



# IPMI ORGANIZATION OF THE YEAR SUBMISSION

2025



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# Moving You Forward

**“ As a leader in our industry, we will move UCR forward with innovative, environmentally-sound, and resourceful transportation options for the future growth of our community. ”**

Located in the Inland Southern California area, **UCR Transportation Services (UCR TS)** manages 11,165 parking spaces and a multitude of transportation programs and services for a 1,900-acre campus with a population of over 26,000 undergraduate and graduate students, and 5,200 faculty and staff. Our mission is to be a leader in our industry to move UCR forward with innovative, environmentally-sound, and resourceful transportation options for the future growth of our community.

With over two dozen full-time staff and a group of student employees supporting the department, UCR TS is organized into units such as **Alternative Transportation, Sales & Customer Service, Event Parking, Maintenance, and Parking Enforcement**. Many of the staff members each have over 10 years of experience, including some who have transitioned from other UC campuses. This wealth of experience has led to creative initiatives like the Donations for

Citations program and the planting of fruit trees in unused campus landscaping.

To better serve the community, UCR TS partners with agencies like the Riverside Transit Agency (RTA) to provide fully subsidized transit passes to all students, faculty, and staff. In response to the shift toward hybrid work schedules after COVID-19, UCR TS also introduced flexible parking options.

Additional programs include R'Commute, which incentivizes faculty, staff, and graduate students to use sustainable commuting options, and Motorist Assistance Services, offering complimentary battery jumps, key lock-out help, and tire inflation. The department also introduced Shuttle Route 52, a specialized service improving campus accessibility, particularly for individuals with mobility challenges.



**UCR TS** plays a vital role in enhancing mobility for both the campus and surrounding community through a range of innovative programs and services. Offering everything from local transit subsidies to parking management, UCR TS promotes sustainable transportation options that reduce congestion and minimize environmental impact. By facilitating convenient access to the university and the city, these initiatives not only improve commuting experiences but also foster a more connected and environmentally conscious community.

**U-PASS Transit Program** - With a focus on parking and demand management, it is essential for UCR to offer equitable alternatives for commuters who prefer not to drive or have no other means of getting to campus. At UCR, Transportation Services partners with local transit agencies to provide fully subsidized transit passes, allowing employees and students unlimited access to public transportation. In 2006, UCR collaborated with RTA on the pilot transit program that became the statewide blueprint on how to execute a successful campus transit program. One of the most important aspects of this program is that it provides access to education for low-income students who don't normally have the means to travel or live on-campus. This program is crucial to their academic success. UCR also partners with the Riverside Transit Agency (RTA) to offer a specialized route that expands accessibility between campus facilities. UCR is the only university that fully subsidized this program with parking permit revenue without a student referendum.



**Donations for Citations** - In collaboration with LifeStream Blood Bank, the campus organizes an annual blood drive that offers participants an opportunity to donate blood in exchange for a credit toward a parking citation. Each donation provides a voucher that covers the cost of a first-level parking violation. Held every year around Halloween, the drive typically results in an average of 180 pints of blood collected. These donations directly impact the critically low blood supplies at local hospitals around the campus. LifeStream recognizes this initiative as one of their most successful partnerships. While many campuses do food donations, UCR is the first to offer blood donations in lieu of paying for a citation. We have worked with other campuses to replicate their own blood drives as well.

**10-Pack Permits Program** - Introduced in 2021 as a direct response to COVID-19 and the decline in demand for long-term parking permits, the 10-pack is a flexible option geared towards those coming to campus infrequently or are working hybrid schedules. The goal was to provide a lower-cost parking bundle alongside the daily options for faculty and staff as an alternative to a monthly permit. [Get number of 10-packs sold each year to show an increase in usage] As a result of the program's success, additional options have been offered to include more lots in closer proximity to the main campus. The 10-pack program allows these employees to fit their work schedules and save money.



UCR TS staff play an active role in campus planning efforts focusing on general campus growth, student housing and transportation-based planning efforts including the campus' long range development planning efforts. Details from these planning efforts help shape the department's 10-year budget model for both capital investments and operational elements such as U-PASS Program growth. The departments involvement in campus capital expansion projects not only provide a seat at the table to provide input and inclusion for UCR TS projects but allow for the collection of knowledge to better inform transportation system growth in the future.

UCR TS continues to innovate through technology to meet the evolving needs of the campus community. By implementing cutting-edge solutions, UCR TS is advancing the campus parking and transportation experience.

- **Offstreet:** This technology has transformed event and departmental parking on campus, providing frictionless parking management through License Plate Recognition (LPR). Offstreet has been adapted to handle various parking needs, from summer camps to construction, streamlining permit processes.
- **License Plate Recognition (LPR):** Introduced in 2021, LPR technology has expanded across campus, improving efficiency in parking enforcement. New developments include the use



of a smartphone app that allows administrators to view license plate-based details in real-time, granting non-enforcement staff access to critical information.

- **ParkMobile Parking:** Usage has been expanded to offer more contactless and digital payment options. It integrates with the Event Parking and Daily Reservation systems, shifting all short-term parking transactions online, eliminating the need for cash collection, and optimizing underutilized lots.
- **Japa Smart Sensors:** Japa's surface-mounted sensors and management platform to monitor timed parking spaces. These sensors provide real-time information on available parking. Users can easily locate open spots in the app. Currently, UCR is working with Japa to add sensors to all ADA spaces on campus to gather data and ensure adequate availability for individuals with disabilities.

