

# ANNUAL REPORT

2016

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TRANSPORTATION SERVICES





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# Mission Statement

The Department of Transportation Services will honor the mission and values of the University of Maryland by providing safe, cost effective, and innovative services which anticipate the needs of our campus community and constituents as they relate to accessing institutionally supported facilities and destinations.

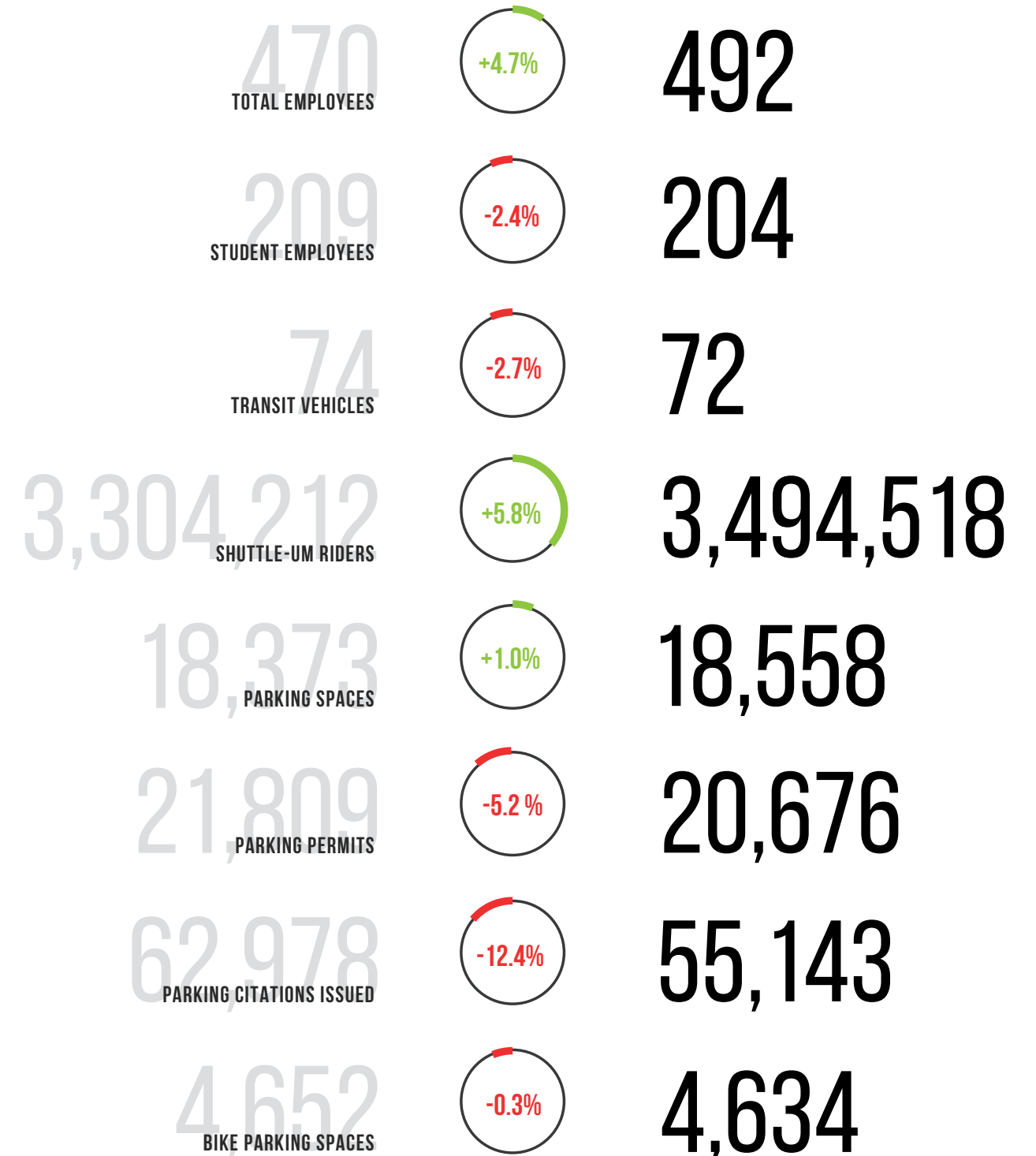
## Functions & Responsibility Summary

The University of Maryland Department of Transportation Services (DOTS) is a self-support agency under the staff supervision of the Vice President for Student Affairs. DOTS is dedicated to providing service to the campus community through planning, education, and enforcement. DOTS is the primary agency responsible for administering parking and transit management programs on the College Park campus.

