Best Practices in Auxiliary Services: Parking & Transportation

Authored by the NACAS Professional Development Committee

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ENRICHING THE
CAMPUS EXPERIENCE

Access and Revenue Control
- Maintain effective access and revenue control plan for all facilities and services.
- Provide appropriate control methodologies (PARCs, timed parking, meters, etc.).
- Conduct periodic unannounced or opportunity counts or audits.
- Employees that are responsible for revenue management are trained in relevant policies, procedures, and audit processes.
- Vault or counting room is monitored and access control is maintained.
- Gate equipment and cashier positions are monitored in revenue areas with cameras.
- Audit process includes periodic review of statistical patterns related to equipment activity, cashiering functions, and field revenue collections.
- Third-party audits are conducted (external or internal)

Access Management
- Demonstrate a commitment to reducing or distributing travel demand.
- Charge for parking to impact transportation choice.

ADA
- Appropriate number of ADA parking spots are available in appropriate locations (1 to every 25). The first ADA slot must be a van accessible slot, then the next ones are regular slots then another van slot after 401 parking spaces.
- Accessibility paths are properly connected to ADA parking
- Ensure an effective communications strategy for ADA parking that is based on stakeholder needs and input

Apps
- Have apps that do real time tracking/on-demand services. TapRide app (which is basically a private uber), for them to request a ride through the app and they are picked up at their further parking location. Another being real time tracking with our other application, DoubleMap, that shows them exactly where transportation around them is.

Asset Management
- Perform a condition assessments by a qualified structural engineer, who conducts a walk-through inspection (annually).
- Conduct a condition assessments by a qualified structural engineer who conducts a full condition assessment including all disciplines (once every three years at a minimum).
- Have a reconciliation report and schedule of repair completion for items identified in the condition appraisal.
- Conduct routine physical security audits.
- Offer car wash, concierge, laundry, vehicle repair, or other value-added services.

Bikes
- University Transportation office encourages biking to campus -
- College is part of the local jurisdiction's bike lane / safety planning process

Capital Planning
- Capital purchasing plan in place on purchasing new / used vehicles to replace older vehicles
- Formal (documented) Transportation Strategy exists to assess all components of Campus needs and determine future capabilities (e.g., should we move away from permits to an EZ Pass type or license plate recognition system?; how is the University part of local, community transit planning?)

Collections
- Review officer performance and productivity monthly.

Customer Service
- "Operational" cameras installed in parking facilities and vehicles with "live remote viewing" to ensure customer service, reward performance, and correct performance when necessary.
- Accepted lines of communication to communicate updates to the community (email, social media, etc.)
- Ensure customer service training conducted on a regular basis each year
- Guaranteed response time for help desk
- Philosophy of customer service is used in routine correspondence, along with short term and long term planning documents.
- Maintain a proactive customer-service training program for all staff.
- Respond to customer-service feedback.

Data Management
- Have a policy for protecting sensitive data and retaining or destroying secure data.
- Policy that outlines the type of Personally Identifiable Information (PII) used/collected, individual responsibilities, how sensitive data is processed when expired, and references appropriate laws.
- Have a policy that defines how access to systems is managed and controlled.
- Contractually require all vendors to follow the applicant's data and IT security policies.
- For organizations accepting payment cards: Submits to Payment Card Industry (PCI) certification or self-certifications, and ensures timely security scans; any issues are documented and resolved in a timely manner.
- Conduct a quarterly review of users and their permissions.
- Servers are in locked cabinets or secure locations and firewalls are actively managed with consistent monitoring for intrusion (PCI requirement).
- Ensure that all employees complete annual data security, PII, or PCI recurring training.

Design of Parking Structures
- If you are considering retail or office spaces as part of the structure make sure there are areas for deliveries and trash collection.
- Try to design your garages with the ability to overflow into other areas by using cabling or removable bollards.   This comes in handy for big events and can make loading and unloading more efficient.

