

V. RECOMMENDATIONS

Short-Term Alternatives

A number of short-term recommendations could be implemented over the next one-two years to alleviate some of the future parking demand. *TABLE V-1* below illustrates the number of spaces the campus could gain in various ways.

University of South Florida COMPREHENSIVE PARKING MASTER PLAN

TABLE V-1: Short-Term Alternatives

Alternative	Number of Spaces	Notes
Peninsula Addition	+/- 40	On campus, but would displace green space
Bayfront Hospital	300	Spaces could be leased for evening use
City On-Street System	444	Joint effort between USFSP and the City
Airport New Spaces	169	Lease from City for +/- five years
Bayfront Center	1,661	Spaces could be leased, but would be unavailable 16-20 times per year

Although these arrangements offer parking to a campus community that has not yet reached peak total occupancy, they should not be viewed as permanent solutions to the future parking demands of the campus. While leases of spaces from adjacent organizations are positive for both the campus and the organizations, they leave USFSP vulnerable to changes within the other organizations that might preclude further use of the parking spaces.

PENINSULA ADDITION

FIO and the USF College of Marine Science are interested in gaining approximately **40** parking spaces in the green space at the tip of the peninsula. This area could be graveled or paved, and landscaped attractively. However, it is virtually the only green space on the peninsula, and therefore it may be difficult to diminish this amenity. It is offered as an alternative, but not recommended at this time due to better alternatives described below.

BAYFRONT HOSPITAL

Bayfront Hospital could lease approximately **300** spaces for *evening* students at the campus. This could provide the needed spaces if the lease for All Children's Hospital parking (110 spaces) is lost due to ACH expansion. The campus should explore this lease with Bayfront and have it ready at the point these spaces are needed in the evenings.

ON-STREET PARKING

As noted previously, the City is amenable to considering an agreement to meter, using multi-space meters, the 444 free on-street spaces in and around the campus. It is recommended that the campus negotiate an agreement with the City containing these clauses:

- If the City will contribute the meters, the campus will pay to have them prepared and/or upgraded to take the payment media (cash, value or debit cards, etc.) decided upon by both parties.
- The meters will be programmed so that approximately half of them, those in more convenient locations, will have higher rates, with lower rates on the periphery of campus.
- Hours of operation will be decided upon by both parties, but they should include the evening hours when demand remains high on campus.
- The City will maintain and enforce the meters, since they are located on public streets. The costs for these activities will be considered in the split of the revenue from meter activities.
- It would be preferable for the City to retain enforcement revenue, since this revenue is gathered through a longer collection process. The campus should negotiate a split of the meter revenue, taking into consideration the likely enforcement revenue and the costs for maintenance, collection, and enforcement.

AIRPORT NEW SPACES

The airport is located to the east of the campus, and it contains many existing and potential parking spaces. For the recent Grand Prix, new surface parking was constructed. The City is willing to lease approximately **169** spaces to the campus for the next five years.

These spaces could be ideal for Peninsula employees who have to leave their vehicles on campus for extended periods of time while off-shore. This should require a special permit, or perhaps long-term visitor permit.

BAYFRONT CENTER

Located across 1st Street from the future residence halls is the Bayfront Center parking garage. The Bayfront Center offers 1,661 parking spaces surrounding the facility, 400 of which are available for monthly parking. The parking charge is \$5 for most events and is \$25 a month (with shuttle service to downtown) for monthly commuters.

The campus could probably lease the spaces from the City; however, during events (approximately 16-20 a year), alternative parking would need to be found when events occur during weekdays. If the campus negotiated spaces in the garage, other arrangements could be made in advance for these users such as a shuttle system to and from the Tropicana Stadium Parking Lot. The Bayfront Center and the campus already negotiate spaces on an as-needed basis for special events.

Rates to lease spaces from Bayfront Center are higher than existing parking rates on campus, and thus it would be difficult to persuade members of the campus community to lease these spaces or reimburse the campus if it leased them. It is possible that a lease for several hundred spaces could encourage a lower price, and this might make the parking more desirable. However, since the Center is in a difficult financial position, its long-term fate may be uncertain. Thus it is not a viable long-term solution for the campus; rather it is an expensive short-term alternative that could be used if necessary.

Longer-Term Alternatives

GARAGE CONSTRUCTION

The campus Master Plan calls for the construction of at least one garage, the first one being 400 spaces and located at the northwest corner of campus. This is the garage site and size first considered for the Comprehensive Parking Master Plan. However, as was illustrated in the section on future parking demand, a 400-space garage will not be adequate for the future since over 700 additional spaces will be needed by 2005-06.

The USFSP campus does not have many remaining building sites. Depending upon the resolution of the airport discussions, there may or may not be the opportunity for the campus to construct large garages on sites in the southeastern portion of the campus. Therefore, *CMA* recommends that the first garage on campus contain as many spaces as the campus can afford – built either all at once or in phases. A phased garage that adds flat bays adjacent to an existing garage containing the circulation system would be more desirable than constructing additional floor on an existing garage. It is not only more cost effective, it is less disruptive to the parking spaces that already exist.

In addition, *CMA* recommends that the garage be constructed as a mixed-use project, adding either student services or other amenities to the ground floor of the garage. The ground floor could provide space for retail, academic, residential, or other uses that complement the campus. These uses also make the garage user feel safer, as there is constant pedestrian activity surrounding the structure. The mixed-use nature of the garage will make it more attractive, can contribute to a more safe perception of the facility, and can provide a site for a use that is needed but does not have adequate space on campus. Many campuses are now constructing garages with mixed uses, recognizing that it is important to have a parking garage be designed to be an essential element of the campus fabric, not just a place to store cars.

OFF-CAMPUS PARKING SITES

Since USFSP is nearly land-locked, it needs to consider alternative sites that may be necessary for longer-term construction of parking – either surface or structured. The campus should pursue the possibility of joint projects with Bayfront Hospital, FMRI, and perhaps All Children's Hospital. Both Bayfront Hospital and All Children's own substantial land, and this makes them attractive partners for USFSP. Further, the campus should attempt to gain some land east of 1st Street should it become available due to changes in the airport. The land east of campus is very close to the heart of campus, to the peninsula and its special needs, and to the residential complex that will be built. Thus it could potentially serve a variety of needs and schedules for parking demand.