2015

KEY STATISTICS

2016





# *Accomplishments*

2015 - 2016

## IMPROVE MULTI-SPACE PAY STATIONS

While the multi-space pay stations offer a convenient on-site payment option for visitors, some campus locations are prone to Wi-Fi outages that negatively influence the customer experience. Over the last year, DOTS has taken steps to improve the quality of service that individuals receive when interacting with these machines. Several machines have been updated to provide a permanent electric and data connection which has minimized the number of outage-related errors. DOTS continues to assess problem locations and is working to replace existing Wi-Fi connections with permanent data lines running directly to these machines.

## COMMUNICATING PARKING LOSS

Over the past year, DOTS has begun communicating to the campus community the substantial loss of campus parking due to construction. We created a comprehensive infographic (UMD 2015-2018 Parking Outlook) to clearly and concisely illustrate the magnitude of the loss. We held numerous parking forums with impacted departments to educate and inform them of the impact of these parking losses and the resulting changes to parking that will be necessary. We have created a dedicated webpage on the DOTS website that serves as a clearinghouse of information on the loss of parking.

## BIKESHARE

The May 4th launch of bikeshare was a long time in the making but in just under two months of operations 433 individuals became members and took almost 1500 bicycle trips. The average trip length is 12 minutes and over 50% of people who try it once repeat the experience. mBike has 125 bikes and 14 stations between the City of College Park and the University of Maryland campus. The system has received national media attention for its innovative use of adaptive bikes which allow users with different levels of physical ability, including vision impairment and paraplegia, to use the bikeshare system.



# UNIVERSITY OF MARYLAND

## 2015 - 2018

### PARKING OUTLOOK

Over the next few years, UMD is going to see some exciting new additions that will change the face of the campus. These changes will have an impact on many parking lots and there will be a significant loss of available parking.

--- Total number of parking spaces lost  
 ■ Parking spaces remaining of total affected

SPRING 2015

18,874 PARKING SPACES ON CAMPUS



**BIOENGINEERING A, JAMES CLARK HALL**  
 •New engineering & biomedical technologies  
 •Accelerate advancements in human health  
 •State of the art labs & project spaces

Lots Impacted | Paint Branch Visitor Lot  
 Spaces Lost | 192



**HOTEL AT UMD**  
 •4-Star hotel  
 •Encourage redevelopment of College Park  
 •Rooftop banquet facility overlooking campus

Lots Impacted | K\*1, K\*2, K\*3  
 Spaces Lost | 61

FALL 2015

18,621 PARKING SPACES ON CAMPUS



**UTILITY PROJECT**  
 •Improve utility connections in central campus

Lots Impacted | HH1  
 Spaces Lost | 63

SPRING 2016

18,558 PARKING SPACES ON CAMPUS



**HUMAN PERFORMANCE & ACADEMIC RESEARCH FACILITY - PHASE 1**  
 •Two turf fields for intramural sports  
 •Home of school for innovative diagnostics  
 •Research treatments of brain injuries

Lots Impacted | WW  
 Total Spaces Lost | 20

FALL 2016

18,538 PARKING SPACES ON CAMPUS



**TENNIS COURT RELOCATION**  
 •8 New tennis courts  
 •Located behind the Epley Rec Center

Lots Impacted | Lot 2 Visitor  
 Spaces Lost | 360



**BRENDAN IRIBE CENTER FOR COMPUTER SCIENCE & INNOVATION**  
 •World-class computer science classrooms  
 •Interactive, collaborative and active learning  
 •Cutting-edge work in virtual reality

Lots Affected | GG1  
 Spaces Lost | 352

SPRING 2017

17,826 PARKING SPACES ON CAMPUS



**INNOVATION DISTRICT**  
 •Create vibrant mixed-use community  
 •Spawn innovation and economic development  
 •Improve civic quality of Baltimore Avenue

Lots Impacted | 7  
 Spaces Lost | 125



**HUMAN PERFORMANCE & ACADEMIC RESEARCH FACILITY - PHASE 2**  
 •Dynamic indoor football practice  
 •Strength & Conditioning facilities  
 •Meeting rooms & offices

Lots Impacted | 1, Z  
 Spaces Lost | 964

This project timeline is particularly fluid. Please check [www.transportation.umd.edu](http://www.transportation.umd.edu) for current status.