Drivers
- All drivers are vetted per requirements of appropriate state department of motor vehicles
- All drivers complete an on line vehicle driving course
- Drivers submit their motor vehicle records and they are kept on file
- Identify who is monitoring the driving records (insurance company or the university) Make drivers self report.
- Insurance company notified of all drivers.
- University has a vehicle driving policy

Escort
- There is a vehicle escort program in place

Financial
- Decide where the parking violation funds go to (Suggestion: Go to the area that does the work to monitor and enforce like the Campus Police Budget)
- Have annual budget summarized in easy-to-understand summary form
- Maintain an annual budget and projects a future (three or more years) financial planning document
- Produce a monthly report identifying revenues and expenses, as well as variance budget to actual.
- Maintain and regularly review organization's capital plan noting project status and associated budget financial status.
- Maintain a calendar of planned and completed audits (revenue control, employee safety, environment, labor control and management, cost management, etc.).
- Audit include all aspects of finance and operations, including cash and financial record keeping and management, as well as utilization and inventory control.
- Maintains audit protocol and procedure documents.
- Circulate documentation identifying audit findings or shortcomings to senior management, and management reviews recommendations.
- Maintain current Standard Operating Procedures for Accounts Payable/Accounts Receivable.
- Review budget and performance documentation with authorized stakeholder groups.
- Financial performance meets or exceeds the targets established by the governing authority of the parent corporation.
- Financial management is subject to routine internal audit and process improvement measures.
- Produce a budget year-end financial report and operational summary.
- Achieved a strong bond or credit rating based on a third-party reviewing agency.
- Develop a level of community/private cooperation, such as a P3 partnership or other partnership.

Fuel
- Policy in place for gas purchase and use
- If there is a fuel pump on campus, a security camera is on the fuel pump

Golf Carts
- Consider spaces for EV charging station for golf carts.   If you use electric golf carts you will need outlets to plug into.

Governance and Organization
- Policy in place on who can change/amend rates, fines, use of funds, agency jurisdiction, operating rules, etc., are current and well-defined.
- Current operational policies and procedures are documented with amendments and/or revisions.
- Mission and Vision statements (or equivalent definitions of purpose) are current and available to the community
- A current organizational chart has been created
- Appropriate and accurate position descriptions are in place and current within three years of the accreditation inspection date.

Human Resources
- Ensure job descriptions, HR policies/procedures, etc. are updated and readily available to staff
- Use online timekeeping

Insurance
- Insurance certificates of insurance maintained in file, reviewed annually and updated, and lists specific vehicles covered under the transportation program, and additional insured parties, as appropriate. i.e. Determine requirements regarding indemnification and hold harmless language.

Lighting
- Parking lot lighting uses energy efficient bulbs
- If your garage is not on any emergency generator systems, you should have battery-powered emergency lights in the garage
- Have the parking equipment and parking office (if you have one at the facility) on the backup generator along with emergency lighting, fire/safety system, and elevators.

Maintenance
- All roadway, lot and parkade rehabilitation etc is documented. Twice a year, have engineers do testing on the parkade ramps and once a year on the lot & roads. Provide written suggested repairs timelines.
- Parking lot has an annual maintenance plan in place. Utilize preventive maintenance strategies such as parking lot sealing, regular expansion joint repair, spalling repair, etc.
- Have a policy for after-hours emergency services at parking facilities. When campus maintenance personnel is off duty, have a plumber and flood/storm damage contractor on call. The policy needs to state who is authorized to call the contractor in an emergency.

Marketing
- Annual budget includes dedicated funding for communication and marketing activities.
- Media relations protocols include a specific list of approved media spokespeople and chain-of-command for approving and reviewing information that is released to the student newpaper / radio station or other media.

Mission Statement
- Commitment to service is identified and detailed in mission statements.

Money Handling
- Reconciliation processes for bank/credit card/office transactions
- Written procedures for the safe handling of money

Parking Permits
- Determine if students can use financial aid $ to pay for permits
- If faculty & staff are charged for permits, provide pre-tax payment process
- Event Parking rates and process is established

Permits
- If two separate systems, an audit process exists for Permit Active status versus Access control (does someone have access to a parking lot that does not have an active permit?)
- Determine who pays for parking permits and who gets them for free, (Students, faculty, staff)
- Determine how long the staff / faculty parking permit lasts (For example: 2 year term parking expiring at the end of the calendar year.)
- Determine how long the student parking permit lasts (semester or academic year)
- Offer user-focused flexible permits such as pay-by-phone, print-at-

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- home, daily scratch-off permits, departmental visitor permits, etc.
- Provide a variety of parking permits options.

