MISSION
We provide solutions to access the University of Colorado Boulder campus.

VISION
To provide the best first and lasting experience.
Parking financials
Six-year history

Parking financials
R&R Fund Balance

<table>
<thead>
<tr>
<th>Year</th>
<th>REVENUE</th>
<th>OP EXPENSE</th>
<th>BOND DEBT</th>
<th>NET INCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2016</td>
<td>$12M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>$10M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2018</td>
<td>$8M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2019</td>
<td>$6M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2020</td>
<td>$4M</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY2021</td>
<td>$2M</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Strategic Initiatives achieved

Business (our Innovations, our Stewardship)

Culture
- Updated Events and Enforcement Job Descriptions
- Enacted “Reasonable Suspicion” Policy and Training
- Held Flagger Training for staff
- 12 Newsletters to team
- New Enforcement LPR Vehicle operational
- All Department PMP’s in Cornerstone
- Implemented Teams and ServiceNow to improve communications and delivery of service
- Created and filled a Customer Service Lead position
- Rotated Customer Service team to allow both at home and on site work options
- Created return to in person work plans
- Made Off Peak permits available to students online

Community
- SEEL Lot transitioned to Pay-to-Park
- Built Lot 532 on East Campus
- Enacted “one-Price” permit initiative
- Tiered Student permit sale
- Expanded EV chargers
- Implemented Early pay deduct for citations
- Lot Specific E-mail Communications
- Created and managed Critical Services Employee permits in response to COVID 19
- Presented Retiree permit strategy (1, 3, 5 year plans) including implementing virtual retiree permits
- Managed Critical Services Employee permits
- Extended Business Permits
- Opened Parkmobile zone for lot 414 over the summers
- Closed lot 360 to allow for outdoor student study space
- Moved students into lots near their residence halls
- Provided parking at testing locations for Custodial staff

Business
- Pre-sold Tier 4 Events
- Enacted New Communications at Customer Service Window
- Loaded T2 data in CU Data Lake
- 1135 Broadway converted to Pay-to-Park
- Monthly budget templates
- Began implementation of pretax permit deductions
- Transitioned to providing services remotely in response to COVID 19
- Took over ownership of all parking lots previously owned by Real Estate Services
- Completed all parking lot crack seal and patching in-house
- Completed all parking lot striping in-house
- Purchased Kubota to save on vendor costs for clearing small storms and hot spots
- Created virtual COVID Department Operational permit for workers working primarily remotely
- Assisted CUPD in setting up the appeal process for administrative citations
- Sold partial semester student permits to expire at Fall Break
- Began management of Graduate Family Housing lots/permits
- Completed RFP for new parking software system

MISSION We provide solutions to access the University of Colorado Boulder campus.
Parking Services
Annual Report

University of Colorado Boulder

Inventory
FY2021

12,132
Total university parking spaces

10,198
Parking Services controlled spaces

8,326
Permit

1,241
Visitor

275
Motorcycle

218
Service

138
Loading

12,132 10,198 8,326 1,241 275 218 138
VISION To provide the best first and lasting experience.
### Infrastructure and Capital Projects

**Business (our Innovations, our Stewardship)**

<table>
<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Unit Cost per Meter Space</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Direct Unit Cost per Permit Space</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Revenue per Meter Space</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Revenue per Permit Space</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Return per Meter Space (Direct only)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Return per Permit Space (Direct only)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

### Enforcement

**Be respectful, Be accountable**

<table>
<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notifications</td>
<td>59,209</td>
<td>61,088</td>
<td>48,005</td>
<td>32,479</td>
</tr>
<tr>
<td>Avg. Percentage of Time Spent in the Field</td>
<td>77%</td>
<td>80%</td>
<td>74%</td>
<td>79%</td>
</tr>
<tr>
<td>Notifications per Hour of Field Time</td>
<td>7.4</td>
<td>6.7</td>
<td>8.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Voids</td>
<td>5,230</td>
<td>3,971</td>
<td>3,209</td>
<td>2,164</td>
</tr>
<tr>
<td>Warnings</td>
<td>28,793</td>
<td>31,137</td>
<td>25,980</td>
<td>20,020</td>
</tr>
<tr>
<td>Citations</td>
<td>30,416</td>
<td>29,951</td>
<td>22,025</td>
<td>12,459</td>
</tr>
</tbody>
</table>
Events
Community (our Customers, our Partners)