Additional Considerations

SAFETY AND SECURITY

Although the campus is safe, it is perceived by some to not be as safe as desired, particularly during the evening hours. If additional investment were made for targeted lighting, security presence, landscaping, and blue light emergency phones, this perception could be alleviated. This is significant to parking because there is available parking within two blocks of the campus academic core, but it is difficult to persuade individuals to use this parking due to location.

Furthermore, the physical pedestrian safety of crossing streets is an issue. Some pathways appear to be hazardous to pedestrians. Many of the intersections that encourage vehicular and pedestrian conflict are being reviewed by a traffic engineering firm. The campus should incorporate these intersections in its master plan and work with the City to alleviate difficult locations. This is particularly important regarding

the anticipated growth of the campus, since the perceived safety of pathways certainly influences the parking and walking patterns of the campus community.

PUBLIC TRANSPORTATION AND CARPOOL ALTERNATIVES

There are currently three public bus routes that run near the campus (within two blocks, with service every fifteen minutes at peak times). The campus community needs to promote the use of public transportation and try to reduce some parking demand through this alternative. The campus could consider a program similar to the Tampa campus. USF Tampa has a fare-free program developed with the Hartline system. This would be an additional cost to the campus, but it could prove less expensive than building additional parking spaces. The campus could enter negotiations with PSTA's route 4, 32, and 14 to run more busses, change the routes so they are more convenient to campus, and offer a discount for the campus population to purchase tickets. Similar negotiations could be made with the Looper trolley/bus that runs near campus every half hour. Marketing public transportation and making it a convenient, economic alternative could prove to alleviate some parking demand.

Carpooling is also an alternative, although it would probably decrease parking demand only marginally. The campus should offer and verify carpooling as a technique not only to reduce parking demand but also to reduce parking costs for individuals. While offering more desirable parking spaces for carpoolers is another available incentive, the campus would then have to devote the resources to monitoring the carpools to ensure that more than one person is actually in the vehicle when it arrives on campus. If the campus size were 40,000 students with 200 carpool vehicles, this would be worth the effort. At USFSP size and potential for carpools, it probably is not.

It would be a good idea to offer some carpool match support from the Parking Department. If the carpool match were managed by the campus, it would be more desirable than the County-managed match that currently exists. Even if this program encouraged a few carpools, the expense to help them would be far less than the cost to build the extra spaces if the individuals did not carpool.

Financial Implications

DESCRIPTION OF POSSIBLE GARAGES

The USFSP Campus Master Plan calls for a 400 space garage. As illustrated in the parking demand portion of this study, this size garage will not provide the parking necessary for the anticipated growth of the campus. At the campus Administrators' request, CMA prepared financial analyses for the 400 space garage, and for a 700 space garage and 1,000 space garage as well. Ultimately, a larger garage is preferred due to anticipated demand and displacement of parking. However, if this is not possible, phasing should be implemented. For example, the garage could have 500 spaces in the first phase and an additional 600 spaces in a second phase if the campus is unable to construct a larger garage initially. If phasing is implemented, the garage should be designed in such a way that an addition would be able to attach to the original structure with minimal disruption to the users of the garage. The garage should be designed to complement the architecture of the campus, as it is a pedestrian-oriented and urban environment.

PERMIT TYPES AND RATES

Rates will need to increase to support the financing of the construction of a necessary parking garage on campus. Furthermore, as a policy issue, the campus administrators would like to be at parity with the rates of the Tampa campus. The financial recommendations incorporate incremental rate increases for faculty, staff, and students. *TABLE V-2* illustrates the rate increase recommendations, made after considerable consideration of alternatives and their effects on the campus population and the need to construct a garage.

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 COMPREHENSIVE PARKING MASTER PLAN

TABLE V-2: Rate Increase Recommendations

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Student	\$ 84	\$ 105	\$ 110	\$ 116	\$ 121	\$ 127	\$ 134	\$ 140
Faculty/Staff	\$ 116	\$ 155	\$ 160	\$ 168	\$ 176	\$ 185	\$ 194	\$ 204
Gold Reserved Lot	\$ -	\$ 260	\$ 260	\$ 286	\$ 315	\$ 346	\$ 381	\$ 419
Meter	\$ -	\$ 288	\$ 288	\$ 288	\$ 288	\$ 288	\$ 576	\$ 576
Premium Meter	\$ -	\$ 576	\$ 576	\$ 576	\$ 576	\$ 576	\$ 864	\$ 864
Access Fee	\$ -	\$ 1.75	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25

Students will have a rate increase from \$84 to \$105 for the 2003-2004 academic year. This rate will increase again to \$110 for the 2004-2005 academic year. Rates will increase five percent per year thereafter. Faculty and staff will have a rate increase from \$116 to \$155 for the 2003-2004 academic year. These rates will increase again from \$155 to \$160 for the 2004-2005 academic year. These rates will increase five percent per year thereafter as well.

It is recommended that the campus institute a gold reserved lot, similar to those found on the Tampa campus. This reserved lot has a higher parking permit rate, and the spaces would be open for purchase by faculty, staff, and students at a higher rate. The gold lot spaces will be located in a convenient location. Those with the gold permit are guaranteed a space in a specifically designated area. This program will NOT guarantee a specific person a specific space. As illustrated in *TABLE V-2*, these spaces will cost \$260 for the 2003-2004 academic year and will increase to \$286 in the 2004-2005 academic year. These rates will increase ten percent per year.

Non-USFSP entities using parking spaces on campus, mainly USGS and FMRI, are recommended to pay higher rates for parking decals than USFSP faculty, staff, and students. They will pay a rate closer to the St. Petersburg downtown "low average" of \$250 a year. (This is the rate that typical downtown employees pay for parking, as illustrated by public parking rates.) This revenue was not accounted for in the pro formae as participation in the parking permit program by these institutions is currently minimal and not verified since departmental location is not kept on permit records. It is estimated that perhaps 100 of these permits would be sold.

Finally, it is recommended that all visitors and special events on campus pay for parking or be paid for by the host organization. For any given event, a visitor charge for parking could be incorporated into the cost of the event and transferred to the Parking Program, or the visitor could pay to park at a location on campus. It is particularly important that visitors pay, for if they do not the increased expenses must be borne solely by the campus population. The details of how this should be managed must be worked out between the Parking Department and special event venues, departments hosting events or guests, or administrators that negotiate special events such as the Grand Prix.