FALL 2018

16,737 PARKING SPACES ON CAMPUS



**PURPLE LINE**  
 •3 Stops on campus  
 •61,000 Average weekday trips  
 •130,000 Jobs reachable by this line

Lots Impacted | 1d, 1b, J3, Z, C1, J2, K2  
 Spaces Lost | 550



**INNOVATION DISTRICT - PHASE 2**  
 •Create vibrant mixed-use community  
 •Spawn innovation and economic development  
 •Improve civic quality of Baltimore Avenue

Lots Impacted | 7  
 Spaces Lost | 438

Red areas on the map represent the parking lots impacted by additions to campus.



NUMBER OF PARKING SPACES IN 2015:

18,874

NUMBER OF PARKING SPACES AFTER 2018:

15,749

TOTAL NUMBER OF PARKING SPACES LOST: 3,125

Due to these changes, students and faculty may need to consider alternative methods of transportation.



SHUTTLE-UM

Serves over 3.3 million riders a year and is free to the UMD community. Route 104 runs every 5 minutes from campus to College Park metro during peak commute hours.



PUBLIC TRANSPORTATION

There are a variety of transit options that connect to campus: metroRail, MetroBus, commuter buses, local buses and the MARC train.



RIDESHARE-UM

It's easy to find a carpool or vanpool match. Plus discounted parking and guaranteed ride home program will get you home in case of emergency.



BIKE-UMD

Biking is a healthy, cost-effective and fun way for students, faculty, staff and visitors to get to and around campus.

## REAL-TIME REVIEW REQUEST OPTION

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In November of 2016, the student Citation Review Unit (CRU) launched a real-time video option as an alternative to written requests for review. In its pilot phase, student appellants scheduled online appointments through their parking account to discuss their appeal with a member of the CRU online through Google Hangouts. Phase two began at the beginning of the spring semester and connected students via Skype, a more widely known and user-friendly interface.

**Customer Experience:** As intended and expected, real-time video appeals gave student appellants the opportunity to explain the details of their parking experience through conversation rather than in writing. Doing so encouraged discussion around how to avoid future similar citations and gave DOTS a better opportunity to share relevant information about parking services and misconceptions.

**Staff Development:** A majority of Citation Review Unit duties involve solo work. Real-time reviews allowed students to develop their public speaking, conflict management, and peer-to-peer training skills with one another as they prepared to conduct video appeal appointments. As importantly, and due to the technical nature of real-time reviews, CRU members learned to provide basic troubleshooting assistance and non-appeal related customer service before and during scheduled appointments.

## CARPOOL / VANPOOL

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In an effort to increase participation in the carpool incentive program, DOTS streamlined the application and renewal process by making it available online. The carpool registration is now based on license plate recognition. It has been determined that DOTS must issue a no-cost RFP in order to contract with a private vanpool operator to offer vanpool services to the campus community. DOTS has been working with procurement and anticipates that the RFP

will be issued this summer. There is still considerable opportunity to decrease single-occupancy vehicles coming to campus through the implementation of a robust rideshare program that encourages, supports and incentivizes carpooling and vanpooling. DOTS will continue to support ridesharing in order to decrease the demand for parking as well as reduce carbon emissions from commuting that will help UMD reach its Climate Action Plan goals.

## CHOOSE YOUR PATH

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Throughout FY16 DOTS provided several opportunities for employees to "Choose Their Paths" by participating in a variety of leadership workshops and trainings. Examples of these opportunities include:

- *"TED Talks" presentation on motivation, leadership, and creativity*
- *"How to Produce Quality Resumes" workshop facilitated by the University Career Center*
- *"Everything You Need to Know for Retirement" workshop facilitated by UHR Benefits Office*

Over the past few years, the department has created annual employee professional development themes. For the 2016-2017 fiscal year and future years, the department will consistently develop and provide programming to encourage employees to participate in professional development opportunities and experiences. This will include, but is not limited to leadership development, career planning, increasing technological skills and working in effective teams. It is our belief that providing these programs strengthens our staff and aligns with our mission and vision.

## IMPROVE FUEL DISTRIBUTION

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In FY16 DOTS successfully installed an automated fuel management system at the DOTS-North facility, which houses the Shuttle-UM transit fleet as well as the majority of the department's vehicles. The system, provided by Gasboy, is similar to the fuel

management system already used by the University's Facilities Management section. This technology allows DOTS to supply diesel fuel 24 hours a day, seven days a week, to power the Shuttle-UM bus fleet as well as numerous other vehicles operated by five university departments.