<table>
<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Events</td>
<td>1,729</td>
<td>1,919</td>
<td>1,488</td>
<td>262</td>
</tr>
<tr>
<td>Revenue</td>
<td>$943,962</td>
<td>$1,262,065</td>
<td>$1,208,453</td>
<td>$191,925</td>
</tr>
<tr>
<td>Revenue per Event (Average)</td>
<td>$546</td>
<td>$658</td>
<td>$812</td>
<td>$733</td>
</tr>
</tbody>
</table>

Customer Service
Be communicative, Be respectful

<table>
<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Customer Service Call</td>
<td>20,022</td>
<td>21,519</td>
<td>22,189</td>
<td>16,633</td>
</tr>
<tr>
<td>Average Call Wait Time</td>
<td>1:39</td>
<td>1:38</td>
<td>1:03</td>
<td>:34</td>
</tr>
</tbody>
</table>
### Permits

**Community (our Customers, our Partners)**

<table>
<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Faculty/Staff Permits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[P]</td>
<td>3,825</td>
<td>4,051</td>
<td>4,187</td>
<td>2,323</td>
</tr>
<tr>
<td><strong>Temporary Permits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[P]</td>
<td>27,093</td>
<td>24,947</td>
<td>18,139</td>
<td>8,479</td>
</tr>
<tr>
<td><strong>Employee, Student, Vendor and Visitor Permit Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[P]</td>
<td>$5,129,969</td>
<td>$5,213,486</td>
<td>$5,116,192</td>
<td>$3,520,549</td>
</tr>
</tbody>
</table>

### Communications

*Be accountable, Be communicative*

<table>
<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Email Recipients</strong></td>
<td>not tracked</td>
<td>124,583</td>
<td>110,937</td>
<td>17,075</td>
</tr>
<tr>
<td><strong>Number of Email Opened</strong></td>
<td>not tracked</td>
<td>77,242</td>
<td>69,890</td>
<td>10,226</td>
</tr>
<tr>
<td><strong>Open Rate</strong></td>
<td>not tracked</td>
<td>62%</td>
<td>63%</td>
<td>60%</td>
</tr>
<tr>
<td><strong>Website Visits</strong></td>
<td>483,903</td>
<td>558,623</td>
<td>499,933</td>
<td>284,710</td>
</tr>
<tr>
<td><strong>Time Spent on Website (Average)</strong></td>
<td>1:25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Student Permits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Top Web Pages</strong></td>
<td>Home Page</td>
<td>Bus Travel</td>
<td>Parking Permits</td>
<td></td>
</tr>
</tbody>
</table>

### Other Highlights

- **Fall & Academic Year Student Permits**
  - FALL 2018: 3,900
  - FALL 2019: 3,788
  - FALL 2020: 3,568
  - FALL 2021: 3,076

- **Fall Waitlist**
  - 2018: 655
  - 2019: 1,536
  - 2020: 1,716
  - 2021: 387

- **Unmet Student Demand**
  - 2018: 28%
  - 2019: 31%
  - 2020: 32%
  - 2021: 11%
Employee Development
Culture (our People, our Team)

Training Hours
356

Conference Hours
n/a

Giveback
Be accountable, Be respectful

Total Giveback: FY21 Giveback includes $25,380 in COVID 19 parking for critical services employees.

<table>
<thead>
<tr>
<th>Unit</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Giveback by Unit</td>
<td>$1,919,872</td>
<td>$3,677,308</td>
<td>$2,166,951</td>
<td>$1,489,669</td>
</tr>
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<td>$3,677,308</td>
<td>$2,166,951</td>
<td>$1,489,669</td>
</tr>
<tr>
<td>FY20 $1,489,669</td>
<td></td>
<td></td>
<td>$1,489,669</td>
<td></td>
</tr>
<tr>
<td>FY21 FY20 FY21 $1,489,669</td>
<td>$1,489,669</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Giveback by Unit

- Permits*
  - FY2018 $45,780
  - FY2019 $4,599
  - FY2020 $3,862
  - FY2021 $35,141

- Infrastructure & Capital Projects
  - FY2018 $601,008
  - FY2019 $143,126
  - FY2020 $148,321
  - FY2021 $84,011

- Events*
  - FY2018 $177,483
  - FY2019 $148,321
  - FY2020 $223,625
  - FY2021 $170,575

- Administration
  - FY2018 $143,126
  - FY2019 $743,127
  - FY2020 $138,240
  - FY2021 $110,476

- Enforcement
  - FY2018 $177,483
  - FY2019 $743,127
  - FY2020 $138,240
  - FY2021 $110,476

- Communications
  - FY2018 $177,483
  - FY2019 $743,127
  - FY2020 $138,240
  - FY2021 $110,476

Total Giveback: FY21 Giveback includes $25,380 in COVID 19 parking for critical services employees.