POSSIBLE ACCESS FEE

In addition to the rate increases, *CMA* recommends that USFSP implement an access fee, similar to the fee assessed at the Tampa campus. This fee will generate revenue that can be used to contribute to the costs of the garage as well as contributing to overall parking improvements. It will also lessen the rate increases for the campus community. The access fee would be charged on a per credit hour basis and incorporated into the tuition, as it is on the Tampa campus. An approval process by campus groups will be necessary to initiate such a fee. *TABLE V-2*, above, illustrates the fee per credit hour that would be implemented if the fee were approved.

GARAGE CONSTRUCTION COSTS

The financial analysis assumes an estimated construction cost (including 10% of construction costs for “soft costs”) of \$10,000 per space for the garages. This amount is based on the estimated cost of the garage under construction at the Tampa campus at approximately \$8,500 per space, also taking into consideration that the Tampa garage is going to be over 1,200 spaces. With inflation up to the construction year and the difference in size, *CMA* estimates that the garage would cost approximately \$10,000 per space at the St. Petersburg campus.

Once the garage is operating, there are annual operating costs at \$650 per space annually to light, secure, and maintain the garage facility. This is based upon the garage being open approximately 18 hours per day, with a person present in the garage at all hours it is open. Both construction and operating costs are illustrated in all the pro formae later in this section.

FINANCING

The USFSP administrators anticipated obtaining tax-exempt financing at a cost of six percent. In order to keep annual costs rates lower, they requested that *CMA* use a thirty year amortization period in the financial analysis of the various garages. This increases the cumulative cost, but assists in the ability to cover debt service and operating costs on an annual basis over the life of the garage.

The Parking Department currently generates excess revenue over its operating costs. These analyses do not use any of this current excess revenue to cover costs, since it is needed for improvements of the existing parking lots, additional capital expenses for such items as “blue-light” security telephones, and other similar amenities. *CMA* did not want to “rob” the existing program of all of its revenue, since the garage will not be the only expense facing the campus parking program.

It should also be noted that the pro formae do not try to keep excess revenue at minimal amounts. While this might be desirable to those paying the new rates, it is not realistic given the continued growth of the campus, the potential need to lease spaces or construct additional new ones in garages, or other developmental costs that may occur. The campus is better served by building up capital improvement reserves annually to “write down” the costs of future facilities than by running at minimal margins and then having to dramatically increase rates by multiples in order to make needed improvements.

PRO FORMAE

USFSP administrators requested that *CMA* perform financial analyses of 400, 700, and 1,000 space garages. For the 700 and 1,000 space garages, the pro formae illustrate 1) the costs and revenue of the garage with the recommended rate structure, 2) how much the rates would have to increase in order to break even, and 3) what kind of other funding would be necessary to cover costs and not increase rates above the recommended rate increases.

All pro formae calculate the construction costs of the garage at \$10,000 per space, with 10% soft costs. In addition, the pro formae all begin at 2006-2007, the year the garage would open under current thinking. Since parking rates would begin to increase with the 2003-2004 academic year, the excess revenue generated by the increase in rates would accumulate and be used to “write down” the garage construction costs. This allows the rates to increase at a smaller percent annually.

The pro formae that follow include the following:

Pro Forma	Description
PRO FORMA 1	400 spaces, rate increases at 5% per year, Access Fee at \$2.25 per credit hour
PRO FORMA 2	700 spaces, rate increases at 5% per year, Access Fee at \$2.25 per credit hour <i>This garage experiences a deficit the first five years.</i>
PRO FORMA 3	700 spaces, higher rate increases to <u>eliminate</u> the deficit, Access Fee at \$2.25 per credit hour
PRO FORMA 4	700 spaces, rate increases at 5% per year, Access Fee at \$2.25 per credit hour, and the calculation of how other funding would be necessary to make the garage operate with no deficit (approximately \$3,700,000)
PRO FORMA 5	1,000 spaces, rate increases at 5% per year, Access Fee at \$2.25 per credit hour <i>This garage experiences a deficit every year.</i>
PRO FORMA 6	1,000 spaces, higher rate increases to <u>eliminate</u> the deficit, Access Fee at \$2.25 per credit hour
PRO FORMA 7	1,000 spaces, rate increases at 5% per year, Access Fee at \$2.25 per credit hour, and the calculation of how much other funding would be necessary to make the garage operate with no deficit (approximately \$9,000,000)
PRO FORMA 8	515 spaces, rate increases at 5% a year. This is the maximum size garage possible at the projected rates in order to avoid a deficit in any year.

The Campus Master Plan currently recommends a 400 space garage. With the rate increases recommended in this report, the Parking Program could construct such a garage with revenue generated to fund future additions to the garage and/or additional future garages. *PRO FORMA 1* illustrates that the 400 space garage with proposed rates would not have a deficit. However, as noted earlier in the report, 400 additional spaces will not adequately provide parking.

A garage that provides 700 spaces will better provide the parking necessary to accommodate the future growth of the Campus. With the suggested rate increases, a 700 space garage will run a deficit the first five years of operation, as illustrated in *PRO FORMA 2*. To not run a deficit, rates would have to increase significantly more than what is recommended in this report. For example, in the 2006-2007 academic year (first year of the garage operating), student rates would increase to \$174 from the recommended \$121, and faculty and staff would pay \$256 versus the recommended \$176. This can be seen in more detail in *PRO FORMA 3*. To not run a deficit, and to not increase rates above and beyond what is recommended at this point, there would be there would need to be additional funding from other sources of approximately \$3.7 million to offset the deficit. This is illustrated in *PRO FORMA 4*.