## DRIVER WAGE INCREASES

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DOTS was able to increase base pay rates in FY16 for our department's 280+ driving staff who are responsible for the operations of Shuttle-UM transit vehicles. Full-time bus driver base pay rates were increased to \$16.00/hour, which is competitive with similar transit agencies in the region. Student driver base pay rates were increased for the first time in over eight years to \$12.00/hour. These pay increases reflect the department's commitment to supporting the bus operators who are so crucial to our department's mission and the daily operation of the campus.

## GAITHERSBURG ROUTE 141

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Due to the continued growth of ridership on the Shuttle-UM bus route to central Montgomery County, DOTS faced the need to relocate the commuter bus stop from the Universities at Shady Grove after the fall 2015 semester. Numerous options in Montgomery County were considered and eventually an agreement

was reached with the Maryland State Highway Administration for Shuttle-UM service to begin operating in January 2016 between the College Park Campus and the West Diamond Avenue Park & Ride lot in Gaithersburg. During the spring 2016 semester, this new route, #141 Gaithersburg Park & Ride, provided over 44,000 passenger trips. This figure amounts to an 18% increase in passengers compared to the previous spring semester's bus service to central Montgomery County.

## \$380K GRANT FOR ENHANCED MOBILITY

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Accessibility is a campus issue and a DOTS priority. Unfortunately, many members of the UMD community must navigate themselves through a campus transportation desert due to a disability. DOTS was awarded \$383,847 for the purchase of three vehicles - designated for priority use by Paratransit - and funds toward Paratransit operating costs. The total project cost is \$609,192. Upon its completion, this project should enable DOTS to fully meet demand for Paratransit service by increasing the system capacity during peak times by 60%. This funding will afford members of the campus community a greater opportunity to pursue their academic goals, engage with one another, and maximize the impact of their involvement in campus activities.

## 2016 B1G & FRIENDS UNIVERSITY TRANSPORTATION & PARKING CONFERENCE

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DOTS welcomed more than 130 guests to campus in April for the 2016 B1G & Friends University Transportation and Parking Conference. Historically hosted in the Midwest, DOTS embraced the opportunity to expand our reach within the Big Ten and the Mid-Atlantic region. The 2.5 day conference, held at the College Park Marriott Hotel and Conference Center, featured concurrent sessions led by DOTS employees, (CONTINUED ON NEXT PAGE)



## BT&F CONFERENCE CONTINUED



keynote presentations from Marsha Guenzler-Stevens and Ken Ulman, campus tours by bike and bus, Transportation Trivia at The Common, a night out in Annapolis and days of networking among colleagues and friends. In addition to countless opportunities for professional development, the conference represents a successful collaboration between DOTS and Division partners in Conferences and Visitor Services and Student Affairs Development.

### CONFERENCE FACT SHEET

- ° 2 Testudos
- ° 2.5 days
- ° 19 sponsors
- ° 22 concurrent sessions
- ° 25 vendors
- ° 67 tweets
- ° 12 rounds of musical chairs
- ° 173 registrants (including DOTS employees)
- ° \$26,000+ in sponsorships



## SUSTAINABILITY

As a department, DOTS is committed to supporting and promoting the university's sustainability goals.

- ° All staff attend a mandatory Sustainability training.
- ° All departmental units participate in the Green Office Program.
- ° Member of the University Sustainability Council's Carbon Offsets Work Group.
- ° Staff gardening plots are available for use near the Shuttle-UM building.
- ° Helping to update the commuting and fleet strategies in the Climate Action Plan.
- ° Participated in the Student Affairs "Swap til you Drop" event to promote recycling office supplies.
- ° Worked with Resident Life's Trash to Treasure program to donate unwanted bikes.
- ° Presented "Parking Woes and Sustainable Solutions" at the 2016 Smart and Sustainable Campuses Conference along with American University and Virginia Commonwealth University.