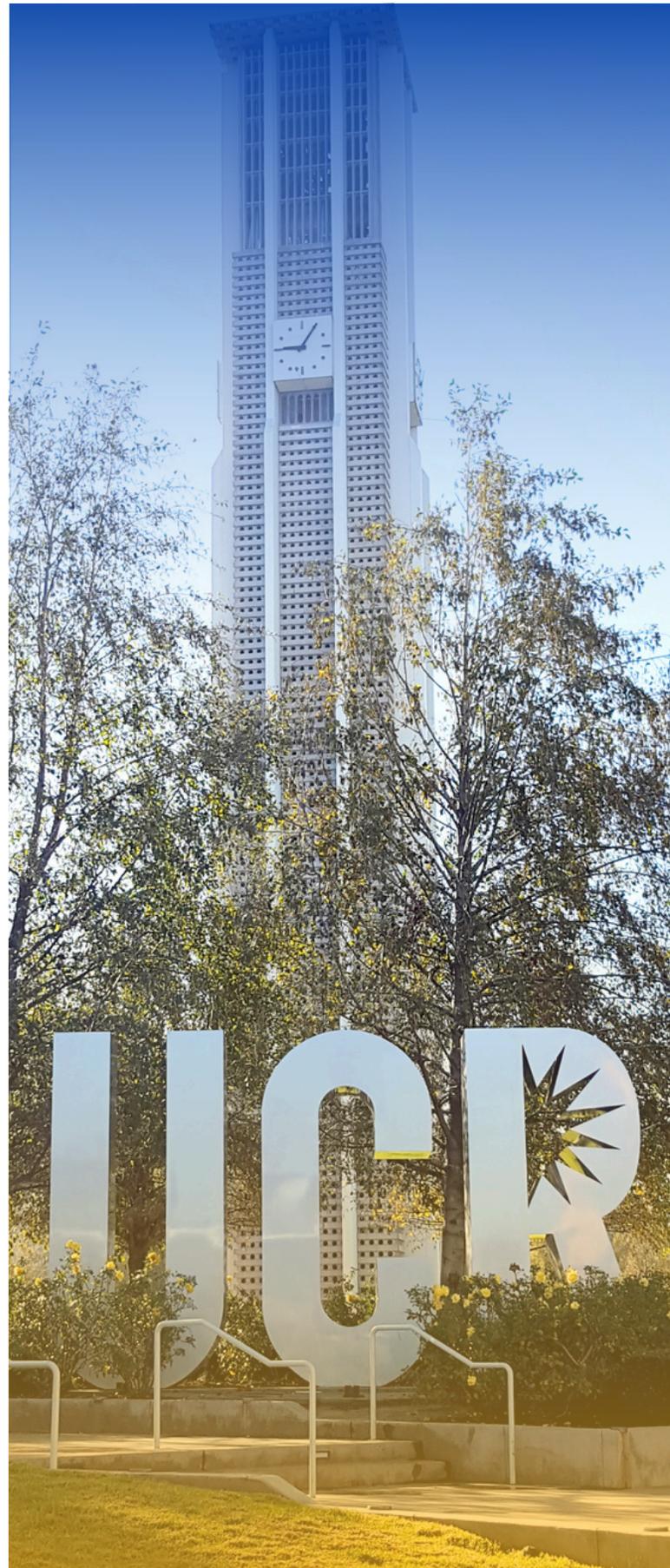


At UCR Transportation Services, our core values of **Dedication, Accountability, Integrity, and Respect** shape our culture and drive our efforts. Our experienced team brings decades of expertise to deliver exceptional service.

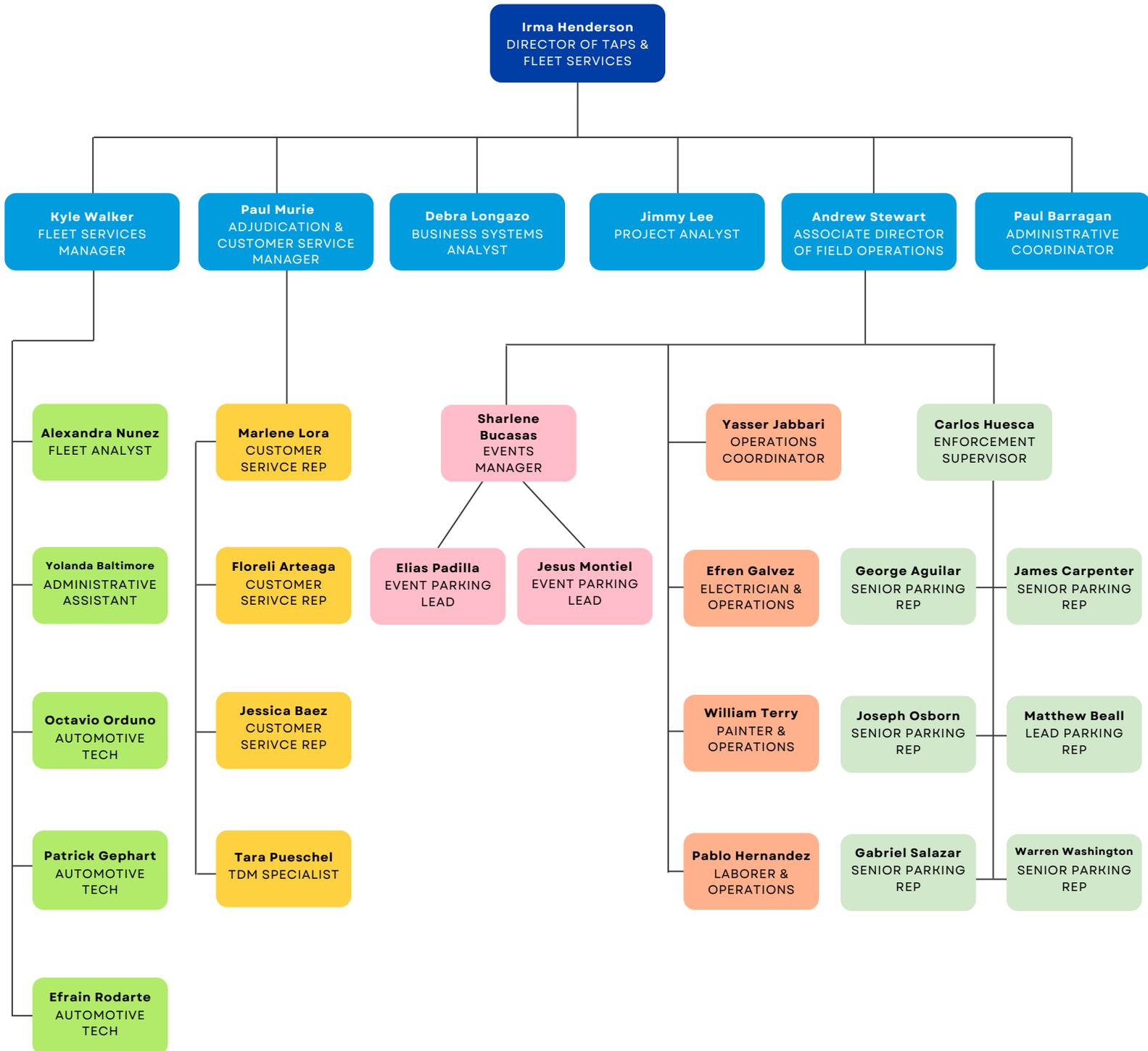
**Irma Henderson, CAPP, Director of Transportation Services**, brings over 20 years of experience in the parking industry. Since joining UCR, she has focused on fostering leadership and transparency within the department. Her strategic initiatives successfully guided the department through the challenges of the global pandemic, maintaining financial stability while many other organizations faced debt. Through detailed reporting, she has strengthened the department's reputation for fiscal responsibility, ensuring the budget aligns with UCR's sustainable and cost-effective transportation goals.

