plan
 - Present annual report to the VPAF and the President’s Executive Council tracking data results and trends.
 - Participate in search and selection of candidates for Manager of Parking Services position.
 - Support, advocate and promote Parking Services to campus and community constituents.
2. Planning, design and maintenance activities for which the Committee is advisory to the University Facilities Planning Board (UFPB), which include:
- Determine/collect, analyze, comparative data (survey users/peers; compare perceptions to actual e.g., crime stats; demand vs availability, convenience, etc)
 - Advise UFPB regarding:
 - Issues that represent potential impacts to Parking Services and parking facilities.
 - Advocate support of parking facilities as requiring consideration similar to other existing campus facilities and enterprises in the campus planning processes.
 - Service/access drive use/needs.
 - ADA parking issues.
 - Parking Design Guidelines (including non-motor and alternative vehicles)
 - Parking System/Traffic Demand Management issues
 - University/Public Transit interface issues
 - Maintain periodic consultant review as necessary to plan an effective parking service.
 - Serve as UFPB liaison to campus and community constituents regarding parking issues.
 - Meets monthly – Reports to UFPB quarterly

Meetings: Monthly as scheduled by the Committee

Membership:

The sub-committee is comprised of members appointed by the President from various campus constituencies, a set of ex officio members, and a representative from the City of Bozeman selected by the sub-committee.

Appointed Members: The President appoints the following members, from nominees submitted from their respective organizations, to three-year terms, with no limit on the number of terms: Sub-Committee Chairperson; Faculty Senate representative; Professional Council representative; Staff Senate representative.

Ex Officio Members: The following university officials are members of the Board and may choose to designate a regular representative to attend in their stead and exercise voting rights. The ex officio member may choose to attend any meeting in place of their designee, and may exercise their own voting right. However, each member shall have only one regular vote. Therefore, if an ex officio member chooses to designate another member as their regular representative, the person so designated shall exercise only the vote of the designator. Ex Officio Members include Provost; ASMSU President; VP Research; VP Student Affairs; Exec Director – Planning & Analysis; Director – Facilities Planning, Design & Construction; Director – University Police; Director - Disability, R-Entry and Veterans Affairs.

Non-Voting Ex Officio Members: Manager – Parking Services.

Length of Term:

Appointed members serve three-year terms, with no limit to the number of terms.

Appointed by: Responsible Representative Entity

Current Chair: Matt Caires, Dean of Students.

Committee Members' Responsibilities:

Committee members were selected on the basis of the following: a) the specific responsibilities related to their position (Ex Officio); b) their particular expertise or knowledge relating to the responsibilities of the committee or the campus in general; and/or, c) to represent the interests of a particular constituent group.

Committee members representing constituent groups are expected to be an active communication conduit between the Committee and their respective constituents. At a minimum, effective communication includes the regular and timely dissemination of information from this Committee to the constituent group and input from the constituent group to the Committee.

Advisory to:

- VP Administration & Finance and AVP University Services *for Parking Services Business Activities.*
- University Facilities Planning Board *for Parking Planning, Design and Maintenance Activities.*

Reports Due:

Quarterly activity report to UFPB; annual status report to President's Exec Council; other as requested.