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Vision

To provide the best first and lasting experience.
Mission

We provide solutions to access the University of Colorado Boulder campus.
**Giveback**
Be accountable, Be respectful

**Total Giveback**
- **FY20**: $1,489,669
- **FY21**: $2,054,176
- **FY22**: $2,166,951

*FY21 Impacts due to COVID-19 remote learning

**Top 5 Giveback Categories**
1. **Loading Docks**: $117,360
2. **Transportation Options Funding**: $131,086
3. **Service Stalls**: $156,960
4. **CU Fleet Vehicles**: $356,400
5. **Retiree Permits**: $525,600

**Total Giveback**: $1,287,406
Parking Financials

R&R Fund Balance

<table>
<thead>
<tr>
<th>Year</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2019</td>
<td>$8,445,973</td>
</tr>
<tr>
<td>FY 2020</td>
<td>$6,816,075</td>
</tr>
<tr>
<td>FY 2021</td>
<td>$5,908,305</td>
</tr>
<tr>
<td>FY 2022</td>
<td>$6,501,021</td>
</tr>
</tbody>
</table>

*FY2021 impacts due to COVID-19 remote learning

Six-year History

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Operating Expenses</th>
<th>Bond Debt</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>$12,000,000</td>
<td>$10,000,000</td>
<td>$8,000,000</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$10,000,000</td>
<td>$8,000,000</td>
<td>$6,000,000</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>FY 2019</td>
<td>$8,000,000</td>
<td>$6,000,000</td>
<td>$4,000,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>FY 2020</td>
<td>$6,000,000</td>
<td>$4,000,000</td>
<td>$2,000,000</td>
<td>$0</td>
</tr>
<tr>
<td>FY 2021</td>
<td>$4,000,000</td>
<td>$2,000,000</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>FY 2022</td>
<td>$2,000,000</td>
<td>$0</td>
<td>$0</td>
<td>$2,000,000</td>
</tr>
</tbody>
</table>
Lot Inventory

Visitor 1,320
Permit 9,913
Motorcycle 303
Service 218
Loading 163

Total Spaces 11,917
Customer Service

Be communicative, Be respectful

*Average Call Wait Time for FY22: 1m19s
Enforcement

Be respectful, Be accountable

**Notifications**

- FY19: 61,088
- FY20: 48,005
- FY21*: 32,005
- FY22: 51,815

**Citations**

- FY19: 29,951
- FY20: 22,025
- FY21*: 12,459
- FY22: 25,988

**Warnings**

- FY19: 31,137
- FY20: 25,980
- FY21*: 20,020
- FY22: 25,827

**Voids**

- FY19: 3,971
- FY20: 3,209
- FY21*: 216
- FY22: 2300**

**Notifications per Hour of Field Time**

- Avg: 8%
- Avg% of Time Spent in Field: 81%

**FY21 Impacts due to COVID-19 remote learning**

*FY21 impacts due to COVID-19 remote learning  **Partial year
**Events**

Community (our Customers, our Partners)

<table>
<thead>
<tr>
<th>Events</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21*</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$1,262,065</td>
<td>$1,208,453</td>
<td>$191,925</td>
<td>$1,113,742</td>
</tr>
<tr>
<td>Revenue per Event</td>
<td>$658</td>
<td>$812</td>
<td>$732</td>
<td>$863</td>
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<tr>
<td>Number of Events</td>
<td>1,919</td>
<td>1,488</td>
<td>262</td>
<td>1,290</td>
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</tbody>
</table>

* FY21 impacts due to COVID-19 remote learning
Infrastructure and Capital Projects

Business (our Innovation, our Stewardship)