**Andrew Stewart, CAPP, Assistant Director of Field Operations**, has worked in the parking industry for over 30 years. His career began as a bike patrol officer, and he has since gained invaluable insights through a range of positions at UCR. Andrew actively contributes to industry organizations like IPMI, participating in EV and Parksmart cohorts and serving on the First Timers Networking Group.

**Tara Elizabeth Pueschel, Transportation Demand Management Specialist**, joined UCR Transportation Services in 2016, bringing 30 years of experience. Previously with Innovative TDM Solutions, Tara managed rideshare programs for Riverside and San Bernardino Counties. At UCR, she promotes alternative transportation and carpooling programs, and spearheaded the campus's recognition as a Bronze Bike Friendly University, with a goal of achieving Platinum status.



# TRANSPORTATION SERVICES ORGANIZATION CHART



In partnership with the **Riverside Transit Agency (RTA)**, UCR TS manages the UPASS Program, providing free transit passes to all UCR students, faculty, and staff. Since its inception in 2007, the program has allowed unlimited, free rides on all RTA's fixed routes including their long distance CommuterLink buses. UCR is the only campus in Riverside offering riders two ways to ride, either by simply swiping their UCR ID card on board or through RTA's GoMobile app. With six bus routes directly ending at UCR, it makes commuting by bus an easy decision for many students and employees. Pre-COVID, the program averaged over 57,000 boardings per month. Although ridership decreased during the pandemic, it has gradually increased, now averaging just under 26,000 boardings per month. The success of the UPASS Program has become a model for other universities.

**Greater Riverside TNOW** is a grassroots organization that meets monthly to address regional transportation challenges and the needs of the community. The group includes elected officials, community activists, and transit riders. Irma Henderson, a founding member of the Greater Riverside Chapter established in 2009, served as Chair for five years. Tara Puschel has been involved since 2016, serving as Secretary. The chapter collaborates with UCR to promote public transit, advocating for enhanced mobility and ensuring that state and federal funding for public transit remains a priority.



UCR TS has also been an **Accredited Parking Organization (APO)** with Distinction since 2018, becoming the first UC campus to achieve this certification. This recognition solidifies UCR TS as an industry leader. The department boasts several certified professionals, including three CAPPs and one CPP, with team members actively serving on various IPMI committees, such as **Membership, Sustainability, Accessible Parking, EV Readiness, Parksmart, APO Board, and CAPP Board**. UCR TS staff have also presented at major conferences, including the Association for Commuter Transportation, California Mobility & Parking Association, and National Parking Association.



# LETTERS OF RECOMMENDATION

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City of Riverside, California  
Office of the Mayor  
**PATRICIA LOCK DAWSON**



October 10, 2024

Dear International Parking and Mobility Institute: At the invitation from the Department of Transportation and Parking Services at the University of California at Riverside (UC Riverside), I have the pleasure of submitting this letter of support for their consideration for Organization of the Year. The City of Riverside is fortunate to have four higher education institutions in addition to multiple trade schools that offer technical knowledge, training, and problem-solving skills to benefit the City and region. UC Riverside highlights themselves as a leader for their efforts as they strive to support not only their campus community but the large community, they are a part of. The efforts of the leadership and staff from UC Riverside's Transportation and Parking Services department demonstrate routinely that they are partners with the City of Riverside and remain focused on our shared successes. Below you will find several examples of efforts and projects that demonstrate this commitment.

- Department leadership continue to meet with city staff to further develop a relationship of trust. Engage in two-way sharing of planning efforts for projects such as the Big Springs II parking structure.
- They continue to provide accommodations and physical space to support city development and maintenance projects in the neighborhoods surrounding the campus such as the Martin Luther King Boulevard utility upgrades.
- Many of the departments community focused projects provide direct benefits to the residents of our city. Their Donations for Citations, Blood Drive provides lifesaving blood products for hundreds of people each year.
- They continue to provide access to their expanding fleet of Electric Vehicle chargers thereby reducing the need for duplicates to be purchased and installed in the surrounding community.

These examples are just a few of the items we have seen from UC Riverside's Transportation and Parking Services department. They continue to be partners in progress who understand their impacts and work towards resolutions and improvements that benefit our shared community. This vision beyond the boundaries of their campus is what makes them a leader in their industry and our city.

Sincerely,

Patricia Lock Dawson  
Mayor, City of Riverside



October 11, 2024

International Parking and Mobility Institute  
P.O. Box 3787  
Fredericksburg, VA 22402

1825 Third Street  
P.O. Box 59968  
Riverside, CA 92517-1968  
Phone: (951) 565-5000  
Fax: (951) 565-5001

SUBJECT: LETTER OF SUPPORT FOR THE UNIVERSITY OF CALIFORNIA, RIVERSIDE'S (UCR) SUBMISSION TO THE INTERNATIONAL PARKING AND MOBILITY INSTITUTE'S (IPMI) 2025 ANNUAL AWARDS AND RECOGNITION PROGRAM

To whom it may concern,

The Riverside Transit Agency (RTA) strongly supports UCR's submission to IPMI's 2025 Annual Awards and Recognition Program for Organization of the Year. The efforts of the leadership and staff from UCR's Transportation and Parking Services department have resulted in an on-going 18-year partnership to provide all students, faculty and staff with free access to public transportation throughout western Riverside County through the U-Pass program.

As a vital component of our region's infrastructure, public transit not only facilitates mobility but also promotes economic growth, environmental sustainability and social equity. UCR strives to support not only their campus community but the community at large by providing access to employment and higher education. UCR's dedication and commitment to public transportation can be seen in the continued collaboration and partnership with RTA which has resulted in numerous public transportation projects, including those listed below. These projects have benefited the community and helped reduce congestion in a rapidly growing county.

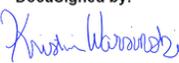
- Over the years, the success of the U-Pass program has resulted in more frequent service on many routes and the creation of new routes, including CommuterLink routes, that connect western Riverside County to surrounding counties.
- As the first higher education institution to pilot the U-Pass program, UCR's program opened the door to introduce similar programs to the other six universities and community colleges in the region. In Fiscal Year 2024, RTA provided UCR students/faculty/staff over 300,000 trips to work, school and beyond.
- UCR Transportation leadership was integral to the founding of the Greater Riverside Transportation NOW (T-NOW), a grassroots group committed not only to addressing regional transportation issues but meeting the needs of our individual communities.
- Since 2009, UCR has hosted the Annual T-NOW recognition luncheon which brings together all six T-NOW chapters across the region. Attendees range from elected officials and community activists to everyday transit users throughout western Riverside County.