University of South Florida, St. Petersburg
COMPREHENSIVE PARKING MASTER PLAN

PRO FORMA 1: Proposed 400-Space Garage, \$10,000 Per Space, with Rate Increases and Parking Fund Contribution

	2006-2007	2007-2008	2008-2009	2009-2010	2010/2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
PERMIT RATES (ANNUAL)										
Student	\$121	\$127	\$134	\$140	\$147	\$155	\$163	\$171	\$179	\$188
Faculty & Staff	\$176	\$185	\$194	\$204	\$214	\$225	\$236	\$248	\$261	\$274
Gold Annual	\$315	\$346	\$381	\$419	\$461	\$507	\$557	\$613	\$674	\$742
Access Fee per Credit Hour	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25
REVENUE										
Student [1]	\$81,206	\$85,266	\$89,529	\$94,006	\$98,706	\$103,641	\$108,823	\$114,265	\$119,978	\$125,977
Faculty & Staff [2]	\$19,475	\$20,448	\$21,471	\$22,544	\$23,671	\$24,855	\$26,098	\$27,403	\$28,773	\$30,211
Parking Fund Contribution [3]	\$535,846	\$637,937	\$750,073	\$801,634	\$856,804	\$915,849	\$979,054	\$1,110,662	\$1,183,131	\$1,260,753
TOTAL REVENUE	\$636,526	\$743,651	\$861,073	\$918,184	\$979,182	\$1,044,345	\$1,113,975	\$1,252,329	\$1,331,882	\$1,416,941
EXPENSES										
Operating Expenses [4]	\$ (260,000)	\$ (267,800)	\$ (275,834)	\$ (284,109)	\$ (292,632)	\$ (301,411)	\$ (310,454)	\$ (319,767)	\$ (329,360)	\$ (339,241)
Repair and Replacement Fund										
Debt Service Payment [5]	(\$208,730)	(\$208,730)	(\$208,730)	(\$208,730)	(\$208,730)	(\$208,730)	(\$208,730)	(\$208,730)	(\$208,730)	(\$208,730)
TOTAL EXPENSES	(\$468,730)	(\$476,530)	(\$484,564)	(\$492,839)	(\$533,362)	(\$542,141)	(\$555,183)	(\$664,497)	(\$578,090)	(\$587,971)
NET REVENUE / (DEFICIT)	\$ 167,796	\$267,122	\$ 376,509	\$ 425,346	\$445,820	\$ 502,205	\$ 558,792	\$ 687,832	\$ 753,792	\$ 828,971

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ASSUMPTIONS:

- 400 Space Garage
- Debt Financing at 6% with 30 Year amortization period
- Construction cost per space: \$10,000
- Soft costs of 10%: \$400,000
- Construction write-down of: \$1,354,486
- \$3,045,514** project amount to be financed

[1] Assumes 370 student permits are sold per year for the garage, with an additional 300 evening student garage permits sold per year.
 [2] Assumes 110 faculty/staff permits are sold per year for the garage.
 [3] Rate increases are made across all permits, and the figure is the amount of excess revenue over the 2002-2003 revenue amount, minus the revenue from permits that are allocated to the garage.
 [4] \$650 operating cost per space, assuming a 18-hour garage with other operating characteristics as yet unspecified.
 [5] Actual annual debt service payments would be calculated during financing. This is an estimate uniform across the amortization period.

University of South Florida, St. Petersburg
COMPREHENSIVE PARKING MASTER PLAN

PRO FORMA 2: Proposed 700-Space Garage, \$10,000 Per Space, with Rate Increases and Parking Fund Contribution

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
PERMIT RATES (ANNUAL)										
Student	\$121	\$127	\$134	\$140	\$147	\$155	\$163	\$171	\$179	\$188
Faculty & Staff	\$176	\$185	\$194	\$204	\$214	\$225	\$236	\$248	\$261	\$274
Gold Annual	\$315	\$346	\$381	\$419	\$461	\$507	\$557	\$613	\$674	\$742
Access Fee per Credit Hour	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25
REVENUE										
Student [1]	\$114,823	\$120,564	\$126,593	\$132,922	\$139,566	\$146,547	\$153,874	\$161,568	\$169,646	\$178,128
Faculty & Staff [2]	\$34,080	\$35,785	\$37,574	\$39,452	\$41,425	\$43,496	\$45,671	\$47,955	\$50,352	\$52,870
Parking Fund Contribution [3]	\$497,622	\$587,302	\$696,907	\$745,810	\$796,189	\$854,303	\$914,430	\$1,042,807	\$1,111,883	\$1,185,943
TOTAL REVENUE	\$636,525	\$743,651	\$861,073	\$918,184	\$979,182	\$1,044,345	\$1,113,975	\$1,252,329	\$1,331,882	\$1,416,941
EXPENSES										
Operating Expenses [4]	\$ (455,000)	\$ (468,650)	\$ (482,710)	\$ (497,191)	\$ (512,107)	\$ (527,470)	\$ (543,294)	\$ (559,593)	\$ (576,380)	\$ (593,672)
Repair and Replacement Fund										
Debt Service Payment [5]	(\$434,901)	(\$434,901)	(\$434,901)	(\$434,901)	(\$434,901)	(\$434,901)	(\$434,901)	(\$434,901)	(\$434,901)	(\$434,901)
TOTAL EXPENSES	(\$889,901)	(\$903,551)	(\$917,610)	(\$932,091)	(\$950,007)	(\$961,370)	(\$978,194)	(\$994,493)	(\$1,011,281)	(\$1,028,572)
NET REVENUE / (DEFICIT)	\$ (253,375)	(\$159,900)	(\$56,537)	(\$13,907)	(\$70,825)	\$ 25,975	\$ 72,781	\$ 194,836	\$ 250,601	\$ 318,369

CHANCE Management Advisors, Inc.

ASSUMPTIONS:

- 700 Space Garage
- Debt Financing at 6% with 30 Year amortization period
- Construction cost per space: \$10,000
- Soft costs of 10%: \$700,000
- Construction write-down of: \$1,354,486
- \$6,345,514** project amount to be financed

[1] Assumes 647 student permits are sold per year for the garage, with an additional 300 evening student garage permits sold per year.
 [2] Assumes 183 faculty/staff permits are sold per year for the garage.
 [3] Rate increases are made across all permits, and this figure is the amount of excess revenue over the 2002-2005 revenue amount, minus the revenue from permits that are allocated to the garage.
 [4] \$650 operating cost per space, assuming a 18-hour garage with other operating characteristics as yet unspecified.
 [5] Actual annual debt service payments would be calculated during financing. This is an estimate uniform across the amortization period.