In addition to departmental support and commitment, DOTS also promotes and encourages the campus community to choose sustainable transportation on campus through a variety of programs and initiatives:

- ° **Low Emission Vehicle Discounts:** Vehicles meeting specific EPA emissions criteria are eligible to receive a 20% discount on their parking registration.
- ° **Carpool Program:** Individuals that carpool to campus are eligible to receive a 50% discount off their parking registration in addition to access to preferred carpool parking spaces.
- ° **SmartBenefits:** Employees can pay for transit costs through a pretax payroll deduction and potentially save hundreds of dollars a year.
- ° **Guaranteed Ride Home:** Employees who regularly carpool, vanpool, bike, walk or take transit to work can get a FREE and reliable ride home when one of life's unexpected emergencies arise.
- ° **Carshare:** There are five carshare vehicles currently located on campus and at 13 convenient off campus locations where individuals that need to occasionally use a vehicle can rent one by the hour.

DOTS promoted our sustainable transportation programs at numerous campus events as well as at our Fall Transportation Fair. Sustainable transportation is also highlighted in our Campus Connections transit guides which provide parking, biking, walking and Shuttle-UM information and are distributed at Residence Halls as well at events.

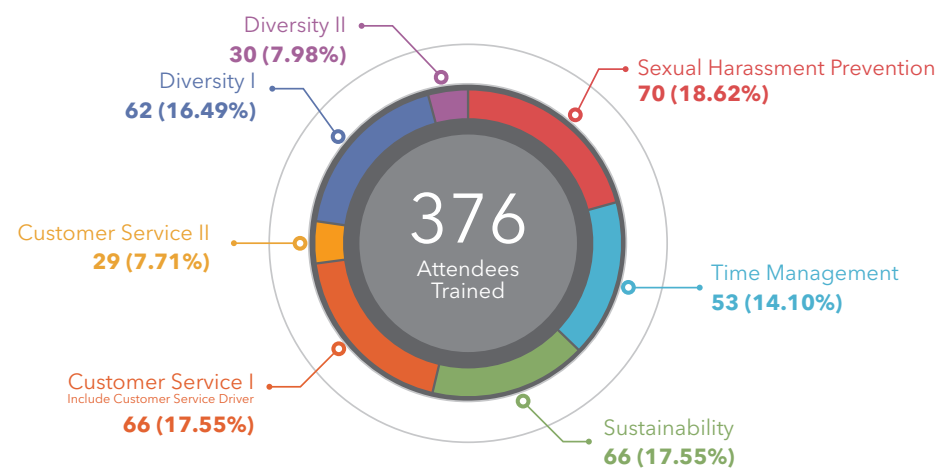
## BIKEUMD

BikeUMD is a collaboration between the University of Maryland's Department of Transportation Services and Recreational Wellness, which works to promote and support all bicycle related activities and initiatives on UMD's campus. UMD leads the way for bicycle programming in Maryland and the region, as it is one of only 10 schools to earn the League of American Bicyclists gold level or higher designation.

- Hired a full-time Campus Bicycle Coordinator.
- Hosted UMD's first Bike to Work Day pitstop with 35 registrants!
- Continued to provide discounted helmets, lights, and U-locks to the campus community.
- Executed an annual bike count at 10 campus locations over a two-week period to collect bicycle trip numbers as well as qualitative data.
- Sponsored four Good Morning Commuters breakfasts which targeted bicycle commuters.
- Gave away 125 sets of bike lights at our annual Bikes Be Bright event.
- Held daily events and contests during Bike Week.
- Designed and implemented a bicycle passport program to encourage participation in campus bicycling events and increase campus engagement.
- Was awarded a Campus Sustainability Grant to expand bike parking options.
- Completed a GIS based mapping project that involved five interns to track bike parking habits on campus.
- Executed a month-long bicycle safety campaign: "Same Roads Same Rules".

## TRAINING & DEVELOPMENT

Over the course of this year, DOTS continued with our seven categories of training. These trainings have proven successful over the years in providing knowledge to our employees. A total of 376 staff and students were trained during this time. A highlight for this year is our updated Sustainability training, which mirrors the university's Green Office Campaign. In this training we provide tools, tips, and guides on how to promote a sustainable office environment.



## DIVERSITY ACCOMPLISHMENTS

During the course of the year, our department has made significant strides to promote and encourage a diverse and inclusive workplace. Our diversity trainings are reflective of the university's mission on diversity and inclusion. The Diversity II course was redesigned to create conversation and real life scenarios in the workplace. This change has proven to be more engaging and impactful on staff throughout the department.

### Leadership

In the last year, we have had seven employees complete Leadership Initiatives II with University Human Resources' Training and Talent Development program. Within our department, a LDI follow-up group has been created to help staff explore their leadership potential within DOTS.