As the primary public transit provider in western Riverside County, RTA is responsible for coordinating transit services throughout the approximate 2,500 square mile service area, providing both local and regional services throughout the region with 32 fixed routes, three

CommuterLink express routes, GoMicro microtransit and Dial-A-Ride services. UCR continues to be an innovative partner who understands their impact and works towards transit ridership and system improvements that benefit our shared community. This vision goes beyond the boundaries of their campus and is what makes them a leader in their industry and our region. They are at the forefront of innovation and have provided research, data and support as RTA transitions to zero-emission buses.

RTA strongly supports UCR's submission to IPMI's 2025 Annual Awards and Recognition Program for Organization of the Year. If you need additional information or have questions for RTA regarding its support of this submission, please contact Jennifer Nguyen, Director of Planning at [jnguyen@riversidetransit.com](mailto:jnguyen@riversidetransit.com) or at (951) 565-5132.

Sincerely,

DocuSigned by:  
  
00883D6B1C01488

Kristin Warsinski

Chief Executive Officer



Dear Review Committee,

October 9, 2024

Today I have pleasure of highlighting the accomplishments of a peer institution who I have not only had the pleasure to work with, but to watch their university, team, and department grow under their leadership team. The institution I am referring to is the University of California, Riverside's, Transportation and Parking Services department. It is my pleasure to support their pursuit of IPMI's Organization of the Year designation for 2025.

The UC Riverside team is a fitting example of what can take place when thoughtful resolute individuals come together and put the right pieces in the right places. As the leader of a past IPMI Organization of the Year, I understand the effort it takes to reach this level and maintain forward momentum. This firsthand knowledge gives me a clear understanding of what it takes to reach this level and see those treats at UC Riverside.

I want to take this opportunity to highlight a few of the many reasons that UC Riverside is an example of the best that IMPI has to offer.

They are dedicated to the development of their employees. They provide funding, support, and release time for their staff to be involved in international, state, and regional transportation organizations. Their employees have an ability to grow and give back to the industry with support that has been consistent and unwavering.

Their involvement is also not only focused on their development but the development of those they learn from. UC Riverside staff have provided firsthand contributions to the CAPP program, CAPP test review and development, APO development and redesign, and the Electric Vehicle program development to name a few. Their team has; multiple CAPPs, CPP holders, APO reviewers, and ParkSmart Advisors. They have presented at almost every IPMI Conference and Expo in the last decade in addition to providing articles on online content on topics from leadership and change management to developing effective electric vehicle charging programs.

I could continue for several pages about their efforts to serve their campus, community, and industry but I will close with these thoughts. Your peers and friends speak to the value of your contributions. UCR operates in the same cycles with and is referred to alongside some of our nation's greatest educational institutions and IMPI members such as Arizona State University. Their ideas and contributions

With absolute support,

A handwritten signature in black ink, appearing to read 'JC Porter'.

JC Porter, CAPP

Director

Parking and Transportation Services

Arizona State University





October 10, 2024

To: International Parking & Mobility Institute  
Awards & Recognition – Professional Recognition Committee

From: Patrick Kass, Associate Vice Chancellor  
UW–Madison Transportation Services  
610 Walnut Street, Ste 167  
Madison, WI 53726

Re: University of California, Riverside Organization of the Year Recommendation

Dear Chair Ferrin, CAPP and Committee Members,

Our office recently received a request from our colleagues at the University California, Riverside campus about their goal to become IPMI's 2025 Organization of the Year award recipient. I had to stop and consider the fact that they have not received this recognition yet. The IPMI membership body is made up of so many great organizations that I understand every one of them cannot receive this level of recognition. I do want to take the time to support them as they have been great partner with Gabe Mendez, CAPP and myself at our previous higher education institutions. They are a great example of what an IPMI Organization of the Year is, and they should be seriously considered to receive it.

Irma, Andrew, Yasser, and their team at UCR have been engaged in every recent IPMI effort. They are involved in EV readiness, APO, ParkSmart, and CAPP. They serve on committees and boards anywhere they are needed. I am sure we have not worked on a large scale IPMI project in the last six years that one of them has not been involved in. Their team has been an incredible partner and resource for numerous other organizations too.

Facilities Planning and Management  
Transportation Services

University of Wisconsin-Madison 1st Floor WARF Building 610 Walnut St. Madison, Wisconsin 53726  
608.263.6666 [www.transportation.wisc.edu](http://www.transportation.wisc.edu)

We are fortunate to have such great IPMI members as UCR who are involved across the industry. I feel extremely comfortable supporting them in this submission as I have been able to interact with them at; IMPI events, workshops, and in committee meetings, at vendor organized conferences, and higher education-based events.

They are building a stronger team and industry with every step they take. I am not sure what the next topic they will present on or provide support to, but I am sure that with will be happen soon. UCR Transportation and Parking Services is one of our great member organizations and contributes at a level matched by few.

Sincerely,



Patrick J. Kass  
Assistant Vice Chancellor  
Transportation Services  
University of Wisconsin-Madison





October 15, 2024

Offstreet Technology Inc.  
#2 - 2375 College Avenue  
Regina, SK  
S4P 0S8

Dear IPMI Awards Committee,

It is with great enthusiasm that I write this letter of recommendation on behalf of the University of California Riverside (UCR) for the IPMI Organization of the Year award. Over the past two years, Offstreet has had the privilege of partnering with UCR in their efforts to innovate and enhance their campus parking management, and we believe their forward-thinking approach and commitment to excellence make them highly deserving of this award.

From the beginning of our collaboration, UCR has demonstrated a clear vision for improving guest parking on campus. One of the most notable projects we've worked on together was the implementation of a **digital permitting solution for campus tours**. Prior to Offstreet, UCR faced challenges with an outdated, expensive system that wasn't designed for guests. In response, UCR sought to provide a simpler, cost-effective, and scalable solution for their guests, especially during high-demand periods such as campus tours and special events. Our partnership resulted in UCR exceeding their goals by making the entire guest parking process simpler, more efficient, and saving them money. The success of this project was highlighted in a [joint case study](#), which further underscored the value of their approach and the tangible results achieved.

Additionally, UCR has been instrumental in helping us integrate our technology with **T2 Flex**, a vital component of their parking management system. Their team has been proactive in troubleshooting and configuring the API integration, showcasing their



deep technical knowledge and collaborative spirit. This level of partnership has enabled us to create a more cohesive and flexible solution that benefits not only UCR but also other campuses we work with.

Throughout our collaboration, UCR has consistently exemplified the values that make them an exceptional organization—leadership in innovation, a commitment to operational excellence, and a clear focus on enhancing the parker experience. They continually seek ways to improve and evolve, and their efforts in parking and mobility management are not just about keeping up with industry trends but leading them. In

conclusion, the University of California Riverside is truly a standout organization within the parking and mobility industry. Their dedication to improving campus mobility, their collaborative spirit, and their innovative mindset make them an ideal candidate for the IPMI Organization of the Year Award. I strongly support their nomination and am confident that UCR will continue to set new standards for excellence in the years to come.