University of South Florida, St. Petersburg
COMPREHENSIVE PARKING MASTER PLAN

PRO FORMA 3: Proposed 700-Space Garage, \$10,000 Per Space, with Rate Increases, Parking Fund Contribution, and No Deficit

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
PERMIT RATES (ANNUAL)										
Student	\$174	\$182	\$191	\$201	\$211	\$222	\$233	\$244	\$257	\$269
Faculty & Staff	\$256	\$269	\$283	\$297	\$312	\$327	\$344	\$361	\$379	\$398
Gold Annual	\$315	\$346	\$381	\$419	\$461	\$507	\$557	\$613	\$674	\$742
Access Fee per Credit Hour	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25
REVENUE										
Student [1]	\$164,406	\$172,626	\$181,258	\$190,320	\$199,836	\$209,828	\$220,320	\$231,336	\$242,902	\$255,048
Faculty & Staff [2]	\$49,523	\$51,999	\$54,599	\$57,329	\$60,196	\$63,206	\$66,366	\$69,684	\$73,168	\$76,827
Parking Fund Contribution [3]	\$668,961	\$801,466	\$927,710	\$994,506	\$1,066,123	\$1,142,920	\$1,225,282	\$1,317,559	\$1,417,324	\$1,513,993
TOTAL REVENUE	\$882,890	\$1,026,092	\$1,163,567	\$1,242,155	\$1,326,155	\$1,415,953	\$1,511,967	\$1,618,579	\$1,788,395	\$1,905,867
EXPENSES										
Operating Expenses [4]	\$ (455,000)	\$ (469,650)	\$ (482,710)	\$ (497,191)	\$ (512,107)	\$ (527,470)	\$ (543,294)	\$ (559,593)	\$ (576,360)	\$ (593,672)
Repair and Replacement Fund					\$ (56,000)	\$ (56,000)	\$ (63,000)	\$ (63,000)	\$ (70,000)	\$ (70,000)
Debt Service Payment [5]	\$ (407,311)	\$ (407,311)	\$ (407,311)	\$ (407,311)	\$ (407,311)	\$ (407,311)	\$ (407,311)	\$ (407,311)	\$ (407,311)	\$ (407,311)
TOTAL EXPENSES	\$ (862,311)	\$ (875,961)	\$ (890,020)	\$ (904,502)	\$ (975,417)	\$ (990,781)	\$ (1,013,605)	\$ (1,029,903)	\$ (1,053,691)	\$ (1,070,983)
NET REVENUE / (DEFICIT)	\$ 20,579	\$ 150,131	\$ 273,546	\$ 337,654	\$ 350,738	\$ 425,173	\$ 498,363	\$ 648,675	\$ 734,704	\$ 834,884

CHANCE Management Advisors, Inc.

ASSUMPTIONS:

700 Space Garage
 Debt Financing at 6% with 30 Year amortization period
 Construction cost per space: \$10,000
 Soft costs of 10%: \$700,000
 Construction write-down of: \$1,757,041
\$5,942,959 project amount to be financed

- [1] Assumes 647 student permits are sold per year for the garage, with an additional 300 evening student garage permits sold per year.
- [2] Assumes 193 faculty/staff permits are sold per year for the garage.
- [3] Rate increases are made across all permits, and this figure is the amount of excess revenue over the 2007-2008 revenue amount, minus the revenue from permits that are allocated to the garage.
- [4] \$650 operating cost per space, assuming a 18-hour garage with other operating characteristics as yet unspecified.
- [5] Actual annual debt service payments would be calculated during financing. This is an estimate uniform across the amortization period.

University of South Florida, St. Petersburg
COMPREHENSIVE PARKING MASTER PLAN

PRO FORMA 4: Proposed 700-Space Garage, \$10,000 Per Space, with Rate Increases, Parking Fund Contribution, and Other Funding Source

	2006-2007	2007-2008	2008-2009	2009-2010	2010/2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
PERMIT RATES (ANNUAL)										
Student	\$121	\$127	\$134	\$140	\$147	\$155	\$163	\$171	\$179	\$188
Faculty & Staff	\$176	\$185	\$194	\$204	\$214	\$225	\$236	\$248	\$261	\$274
Gold Annual	\$315	\$346	\$381	\$419	\$461	\$507	\$557	\$613	\$674	\$742
Access Fee per Credit Hour	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25
REVENUE										
Student [1]	\$114,823	\$120,564	\$126,593	\$132,922	\$139,568	\$146,547	\$153,874	\$161,568	\$169,646	\$178,128
Faculty & Staff [2]	\$34,080	\$35,785	\$37,574	\$39,452	\$41,425	\$43,496	\$45,671	\$47,955	\$50,352	\$52,870
Parking Fund Contribution [3]	\$487,622	\$587,302	\$696,907	\$745,810	\$798,189	\$854,303	\$914,430	\$1,042,807	\$1,111,883	\$1,185,943
TOTAL REVENUE	\$636,525	\$743,651	\$861,073	\$918,184	\$979,182	\$1,044,345	\$1,113,975	\$1,252,329	\$1,331,882	\$1,416,941
EXPENSES										
Operating Expenses [4]	\$ (455,000)	\$ (468,650)	\$ (482,710)	\$ (497,191)	\$ (512,107)	\$ (527,470)	\$ (543,294)	\$ (559,593)	\$ (576,380)	\$ (593,672)
Repair and Replacement Fund					\$ (56,000)	\$ (56,000)	\$ (53,000)	\$ (63,000)	\$ (70,000)	\$ (70,000)
Debt Service Payment [5]	\$ (181,315)	\$ (181,315)	\$ (181,315)	\$ (181,315)	\$ (181,315)	\$ (181,315)	\$ (181,315)	\$ (181,315)	\$ (181,315)	\$ (181,315)
TOTAL EXPENSES	\$ (636,315)	\$ (649,965)	\$ (664,024)	\$ (678,506)	\$ (749,421)	\$ (764,785)	\$ (787,609)	\$ (803,907)	\$ (827,695)	\$ (864,987)
NET REVENUE / (DEFICIT)	\$ 211	\$ 93,686	\$ 197,048	\$ 239,679	\$ 229,761	\$ 279,561	\$ 326,366	\$ 448,422	\$ 504,186	\$ 571,954

CHANCE Management Advisors, Inc.

ASSUMPTIONS:

- 700 Space Garage
- Debt Financing at 6% with 30 Year amortization period
- Construction cost per space: \$10,000
- Soft costs of 10%: \$700,000
- Construction write-down of: \$1,354,486
- Other Funding Sources: \$3,700,000
- \$2,645,314** project amount to be financed

[1] Assumes 647 student permits are sold per year for the garage, with an additional 300 evening student garage permits sold per year.
 [2] Assumes 193 faculty/staff permits are sold per year for the garage.
 [3] Rate increases are made across all permits, and this figure is the amount of excess revenue over the 2002-2003 revenue amount, minus the revenue from permits that are allocated to the garage.
 [4] \$640 operating cost per space, assuming a 18-hour garage with other operating characteristics as yet unspecified.
 [5] Actual annual debt service payments would be calculated during financing. This is an estimate uniform across the amortization period.