Planning and Monitoring
- Short- and long-term goals are identified with measurable objectives and timelines for achievement.
- Planning process and procedures are in place that translate daily activities into long-term or strategic planning – minimum two years beyond current fiscal year.
- Have an annual or multi-year budget and financial projection, with periodic tracking and analysis.
- Maintain a detailed and up-to-date inventory of all parking resources (permits, facilities, parking stalls).
- Conduct parking supply, demand, and utilization studies at regular intervals.
- Use metrics to explain and illustrate features of the parking program to the community.

Policy
- Standard operating policy on required frequency of parking structure evaluations / inspections

Ratios
- Determine the best parking ratios that fit your campus demographics (For example: Student parking 65%, Faculty Staff parking 20%, Visitor parking 15%.)
- Determine if your campus will have reserved parking

Route Scheduling
- Routes are scheduled to achieve the safest and most cost effective route

Safety
- Parking lot is well lit
- Parking lot has security cameras
- Document effective workplace safety and risk management practices.
- Maintain SOPs or manuals and conducts testing, drills, and emergency communication procedures (i.e., 911, police, fire, administration, supervision.)
- Utilize customer surveys in assessing security and safety measures.

Security
- Review patrol zones and activities on a scheduled basis.
- Crisis/emergency situation protocols, including a specific list of key contacts, clearly defined chain-of-command and areas of responsibility are in-place.
- Maintain expedited method of communication specifically for crisis/emergency situations.

Signage
- All signage is Transport Accident Act compliant

Staff Equipment
- Staff should have safety vests, umbrellas, dust masks (in case of construction in the lots), hand cards to direct drivers from full lots to available parking, extra winter gear, and sunblock as needed

Sustainability
- Consider solar parking lot canopies

- Consider rebranding your Parking Services into Parking & Sustainable Mobility Services;
- Promote/educate on mobility issues, not just parking: transit, cycling, electric vehicles, walking, car share, ride share, etc.
- Determine how to best implement Federal Highway Administration Commuter Choice program - http://www.commuterchoice.com/
- Consider car sharing or ride sharing on campus
- Look into obtaining sustainability grants for alternative transportation
- Have a green lot for alternative fuel vehicles
- Provide incentives to promote use of low-emitting and fuel-efficient or alternative fuel vehicles.
- Provide payment system in parking facilities to reduce idling upon exiting.
- Use energy-efficient lighting systems and/or controls in parking facilities.
- Use energy-efficient, environmentally favorable Heating Ventilation and Air Conditioning (HVAC) systems and/or controls in facilities requiring ventilation, or facilities designed without mechanical ventilation.
- Use halon-free fire-suppression systems.
- Have a plan for continued sustainability gains.
- Achieved Parksmart, LEED, Green Globes or equivalent certification for at least one parking facility.
- Install and maintain electric vehicle charging stations.
- Provide tire inflation stations or mobile tire inflation services.
- Implement a water-reduction technologies/strategies.
- Roofing system should be designed to reduce heat-island effect and/or provide stormwater mitigation.
- Generate renewable energy on site, and/or purchases of renewable energy credits.
- Use permeable materials in at least in one surface parking facility.
- Participate in a TMA/TMO or similar organization aimed at reducing congestion and travel demand.
- Provide short-term, occasional parking options for flexible commuting.
- Waste water is properly disposed of after power washing

Sweeping
- There is a routine parking lot cleaning / sweeping plan in place

Third Party Agreements
- Maintain active contracts with external service providers.
- Contracts/agreements include a defined start and end date, and clear and precise renewal terms.
- Contracts/agreements include a statement of work that clearly defines the work to be performed by contractor/service provider.
- Contracts/agreements incorporate specific performance objectives and a written process of measuring and assessing progress toward goals and objectives.
- Conduct periodic performance reviews on third parties and identifies performance deficiencies against performance objectives annually (at a minimum).
- Maintain process/policy for amending contracts/agreements, including clear documentation of changes.

Tickets
- Have policy/process in place for removal of abandoned vehicles
- Appeals process for citation process is clear
- Ticket prices are set and the information is available for the community to see for the various fines that people could receive. Ticket prices are reviewed annually and adjusted appropriately.

- Determine if checks are an acceptable form of payment when a person's vehicle has been towed or immobilized.
- Determine if students can use dining center $ to pay for fines
- Determine if your campus will have a "Kindness Week" where student can make food donations to pay for outstanding fines
- Provide a variety of choice options for response to compliance tickets or citations.
- Offer a transparent and publicly available appeals program.
- Offer appellants access to a multi-level review process.
- A fine-collection policy exists.