Thank you for your time and consideration. Sincerely,

A handwritten signature in black ink, appearing to read "Matt Fahlman".

Matt Fahlman

Co-Founder & CEO

[matt@joinoffstreet.com](mailto:matt@joinoffstreet.com)

(306) 535-8315

October 2, 2024 Brett Munkel CAPP  
Vice President, University & Healthcare  
SP+, a Metropolis Company

Sir or madame,

I would like to enthusiastically recommend that the University of California, Riverside Transportation Services be considered for IPMI Organization of the Year. The organization represents the very best of the industry and has continuously grown and evolved over the years I have interacted with them. A few of the reasons why I feel they deserve this recognition follow:

- UC Riverside was one of the first universities to earn certification as an Accredited Parking Organization with Distinction (they seek-out and implement best practices).
- UC Riverside has multiple Certified Administrators of Public Parking (CAPP) personnel in leadership roles (they invest in professional development).
- UC Riverside personnel serve on numerous IPMI Boards (they invest in service to the industry).
- UC Riverside implements creative ways to serve their community such as the “Donations for Citations” blood drive (they give back).
- UC Riverside actively engages in programs to incentivize alternative transportation to campus through bike, rideshare, bus, and rail programs among others (they understand access goes beyond parking and lead with numerous TDM strategies).
- UC Riverside is parking assets include significant investments in solar and EV infrastructure (they are committed to sustainability).
- UC Riverside is committed to finding creative ways to improve the campus parking experience through technological innovation through programs such as tailored routing for student move-in (they are always improving).

In addition to all of the facts listed above (and there are many more), I have had the privilege of knowing UC Riverside leadership for many years and can attest to the caliber and quality of the people...they some of the very best and it’s always great to see great people recognized....

Respectfully,

A handwritten signature in blue ink, appearing to read "Brett Munkel". The signature is fluid and cursive, with the first name "Brett" being more prominent than the last name "Munkel".

Brett Munkel CAPP



WE HELP SAVE LIVES BY CONNECTING DONORS  
AND PATIENTS THROUGH THE GIFT OF BLOOD.

October 17, 2024

Jacob Peykani  
Regional Account Manager  
LifeStream Blood Bank  
384 W Orange Show Rd  
San Bernardino CA 92408

To Whom It May Concern,

My name is Jacob Peykani, Regional Account Manager from LifeStream Blood Bank. This letter is to summarize the incredible contributions the UC Riverside Transportation and Parking Services (UCR TAPS) Department has made to our blood banking community over the last few years

UCR TAPS hosts us for an annual multi-day blood drive on campus called ***Donations for Citations Blood Drive*** around Halloween time. They graciously offer to forgive parking ticket fines in exchange for blood donations. This incentive does wonders for our turnouts at these blood drives and for our community blood supply.

Since our partnership began in 2019, we have collected 698 blood donations from the blood drives we've had with UCR TAPS, averaging about 85 donations per day. It's the highest impact any account we have in the Riverside Territory has on expected blood collections in a month.

While the incentive they offer is generous enough to bring a lot of interest, their marketing efforts are very effective as well. With their eye catching themed flyers to the intricate setup space they offer us and our mobile units, there is almost no one on campus who is not aware of the ***Donations for Citations Blood Drive***.

One blood donation can save three lives. Given that stat, UCR TAPS is responsible for providing blood products to save over 2,000 lives over the course of our fruitful partnership.

We absolutely recommend UCR TAPS for IPMI Organization of the Year. We cannot thank UCR TAPS enough for continuing to go above and beyond as a phenomenal community partner for LifeStream Blood Bank!

Please contact me if there are any questions or additional information needed.

Healthiest Wishes,

A handwritten signature in blue ink that reads "Jacob Peykani".

Jacob Peykani  
Regional Account Manager  
Cell: 909-453-7496  
Email: [jpeykani@lstream.org](mailto:jpeykani@lstream.org)

384 West Orange Show Road, San Bernardino, CA 92408  
800.879.4484 T 909.381.2036 F LSTREAM.ORG

# AWARDS AND RECOGNITION

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# UCR TRANSPORTATION SERVICES

**2018-21** ACCREDITED  
**PARKING**  
ORGANIZATION®  
WITH DISTINCTION

**2025-27** ACCREDITED  
**PARKING**  
ORGANIZATION®  
WITH DISTINCTION





# BIG SPRINGS 2 PARKING STRUCTURE



Winner of Sustainable Design and  
Stand-Alone Structured Parking  
Facility Design



Recognized as a Premier Facility for  
the Accredited Parking Organization





# DONATIONS FOR CITATIONS BLOOD DRIVE



Winner of Marketing and Communications, and Innovation in a Mobility, Transportation, or Parking Program



# FINANCIAL OVERVIEW

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**FY2022-23 ANNUAL BUDGET PROCESS**

**EXECUTIVE SUMMARY**

**UNIT NAME: AUX- TAPS**

**Mission Statement**

Transportation Services (TS) supports the mission of the university by moving UCR forward with innovative, environmentally sound and resourceful transportation options for the future growth and education of our community.

**Status and Future Direction of the Service**

With the return of in-person classes, TS had a very good year and will end with a positive balance. TS has updated its 10-year business plan showing the need for future rate increases to invest in the maintenance of their current assets and the construction of additional parking with the addition of parking structures. These structures are debt financed, and TS requires ample funds to meet this debt obligation. TS also will be resuming the maintenance schedule on existing parking lots and addressing maintenance that was deferred during COVID due to lack of available funds.

TS is back in a position to build reserves and prepare for future debt obligations as campus growth continues. The department's operating budget for FY 2022-23 was initially projected to be a net of \$1.06M. With the return of the campus population as well as accumulated salary savings, TS is now projecting to end the year with a net of \$3.01M.

One benefit that COVID provided was the need for remote work. Currently, many departments are still 100% remote while others have hybrid schedules. This has resulted in a decrease in daily parking demand continue. However, permit sales are above pre-COVID levels as even though permit holders are not coming to the campus 5 days per week. Based on observed parking lot utilization, TS is estimating that 20% of the campus population is cumulatively on a hybrid schedule.

TS has begun preliminary conversations on potentially constructing a surface parking lot in response to the buildout of North District Phase 2. As such, any balances at the end of the year will be saved towards North District Phase 2 parking lot. Current and future campus construction is resulting in additional parking space reductions. TS is analyzing the need for additional undergraduate commuter parking as a result of the development of the OASIS project and loss of over 500 Gold Spaces.