A garage that provides 1,000 spaces will better meet the parking necessary to accommodate the future growth of the campus. With the suggested rate increases, a 1,000 space garage will run a deficit the first ten years and more of operation, as illustrated in *PRO FORMA 5*. To avoid a deficit, rates would have to increase significantly. For example, in the 2006-2007 academic year (first year of the garage operating), students rates would increase to \$255 from the recommended \$121, and faculty and staff would pay \$376 versus the recommended \$176. *PRO FORMA 6* shows these rates and their effects.

For the 1,000 space garage, avoiding the deficit and keeping rates low would require an additional funding source of approximately \$9,000,000. This is illustrated in *PRO FORMA 7*.

In addition to the financial analysis of each of the three various sized garages (400, 700, and 1,000 spaces), *CMA* determined the maximum number of spaces the campus parking program could construct in a garage with the recommended rate increases (with five percent annual increases). The "break even" (not literally) garage size was 515 spaces. *PRO FORMA 8* illustrates that this 515 space garage could be constructed without a deficit at any give time.

University of South Florida, St. Petersburg
COMPREHENSIVE PARKING MASTER PLAN

PRO FORMA 5: Proposed 1000-Space Garage, \$10,000 Per Space, with Rate Increases and Parking Fund Contribution

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
PERMIT RATES (ANNUAL)										
Student	\$121	\$127	\$134	\$140	\$147	\$155	\$163	\$171	\$179	\$188
Faculty & Staff	\$176	\$185	\$194	\$204	\$214	\$225	\$236	\$248	\$261	\$274
Gold Annual	\$315	\$346	\$381	\$419	\$461	\$507	\$557	\$613	\$674	\$742
Access Fee per Credit Hour	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25
REVENUE										
Student [1]	\$148,441	\$155,863	\$163,656	\$171,839	\$180,430	\$189,452	\$198,925	\$208,871	\$219,314	\$230,280
Faculty & Staff [2]	\$48,686	\$51,121	\$53,677	\$56,361	\$59,179	\$62,138	\$65,244	\$68,507	\$71,932	\$75,529
Parking Fund Contribution [3]	\$439,399	\$536,668	\$643,740	\$689,985	\$739,573	\$792,756	\$849,806	\$914,952	\$1,040,635	\$1,111,132
TOTAL REVENUE	\$636,526	\$743,651	\$861,073	\$918,184	\$979,182	\$1,044,345	\$1,113,975	\$1,252,329	\$1,331,882	\$1,416,941
EXPENSES										
Operating Expenses [4]	\$ (650,000)	\$ (669,500)	\$ (689,586)	\$ (710,273)	\$ (731,581)	\$ (753,528)	\$ (776,134)	\$ (799,418)	\$ (823,401)	\$ (848,103)
Repair and Replacement Fund					\$ (80,000)	\$ (80,000)	\$ (90,000)	\$ (90,000)	\$ (100,000)	\$ (100,000)
Debt Service Payment [5]	(\$661,072)	(\$661,072)	(\$661,072)	(\$661,072)	(\$661,072)	(\$661,072)	(\$661,072)	(\$661,072)	(\$661,072)	(\$661,072)
TOTAL EXPENSES	\$ (1,311,072)	\$ (1,330,572)	\$ (1,350,657)	\$ (1,371,344)	\$ (1,472,653)	\$ (1,494,600)	\$ (1,527,206)	\$ (1,550,490)	\$ (1,584,472)	\$ (1,609,174)
NET REVENUE / (DEFICIT)	\$ (674,546)	(\$586,921)	\$(489,584)	\$(453,160)	\$(493,471)	\$(450,254)	\$(413,231)	\$(298,161)	\$(252,591)	\$(192,233)

CHANCE Management Advisors, Inc.

ASSUMPTIONS:

- 1,000 Space Garage
- Debt Financing at 6% with 30 Year amortization period
- Construction cost per space: \$10,000
- Soft costs of 10%: \$1,000,000
- Construction write-down of: \$1,354,486
- \$9,645,514** project amount to be financed

[1] Assumes 924 student permits are sold per year for the garage, with an additional 300 evening student garage permits sold per year.
 [2] Assumes 276 faculty/staff permits are sold per year for the garage.
 [3] Rate increases are made across all permits, and this figure is the amount of excess revenue over the 2002-2003 revenue amount, minus the revenue from permits that are allocated to the garage.
 [4] \$650 operating cost per space, assuming a 18-hour garage with other operating characteristics as yet unspecified.
 [5] Actual annual debt service payments would be calculated during financing. This is an estimate uniform across the amortization period.

University of South Florida, St. Petersburg
COMPREHENSIVE PARKING MASTER PLAN

PRO FORMA 6: Proposed 1000-Space Garage, \$10,000 Per Space, with Rate Increases, Parking Fund Contribution, and No Deficit