Towing / Boots
- Identify who can call in to tow or boot a vehicle
- Preferred towing company identified
- Towing vendor COI on file
- Bid the tow contract with multiple agencies with the lowest price getting the first call each time.
- Consider having an on-campus impound lot. Eliminates customers having to leave campus to obtain their vehicle and provides campus oversight to tow and impound fees.
- The University needs to decide if Vehicle Immobilization (aka Boots) will be used instead of towing

Training and Development
- Provide all staff with an employee handbook, or equivalent document(s) identifying roles, tasks, responsibilities, operational policies, and procedures.
- Administer a training program that features a defined structure, outline, schedule, and materials.
- Maintain current job descriptions for each position, and files training documentation for regular staff.
- Provide an orientation to facilities, organization, operations and lines of authority, introductions, review of personnel policies for new staff.
- Provide formal instruction on functional responsibilities and procedures.
- Utilize trainee assessment/testing to test comprehension of concepts and essential information.
- Directly supervise employees while in training before they begin performing duties independently.
- Use follow-up training to address identified weaknesses and documents eventual competency.
- Maintain process for annual evaluations and professional development of staff. operational policies, and procedures.
- Provide a range of other training programs for the benefit of employee or organization.

Transportation
- Install atomic clocks in the buses to reduce issues with customers' and bus operator's watches having different times.

Vehicles
- Vehicle maintenance is tracked and performed
- A mileage report is completed monthly for all vehicles
- Determine if Transportation office should be in charge of / involved in management of all university ("fleet") vehicles? If so, is there a training process for new drivers? (e.g., so an unaccustomed driver is not trying to drive a 15-passenger van or bucket truck without training)
- All vehicle maintenance records kept on file
- Have the title on file for every vehicle we have

- Complete list of all vehicles the university uses, including VIN number
- Determine who is responsible for proper maintenance for each vehicle
- All vehicles should have a quarterly maintenance check with documentation sent to VP of Administration for record keeping

Winter Procedures
- Know how much snow melting supply inventory is used each year to help plan for future year needs
- Plan for clearing snow from the largest lots first, to allow off campus employees and students to park on campus and ride the bus to their final on-campus destination. Have this plan available to the campus.
- Identify areas where people are allowed and are not allowed to park during snow removal
- All snow removal operators have been trained and certified on safe use of their equipment
- If you have expansion joints on the roof level of the garage they could be damaged by snow removal equipment. Roof-top expansion joint locations need to be clearly marked and discussed with snow-removal crew (whether internal or outsources)
- Widespread publication of the basic priorities and principles of the snow and ice removal plan can help to forestall much of the criticism and controversy that usually come with a major snow removal effort.
- A workable system of mobilization for winter snow removal is of prime importance. The responsibility for initial notification rests with a department and specific individuals who are on campus during nonworking hours.

Written Policy
- Rules on tailgating on campus.
- Campus policy requiring parking department have the final approval for parking for all special events requiring parking coordination to reduce the impact on daily customers.
- Acceptable uses of University vehicles
- Policy for banning passengers from riding the bus.
- Policies in place for car pooling to district meetings, multi-campus student group meetings, conferences, etc. to include the highest ranking person traveling should coordinate arrangements for the group - This is to cut down on multiple vehicles going to the same place.
- Ensure there is a campus policy on placing flyers on windshields (stop the litter, not sustainable)
- Have a write-off policy/procedure.
- Process in place to resolve financial discrepancies.
- Document current compliance goals designed to encourage voluntary compliance.
- Regulation and processes related to enforcement and appeals are transparent and available to the community.
- Policies and appropriate signage in place for addressing annual, seasonal, campaign-based, and event-specific communications functions in a timely manner (i.e., special events, construction, service disruption, and routine maintenance).
- A company policy in place that clearly states the terms that vehicles may be used. Employees must review and sign off on them. Policy addresses driver record checks, drug testing, use of vehicles for company business, assigned drivers, how to report an accident, personal use of University vehicles, vehicle inspections, driver qualifications, vehicle mileage forms, at fault accidents and if they are responsible for any associated costs, self reporting of traffic violations, review by safety committee

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