**Workforce and Staff Planning**

Transportation Services has continued to evaluate its workforce to efficiently maximize resources and provide service to the campus as the population returns. The decrease in revenues from the campus closure required TS to take several temporary personnel cost-saving measures. Over this past year, TS has backfilled two positions lost to retirement and job relocation and has also lost two additional positions due to resignations. These two new vacancies will need to be filled as they are vital to operations.

For FY23, TS was budgeted for 25.4 FTE positions, however 1.0 FTE was held and not filled. As the campus population returns, campus events have started to significantly increase back to their pre-COVID levels. We will continue to operate at the current 24.4 FTE for FY24 and request to fill the Lead Parking Rep in FY25 as campus events continues to grow. This now shows TS with a proposed 25.4 FTE in FY25 along with increasing the use of student labor. A continual review of staffing and campus needs will occur throughout the next two years to ensure that revenue levels are sufficient to cover TAPS' obligations, increases in FTE, and demands for service especially as we have an aging workforce that often adds in medical leaves and/or retirements.

**Overall Financial Position**

TS' net operating revenue and expenses are stable and showing a healthy positive bottom line. The most critical unknown that TS is facing is the campus' plans for the construction of additional residential buildings and instructional spaces. Based on the observed return of the campus population and planned capital projects, TS will be proposing year over year rate increases to sustain enough reserves to respond to the increasing population and decreasing parking supply. In addition, any end of year balances will be allocated towards North District Phase 2 surface lot.

Campus: Riverside, Transportation & Parking Services

	Actuals					Projected					Updated:			
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2030-31	FY 2031-32
<b>Net Revenue Fund Balance July 1st</b>														
Total Funds: (Non-Operating + Reserves)	1,633,675	2,301,325	(141,280)	196,517	(1,603,792)	226,090	3,807,380	3,963,612	3,849,781	4,255,159	4,522,043	4,700,142	4,661,691	4,390,214
<b>Campus Cash Flow</b>														
Gross Revenues	8,179,205	9,240,285	7,352,931	2,354,663	8,123,681	10,168,348	10,267,532	10,671,239	11,874,159	12,099,896	12,330,093	12,564,836	12,804,217	13,048,328
Arg weighted rate % increase	6.3%	6.3%	4.5%	0.0%	4.5%	3.0%	0.0%	3.0%	3.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Operating Expenses	6,671,734	6,943,556	7,175,554	4,145,198	5,182,037	5,250,840	7,045,750	7,821,821	8,054,207	8,466,859	8,850,402	9,251,884	9,671,989	10,112,961
Net Revenues	1,460,907	2,240,188	132,264	(1,788,560)	2,944,471	4,917,509	3,221,782	3,049,417	3,819,951	3,633,038	3,479,690	3,312,252	3,132,227	2,935,466
STIP Income / (Expense)	46,564	56,841	45,112	(1,975)	(2,827)	-	-	-	-	-	-	-	-	-
Projected STIP Rate	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Additions</b>	1,507,471	2,297,029	177,377	(1,790,535)	2,941,644	4,917,509	3,221,782	3,049,417	3,819,951	3,633,038	3,479,690	3,312,252	3,132,227	2,935,466
<b>Deductions</b>														
Debt Service	-	-	-	-	1,193,217	1,437,576	1,482,481	1,482,481	1,482,481	1,482,481	1,482,481	1,482,481	1,482,481	1,482,481
Big Springs Structure Payment	808,187	808,262	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance (Lots/Roads/Docks)	111,999	977,640	(183,940)	-	(139,987)	-	778,800	820,200	705,600	612,000	500,000	500,000	500,000	500,000
Marketing	70,649	70,649	40,508	55,456	56,711	18,075	38,243	40,920	42,966	45,114	47,370	49,739	52,216	54,837
Auxiliary Admin	-	-	-	-	-	695,614	766,026	819,648	860,630	903,662	948,845	996,287	1,046,101	1,098,406
Estimated Landscaping for Housing Lots	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Operating	(80,055)	(60,122)	40,828	(24,683)	1,822	(115,046)	-	-	-	-	-	-	-	-
Lighting Upgrades	-	175,623	-	-	-	-	-	-	-	-	-	-	-	-
Parking Dispensers/License Plate Recognition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Drawdowns: Project Equity/Non Opt Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lot 50	-	500,000	315,000	-	-	-	-	-	-	-	-	-	-	-
Mobility Hub Kiosk Equity - 2019/20	-	400,000	(332,265)	-	-	-	-	-	-	-	-	-	-	-
Lot 23	-	92,000	(70,551)	-	-	-	-	-	-	-	-	-	-	-
Lot 4/Barn	-	100,000	30,000	-	-	-	-	-	-	-	-	-	-	-
Traffic Study	-	25,000	-	(20,998)	-	-	-	-	-	-	-	-	-	-
Lot 4 Crosswalk	-	(45,418)	-	-	-	-	-	-	-	-	-	-	-	-
Returns from A&E	-	1,696,000	-	-	-	(700,000)	-	-	-	-	-	-	-	-
Parking Structure 1 on Lot 13 (PS1) - 2020/21	-	1,775,582	-	-	-	-	-	-	-	-	-	-	-	-
Other Various Capital Projects	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lot 13 Reconfiguration (2020/21)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PS1 Signal Light	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pay Stations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LPR Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EV Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Deductions</b>	840,130	4,739,634	(160,420)	9,774	1,111,763	1,336,219	3,065,550	3,163,249	3,091,677	3,043,257	2,978,696	3,028,506	3,080,808	3,135,724
Net Change in Net Revenue Fund	667,341	(2,442,605)	337,797	(1,800,809)	1,829,882	3,581,290	1,56,232	(113,831)	728,274	589,781	500,995	284,446	51,420	(200,258)
Debt Service Coverage	-	-	-	-	2.47	3.42	2.17	2.06	2.58	2.45	2.35	2.23	2.11	1.98
<b>Net Revenue Fund Balance June 30th</b>														
Total Reserves (End of Year Balance after transfer)	2,301,325	(141,280)	196,517	(1,603,792)	226,090	3,807,380	3,963,612	3,849,781	4,578,055	4,844,940	5,023,038	4,984,587	4,713,111	4,189,956
Reserve Goal (25% of Expenses)	1,793,889	1,036,299	1,295,509	1,312,710	1,761,437	2,013,552	2,116,715	2,312,971	2,417,997	2,528,215	2,643,883	2,721,730	2,812,971	2,935,466

**FY2023-24 ANNUAL BUDGET PROCESS**

**EXECUTIVE SUMMARY**

**UNIT NAME:** *AUX- TAPS*

**Mission Statement**

Transportation Services (TS) supports the mission of the university by moving UCR forward with innovative, environmentally sound and resourceful transportation options for the future growth and education of our community.