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
PERMIT RATES (ANNUAL)										
Student	\$255	\$267	\$281	\$295	\$310	\$325	\$341	\$368	\$376	\$395
Faculty & Staff	\$376	\$395	\$414	\$435	\$457	\$480	\$504	\$529	\$555	\$583
Gold Annual	\$315	\$346	\$381	\$419	\$461	\$507	\$557	\$613	\$674	\$742
Access Fee per Credit Hour	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25
REVENUE										
Student (1)	\$311,725	\$327,312	\$343,677	\$360,861	\$378,904	\$397,849	\$417,742	\$438,629	\$460,560	\$483,588
Faculty & Staff (2)	\$103,763	\$108,951	\$114,399	\$120,119	\$126,124	\$132,431	\$139,052	\$146,005	\$153,305	\$160,970
Parking Fund Contribution (3)	\$844,911	\$1,022,509	\$1,168,892	\$1,257,478	\$1,352,886	\$1,454,952	\$1,564,871	\$1,746,931	\$1,873,878	\$2,070,310
TOTAL REVENUE	\$1,260,399	\$1,458,772	\$1,626,967	\$1,738,457	\$1,857,594	\$1,985,232	\$2,121,665	\$2,331,565	\$2,487,743	\$2,654,869
EXPENSES										
Operating Expenses (4)	\$ (650,000)	\$ (669,500)	\$ (689,585)	\$ (710,273)	\$ (731,581)	\$ (753,528)	\$ (776,134)	\$ (799,418)	\$ (823,401)	\$ (848,103)
Repair and Replacement Fund					\$ (80,000)	\$ (80,000)	\$ (90,000)	\$ (90,000)	\$ (100,000)	\$ (100,000)
Debt Service Payment (5)	\$ (591,190)	\$ (591,190)	\$ (591,190)	\$ (591,190)	\$ (591,190)	\$ (591,190)	\$ (591,190)	\$ (591,190)	\$ (591,190)	\$ (591,190)
TOTAL EXPENSES	\$ (1,241,190)	\$ (1,260,690)	\$ (1,280,775)	\$ (1,301,463)	\$ (1,402,771)	\$ (1,424,718)	\$ (1,467,324)	\$ (1,480,608)	\$ (1,514,591)	\$ (1,539,293)
NET REVENUE / (DEFICIT)	\$ 19,209	\$ 198,082	\$ 346,192	\$ 436,995	\$ 454,924	\$ 560,514	\$ 664,341	\$ 850,957	\$ 973,152	\$ 1,115,576

CHANCE Management Advisors, Inc.

ASSUMPTIONS:

- 1,000 Space Garage
- Debt Financing at 6% with 30 Year amortization period
- Construction cost per space: \$10,000
- Soft costs of 10%: \$1,000,000
- Construction write-down of \$2,374,110
- \$8,625,890** project amount to be financed

(1) Assumes 924 student permits are sold per year for the garage, with an additional 300 evening student garage permits sold per year.
 (2) Assumes 276 faculty/staff permits are sold per year for the garage.
 (3) Rate increases are made across all permits, and this figure is the amount of excess revenue over the 2002-2003 revenue amount, minus the revenue from permits that are allocated to the garage.
 (4) \$650 operating cost per space, assuming a 18-hour garage with other operating characteristics as yet unspecified.
 (5) Actual annual debt service payments would be calculated during financing. This is an estimate uniform across the amortization period.

University of South Florida, St. Petersburg
COMPREHENSIVE PARKING MASTER PLAN

PRO FORMA 7: Proposed 1000-Space Garage, \$10,000 Per Space, with Rate Increases, Parking Fund Contribution, and Other Funding Source

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
PERMIT RATES (ANNUAL)										
Student	\$121	\$127	\$134	\$140	\$147	\$155	\$163	\$171	\$179	\$188
Faculty & Staff	\$176	\$185	\$194	\$204	\$214	\$225	\$236	\$248	\$261	\$274
Gold Annual	\$315	\$346	\$381	\$419	\$461	\$507	\$557	\$613	\$674	\$742
Access Fee per Credit Hour	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25	\$2.25
REVENUE										
Student [1]	\$148,441	\$155,963	\$163,656	\$171,839	\$180,430	\$189,452	\$198,925	\$208,871	\$219,314	\$230,280
Faculty & Staff [2]	\$48,696	\$51,121	\$53,677	\$56,361	\$59,179	\$62,138	\$65,244	\$68,507	\$71,932	\$75,529
Parking Fund Contribution [3]	\$439,399	\$536,668	\$643,740	\$689,985	\$739,573	\$792,756	\$849,806	\$914,952	\$1,040,635	\$1,111,132
TOTAL REVENUE	\$636,526	\$743,651	\$861,073	\$918,184	\$979,182	\$1,044,345	\$1,113,975	\$1,252,329	\$1,331,882	\$1,416,941
EXPENSES										
Operating Expenses [4]	\$ (650,000)	\$ (669,500)	\$ (689,585)	\$ (710,273)	\$ (731,581)	\$ (753,528)	\$ (776,134)	\$ (799,418)	\$ (823,401)	\$ (848,103)
Repair and Replacement Fund					\$ (80,000)	\$ (80,000)	\$ (80,000)	\$ (90,000)	\$ (100,000)	\$ (100,000)
Debt Service Payment [5]	\$ (44,241)	\$ (44,241)	\$ (44,241)	\$ (44,241)	\$ (44,241)	\$ (44,241)	\$ (44,241)	\$ (44,241)	\$ (44,241)	\$ (44,241)
TOTAL EXPENSES	\$ (694,241)	\$ (713,741)	\$ (733,826)	\$ (754,514)	\$ (855,822)	\$ (877,770)	\$ (910,375)	\$ (933,659)	\$ (967,642)	\$ (992,344)
NET REVENUE / (DEFICIT)	\$ (57,716)	\$ (29,910)	\$ 127,246	\$ 163,670	\$ 123,360	\$ 166,576	\$ 203,600	\$ 318,670	\$ 364,240	\$ 424,597

CHANCE Management Advisors, Inc.

ASSUMPTIONS:

- 1,000 Space Garage
- Debt Financing at 6% with 30 Year amortization period
- Construction cost per space: \$10,000
- Soft costs of 10%: \$1,000,000
- Construction writedown of: \$1,354,486
- Other Funding Source: \$9,000,000
- \$645,514** project amount to be financed

[1] Assumes 524 student permits are sold per year for the garage, with an additional 300 evening student garage permits sold per year.
 [2] Assumes 276 faculty/staff permits are sold per year for the garage.
 [3] Rate increases are made across all permits, and this figure is the amount of excess revenue over the 2002-2003 revenue amount, minus the revenue from permits that are allocated to the garage.
 [4] \$650 operating cost per space, assuming a 18-hour garage with other operating characteristics as yet unspecified.
 [5] Actual annual debt service payments would be calculated during financing. This is an estimate uniform across the amortization period.