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct Unit Cost per Meter Space</th>
<th>Direct Unit Cost per Permit Space</th>
<th>Revenue per Meter Space</th>
<th>Revenue per Permit Space</th>
<th>Revenue per Meter Space (Direct)</th>
<th>Revenue per Permit Space (Direct)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>$546</td>
<td>$2,595</td>
<td>$3,000</td>
<td>$2,500</td>
<td>$2,000</td>
<td>$1,500</td>
</tr>
<tr>
<td>FY20</td>
<td>$746</td>
<td>$2,049</td>
<td>$2,084</td>
<td>$2,049</td>
<td>$1,637</td>
<td>$1,559</td>
</tr>
<tr>
<td>FY21</td>
<td>$477</td>
<td>$722</td>
<td>$569</td>
<td>$477</td>
<td>$345</td>
<td>$379</td>
</tr>
<tr>
<td>FY22</td>
<td>$559</td>
<td>$1,637</td>
<td>$438</td>
<td>$684</td>
<td>$1,059</td>
<td>$371</td>
</tr>
</tbody>
</table>

*FY21 Impacts due to COVID-19 remote learning*
Permits

Community (our Customers, our Partners)

Student Permits

- FALL 2018: 3,788
- FALL 2019: 3,568
- FALL 2020: 3,076
- FALL 2021: 4,503

Employee Permits

- FY 2019: 4,051
- FY 2020: 4,187
- FY 2021: 2,323
- FY 2022: 3,434

Temporary Permits

- FY 2019: 24,947
- FY 2020: 18,139
- FY 2021: 8,479
- FY 2022: 13,977

Permit Revenue

- FY 2019: $5,213,486
- FY 2020: $5,116,192
- FY 2021: $3,520,549
- FY 2022: $4,835,179

*FY21 Impacts due to COVID-19 remote learning
Permits: Waitlist & Unmet Demand

Community (our Customers, our Partners)

Student Waitlist

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
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</thead>
<tbody>
<tr>
<td>Fall 2018</td>
<td>1,536</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>1,716</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>387</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>1,569</td>
</tr>
</tbody>
</table>

Unmet Student Demand*

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
<th>Number</th>
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</thead>
<tbody>
<tr>
<td>Fall 2018</td>
<td>31%</td>
<td>1,536</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>32%</td>
<td>1,716</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>11%</td>
<td>387</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>26%</td>
<td>1,569</td>
</tr>
</tbody>
</table>

*Percentage of student permit demand that exceeded parking lot inventory.
Communications

Community (our Customers, our Partners)

Website Visits

276,599

Time Spent on Website (Avg.)

1:42

Top Four Web Pages

- Student Permit
- Parking Permits
- Bus Travel
- Home Page
Strategic Initiatives Achieved

Business (our Innovation, our Stewardship)

Culture
- DEI training for all employees
- Updated Finance position manuals
- Transitioned department to in-person work
- Promoted new Customer Service Manager and Customer Service Lead
- Transitioned event payment task to event team
- Enforcement equipment upgrade
- Expanded event student worker program

Community
- Transitioned to new collections agency
- Mill and overlay lot 204
- Infrared patching across campus
- In-house painting and crack seal
- Expanded and redesigned lot 360
- Piloted a hybrid pay/permit lot in lot 4:16
- Converted lots 308 and 169 to add night and weekend parking
- Began permit issuance for CINO
- Began permit issuance for Graduate Family Housing and combined lot numbers
- Customized phone queue messages to address top questions based on time of year
- Update enforcement practices
- Made improvements to the client facing workflow of ServiceNow

Business
- Conducted six financial audits
- Engineering assessment of all parking garages
- Created 10 year lot maintenance plan
- Began phase-out of single head meter spaces
- Continued discounted daily permits for Faculty/Staff
- Eliminated remaining proximity-priced permits
- Transitioned from prepaid to post-paid deductions for Faculty/Staff permits
- Transitioned basic operations to AIMS parking software
- Eliminated permit holds
- Began nightly import of customer data from HCM and SIS
- Implemented 15 day automatic transfer of unpaid citations to Student Tuition and Fee Bill
Employee Development
Culture (our People, our Team)

238 hours of employee development