**Status and Future Direction of the Service**

FY24 rates were approved and we opted to defer any rate increases to assist the campus with pandemic budget shortfalls. You will see that FY23 and FY24 have the same rates. For FY25, we are proposing a 3.5% rate increase.

With the continued growth of student life on campus and a small increase in staff and faculty presence, TS had a very good year and will end with a positive balance. TS continues to maintain its 10-year business plan showing the need for future rate increases to invest in the maintenance of their current assets and the construction of additional parking with the addition of parking structures. These structures are debt financed, and TS requires ample funds to meet this debt obligation. This year TS resumed our maintenance schedule on existing parking lots addressing maintenance that was deferred during COVID due to lack of available funds. The unexpected lower acceptance rate of resident hall occupation from new students has resulted in a reduced demand for resident hall parking permits. Current resident hall parking lot utilization provides enough capacity for 100 additional residents. In addition, TS workforce is mostly comprised of union employees. There will be significant budget implications between CX increases and anticipated SX increases.

TS continued adding to reserves this year and preparing for future debt obligations as campus growth continues. The department's operating budget for FY 2023-24 was initially projected to be ~\$2.7M. With the return of the campus population as well as accumulated salary savings, TS is now projecting to end the year with a net operating ending fund balance of ~\$3.5M.

The continued use of remote work on campus has held down demand for staff and faculty parking spaces. Hybrid and remote work employees continue to utilize 10-pack permit options for flexible commuting as needed. Based on observed parking lot utilization, TS is estimating that 20% of the campus population continues to utilize hybrid schedules.

TS is involved with Auxiliaries' Facilities team and Planning, Design, and Construction on the temporary surface parking lot in North District Phase 2 project. TS continues to be positioned pay down the financed construction cost of the phase 2 parking lot. Current and future campus construction is resulting in additional parking space reductions. TS is analyzing the need for additional undergraduate commuter parking as a result of the development of the OASIS project and corresponding loss of Gold Spaces. Staff and faculty will be impacted by the closure of 200 spaces related to the UTLF project and increased occupancy with the in-person return of School of Medicine staff and faculty, Student Health and Counseling Center staff and the occupation of the new School of Business Building.

**Workforce and Staff Planning**

**Transportation Services has no increase in FTEs. As a result of combining two positions, we achieved a decrease of .20 FTE from prior year. We continue to evaluate its workforce to efficiently maximize resources and provide service to the campus as the population grows.**

For FY24, TS is budgeted for 24.20 FTE positions. This year, the necessary duties of two positions were combined in to a new single position that is current in recruitment. This new position will serve both TAPS and Fleet. No other career staff increases are expected at this time. With campus activities increasing, campus events continue to increase towards pre-pandemic have levels. TS will be responding to the increase in events by increasing the use of student labor. Review of staffing and campus needs will continue throughout the next two years to ensure that revenue levels are sufficient to cover TAPS' obligations and demands for service. TS will continue to assess its workforce plan which requires succession planning.

**Overall Financial Position**

TS' net operating revenue and expenses continue to be stable and show a healthy positive bottom line. The most critical unknown areas that TS faces are labor increases, the campus' plans and financing for the construction of additional residential buildings and instructional spaces. Based on the growth of the in-person campus population and planned capital projects, TS will be proposing year over year rate increases to sustain enough reserves to respond to the increasing population and decreasing parking supply. In addition, any additional end of year balances will be allocated towards North District Phase 2 surface lot and continued repairs of existing lots.

	As of 7/14/2024												Updated: 1/23/2024		
	Actuals				Projected								FY 2030-31	FY 2031-32	
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30		
<b>Campus: Riverside, Transportation &amp; Parking Services</b>															
<b>Net Revenue Fund Balance July 1st</b>															
<b>Total Funds (Non-Operating + Reserves)</b>	1,633,675	2,301,325	(141,280)	196,517	(1,603,792)	226,090	3,807,380	5,010,977	5,044,923	5,325,505	5,751,743	5,878,331	5,863,257	5,690,404	5,340,483
<b>Campus Cash Flow</b>															
Gross Revenues	8,179,205	9,240,585	7,352,931	2,354,663	8,123,681	10,168,348	10,702,184	11,122,264	12,402,066	12,822,362	13,257,272	13,707,306	14,172,992	14,654,876	15,153,524
Avg weighted rate % increase	6.3%	6.3%	4.5%	0.0%	4.5%	3.0%	0.0%	3.0%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Operating Expenses	6,671,734	6,943,556	7,175,354	4,145,198	5,182,037	5,250,840	6,881,782	7,418,567	8,069,377	8,531,570	8,940,048	9,364,897	9,808,729	10,274,929	10,764,738
Net Revenues	1,460,907	2,240,188	132,264	(1,788,560)	2,944,471	4,917,509	3,820,402	3,703,697	4,332,689	4,290,792	4,316,625	4,342,409	4,364,263	4,379,947	4,388,786
STP Income / (Expense)	46,564	56,841	45,112	(1,975)	(2,827)	-	-	-	-	-	-	-	-	-	-
Projected STIP Rate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Additions</b>	1,507,471	2,297,029	177,377	(1,790,535)	2,941,644	4,917,509	3,820,402	3,703,697	4,332,689	4,290,792	4,316,625	4,342,409	4,364,263	4,379,947	4,388,786
<b>Deductions</b>															
Debt Service	-	-	-	-	1,193,217	1,437,576	1,483,716	1,480,387	1,479,772	1,479,181	1,483,405	1,482,353	1,481,117	1,479,697	1,483,092
Big Springs Structure Payment	808,187	808,262	-	-	(139,387)	-	264,000	886,515	838,200	540,500	740,000	777,000	815,850	856,643	899,475
Maintenance (Lots/Roads/Docks)	111,999	977,640	(183,940)	-	56,711	18,075	32,909	36,554	39,478	42,636	46,047	49,731	53,709	58,006	62,647
Marketing	70,649	70,649	40,508	55,456	56,711	695,614	836,180	1,268,296	1,369,760	1,479,341	1,597,688	1,725,503	1,863,543	2,012,627	2,173,637
Auxiliary Admin	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Estimated Landscaping for Housing Lots	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-Operating	(80,055)	(60,122)	40,828	(24,685)	1,822	(115,046)	-	-	-	-	-	-	-	-	-
Lighting Upgrades	-	175,823	-	-	-	-	-	-	-	-	-	-	-	-	-
Parking Dispensers/License Plate Recognition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Drawdowns- Project Equity/Non Ops Equity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lot 50	-	500,000	315,000	-	-	-	-	-	-	-	-	-	-	-	-
Mobility Hub Kiosk Equity - 2019/20	-	400,000	(332,665)	-	-	-	-	-	-	-	-	-	-	-	-
Lot 23	-	92,000	(70,551)	-	-	-	-	-	-	-	-	-	-	-	-
Lot 4/Barn	-	-	30,000	-	-	-	-	-	-	-	-	-	-	-	-
Traffic Study	-	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Lot 4 Crosswalk	-	25,000	-	(20,998)	-	-	-	-	-	-	-	-	-	-	-
Returns from A&E	-	(45,418)	-	-	-	(700,000)	-	-	-	-	-	-	-	-	-
Parking Structure 1 on Lot 13 (PS1) - 2020/21	-	1,696,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Various Capital Projects	-	1,775,582	-	-	-	-	-	-	-	-	-	-	-	-	-
Lot 13 Reconfiguration (2020/21)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PS1 Signal Light	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pay Stations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LPR Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EV Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Deductions</b>	840,130	4,739,634	(160,420)	9,774	1,111,763	1,336,219	2,616,805	3,671,752	3,727,210	3,541,658	3,867,140	4,034,587	4,214,220	4,406,972	4,618,850
<b>Net Change in Net Revenue Fund</b>	667,341	(2,442,605)	337,797	(1,800,309)	1,829,882	3,581,290	1,203,597	31,946	605,479	749,134	469,464	307,822	150,043	(27,024)	(230,064)
<b>Debt Service Coverage</b>	-	-	-	-	2.47	3.42	2.57	2.50	2.93	2.90	2.91	2.93	2.95	2.96	2.96
<b>Net Revenue Fund Balance June 30th</b>															
<b>Total Reserves (End of Year Balance after transfer)</b>	2,301,325	(141,280)	196,517	(1,603,792)	226,090	3,807,380	5,010,977	5,044,923	5,648,402	6,074,640	6,201,227	6,186,153	6,013,300	5,663,379	5,110,419
<b>Reserve Goal (25% of Expenses)</b>	1,793,889	1,036,299	1,312,710	1,295,509	1,854,642	2,017,344	1,720,445	1,854,642	2,017,344	2,132,893	2,235,162	2,341,224	2,452,182	2,568,732	2,691,185