University of South Florida, St. Petersburg
COMPREHENSIVE PARKING MASTER PLAN

PRO FORMA 8: Proposed 515-Space Garage, \$10,000 Per Space, with Rate Increases and Parking Fund Contribution

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
PERMIT RATES (ANNUAL)										
Student	\$121	\$127	\$134	\$140	\$147	\$155	\$163	\$171	\$179	\$188
Faculty & Staff	\$176	\$185	\$194	\$204	\$214	\$225	\$236	\$248	\$261	\$274
Gold Annual	\$315	\$346	\$381	\$419	\$461	\$507	\$557	\$613	\$674	\$742
Access Fee per Credit Hour	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25	\$ 2.25
REVENUE										
Student [1]	\$94,092	\$98,797	\$103,737	\$108,924	\$114,370	\$120,088	\$126,093	\$132,397	\$139,017	\$145,968
Faculty & Staff [2]	\$25,073	\$26,327	\$27,644	\$29,026	\$30,477	\$32,001	\$33,601	\$35,281	\$37,045	\$38,897
Parking Fund Contribution [3]	\$517,360	\$618,527	\$729,692	\$780,235	\$834,335	\$892,256	\$954,281	\$1,084,651	\$1,155,819	\$1,232,076
TOTAL REVENUE	\$636,526	\$743,651	\$861,073	\$918,184	\$979,182	\$1,044,345	\$1,113,975	\$1,262,329	\$1,331,882	\$1,416,941
EXPENSES										
Operating Expenses [4]	\$ (334,750)	\$ (344,793)	\$ (355,136)	\$ (365,790)	\$ (376,764)	\$ (388,067)	\$ (399,709)	\$ (411,700)	\$ (424,051)	\$ (436,773)
Repair and Replacement Fund					\$ (41,200)	\$ (41,200)	\$ (46,350)	\$ (46,350)	\$ (51,500)	\$ (51,500)
Debt Service Payment [5]	(\$295,428)	(\$295,428)	(\$295,428)	(\$295,428)	(\$295,428)	(\$295,428)	(\$295,428)	(\$295,428)	(\$295,428)	(\$295,428)
TOTAL EXPENSES	\$ (630,178)	\$ (640,221)	\$ (650,565)	\$ (661,219)	\$ (713,393)	\$ (724,695)	\$ (741,487)	\$ (753,479)	\$ (770,980)	\$ (783,701)
NET REVENUE / (DEFICIT)	\$ 6,347	\$ 103,430	\$ 210,508	\$ 256,965	\$ 265,789	\$ 319,650	\$ 372,488	\$ 498,850	\$ 560,902	\$ 633,240

CHANCE Management Advisors, Inc.

ASSUMPTIONS:

- 515 Space Garage
 - Debt Financing at 6% with 30 Year amortization period
 - Construction cost per space: \$10,000
 - Soft costs of 10%: \$515,000
 - Construction write-down of: \$1,354,486
 - \$4,310,514** project amount to be financed
- [1] Assumes 475 student permits are sold per year for the garage, with an additional 300 evening student garage permits sold per year.
 [2] Assumes 142 faculty/staff permits are sold per year for the garage.
 [3] Rate increases are made across all permits, and this figure is the amount of excess revenue over the 2002-2003 revenue amount, minus the revenue from permits that are allocated to the garage.
 [4] \$650 operating cost per space, assuming a 18-hour garage with other operating characteristics as yet unspecified.
 [5] Actual annual debt service payments would be calculated during financing. This is an estimate uniform across the amortization period.

Summary Recommendations

The University of South Florida, St. Petersburg, is facing a challenging and exciting period of growth, not only in population but also in facilities. Adequate parking is part of the infrastructure that will be necessary to support this growth, and to keep the campus attractive as a destination for faculty, staff, resident students, and commuter students.

This Comprehensive Parking Master Plan has recommended the following approaches to ensuring that parking services and facilities can continue to adequately support the USFSP campus:

SHORT-TERM

- Negotiate a lease for 300 spaces from Bayfront Hospital when they are needed, which may be to replace the spaces now leased from All Children's Hospital.
- Negotiate an agreement with the City of St. Petersburg to govern the 444 free on-street parking spaces in and around the campus with multi-space parking meters. Although the City did not have a successful experience with these meters previously, the campus and the City could make these meters work through the use of good public information, advance viewing of the meters on campus, and personal assistance through the start-up period. The meters should have higher rates in the more convenient locations, and hours of operation should include evenings and perhaps some weekends for special events.
- The campus should lease the 169 new spaces created at the airport, adjacent to 1st Street.
- The campus should continue to lease spaces from Bayfront Center for special events as necessary, but the costs of annual leases or permits, plus the issue of longevity of this parking in its current configuration and ownership, do not make this a viable alternative for more than special event parking.
- To the extent possible, the campus should explore the ability to encourage and perhaps subsidize the use of public transit for any members of the campus community that can be served by transit.
- The campus should improve any walkway that needs to be upgraded to encourage members of the campus community to use all available parking spaces now in service. These improvements may include improved pedestrian street crossings, "blue-light" security telephones, special lighting, diminishing of landscaping that may make a pathway seem less secure, and other suggestions made by the campus community.

LONGER-TERM

- The campus should build the largest garage it can afford on the site south of the Xeriscape Demonstration Project. The garage could be constructed in two phases, depending upon the exact site available and funding. The 400-space garage anticipated in the Campus Master Plan is not sufficient, and there are too few sites remaining on campus to use this site for such a small garage when additional spaces will be needed.

- The size of the garage to be constructed will depend in large part on the parking rates that the campus will be allowed to implement. The low rates experienced for so many years, combined with the free parking that has been available, have been luxuries that the campus now can no longer afford. Although higher parking rates are unpopular and are viewed as a burden by the campus population, there are few if any other sources of funding for the parking improvements that must be made. Therefore, the campus should increase the rates the amount allowed by both the USF system and tolerated by the campus community. Included in the consideration for rates should be the necessity to build up capital improvement funds over the years that projects are not being constructed. This slow and steady process is more desirable than extreme rate increases that will be necessary if the process is not followed.
- Any garage built on campus should be considered for mixed uses. There are many advantages to using the first floor of a garage for mixed uses or campus amenities, such as a food court, student affairs office, police department office, bookstore, or other needed campus function. Further, the garage should be designed to enhance the aesthetic quality of the campus and to be an integral part of the campus fabric – not just a place to store vehicles.
- The campus should consider and begin discussions with Bayfront Hospital and All Children's Hospital about the possibility of joint development of garages at the edges of these institutions. Since Bayfront and ACH both have considerable ground on which to construct, a joint project could meet the needs of the campus and one or both of these institutions.
- The campus should continue its discussions with the City over the eventual fate of the airport, particularly the land adjacent to 1st Street since it is close to the campus and could provide expansion room for academic buildings, residential buildings, and parking.