UCR Auxiliary Services  
Financial Report FY 2024-25

As of: 9/16/2024 As of: 9/16/2024  
Printed: Prelim Printed: 9/24/2024

Note: At the time of this report, FY24 had not officially closed.  
Note: At the time of this report, July & August FY25 is not closed.

Rate Review Template  
Feb 2023

Prelim Prelim

	FY 2024-25 AUGUST ACTUALS	FY 2024-25 YTD ACTUALS	FY 2024-25 APPROVED BUDGET	FY 2024-25 PROJECTIONS	FY 2024-25 VARIANCE PROJ less BUDG	COMMENTS
<b>TAPS</b>						
Beginning Balance	-	-	5,010,977	217,131	(4,793,845)	Since the Projected Beginning Balance (FY24 Carryforward) is transferred to TAPS reserve fund (75520), FY25 Projections also display under the Non-Operating section.
Income	742,130	1,631,007	11,175,042	12,930,767	1,755,725	Shift in Income from FY25 Approved Budget to FY25 Projections is due to the FY24 PLD income that is still sitting in the balance sheet account ~\$1,755,725. FY25 19900 (250K) included in YTD income.
Salary Expense	(208,289)	(423,959)	(2,779,153)	(2,779,153)	(0)	
Operating Expense	(408,866)	(601,043)	(2,891,208)	(2,891,208)	-	
Assessments	-	-	(1,748,206)	(1,841,684)	(93,478)	Shift in Assessments from FY25 Approved Budget to FY25 Projections, is due to the Police assessment not posting in FY24. Projecting additional costs in FY25.
Adjustments	-	-	(2,785,237)	(2,520,274)	264,963	With the new % split with TAPS and FLEET in regards to ORG19 FYE transfers - TAPS costs decrease by 20%.
Transfers	-	-	-	-	-	
<b>NET REVENUE (LOSS)</b>	<b>124,975</b>	<b>606,005</b>	<b>5,982,215</b>	<b>3,115,580</b>	<b>3,522,571</b>	
<b>TAPS Non-Operating</b>						
Beginning Balance	-	-	-	3,522,571	3,522,571	
Income	-	-	-	-	-	
Salary Expense	-	-	-	-	-	
Operating Expense	-	-	-	-	-	
Assessments	-	-	-	-	-	
Adjustments	-	-	(886,515)	(886,515)	-	- FY25 Projection, Parking-Lot Maint Renew&R
Transfers	-	-	-	-	-	
<b>NET REVENUE (LOSS)</b>	<b>-</b>	<b>-</b>	<b>(886,515)</b>	<b>2,636,056</b>	<b>3,522,571</b>	
<b>TAPS GRAND TOTAL</b>						
Beginning Balance	-	-	5,010,977	3,739,703	(1,271,274)	
Income	742,130	1,631,007	11,175,042	12,930,767	1,755,725	
Salary Expense	(208,289)	(423,959)	(2,779,153)	(2,779,153)	(0)	
Operating Expense	(408,866)	(601,043)	(2,891,208)	(2,891,208)	-	
Assessments	-	-	(1,748,206)	(1,841,684)	(93,478)	
Adjustments	-	-	(3,671,752)	(3,406,789)	264,963	
Transfers	-	-	-	-	-	
<b>NET REVENUE (LOSS)</b>	<b>124,975</b>	<b>606,005</b>	<b>5,095,700</b>	<b>5,751,636</b>	<b>655,936</b>	

# PHOTOS

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Transportation Demand Management Specialist tabling at an outreach and sustainability event on the UCR campus.

*Photo courtesy of UCR Transportation Services*



RTA and UCR TS teaming up at the Fall Commuter Pit Stop event to connect students with commuter options and rideshare programs.

*Photo courtesy of UCR Transportation Services*

UCR students getting hands-on training at a bicycle fix-it station to keep their ride running smooth.

*Photo courtesy of UCR Transportation Services*



UCR student using one of the 8 tire inflation stations scattered throughout the campus to keep their tires properly inflated.

*Photo courtesy of UCR Transportation Services*

UCR students eagerly waiting for the RTA bus, ready to explore both the campus community and the city.

*Photos courtesy of UCR Transportation Services*





The Maintenance and Operations staff hard at work repairing EV chargers and loading up equipment to prepare for campus road closures. The team makes sure everything runs smoothly to keep the campus connected and moving!

*Photos courtesy of UCR Transportation Services*





Dedicated Enforcement Officers are here to help –jump-starting vehicles and directing traffic to keep the campus streets safe and flowing smoothly. Together, the team ensures a seamless campus experience.

*Photos courtesy of UCR Transportation Services*





Fleet mechanics makes sure every vehicle rental is in top-notch condition. With their expertise, drivers can hit the road safely and confidently!

*Photos courtesy of UCR Transportation Services*