### Climate

An exit survey process has been created for all staff that leave the department. The data from this survey is continually analyzed to evaluate why employees are leaving. Our goal is to create a change within the department and sustain an atmosphere of longevity that provides potential for upward advancement.

### Recruitment and Retention

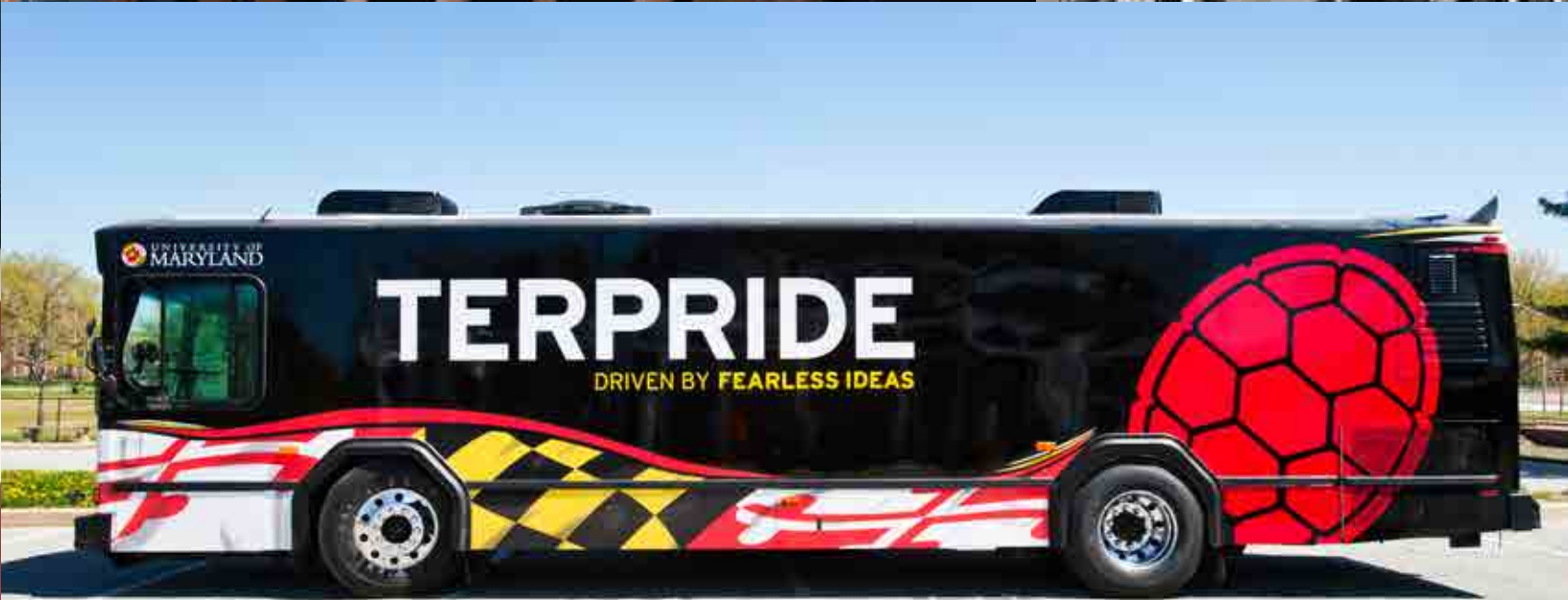
DOTS has maintained efforts of diverse recruiting for positions throughout the department. In reviewing candidates for open positions we will look for veterans to interview in accordance with UHR's goals for the upcoming year. In addition, internally we have identified the need for female students in management positions. We will focus on creating a succession plan to focus on mentoring and preparing female students for management roles throughout the department.

### Education

This year we have promoted and encouraged employees to attend educational events on campus in the area of diversity such as Maryland Dialogue Series, Indabas and other monthly cultural events. To encourage a culture of safe spaces where individuals may speak freely about issues in diversity, we have continued our monthly diversity chat sessions. The sessions are selected based on relevant current events surrounding topics in diversity.

### Research and Scholarship

This year the Training Coordinator in collaboration with members of the Student Affairs Diversity Initiatives Committee presented at the Maryland Student Affairs Conference and the B1G & Friends University Transportation & Parking Conference on our departmental efforts to promote diversity and how they relate to the proposed framework model for student affairs.



## WORK-LIFE

At the Department of Transportation Services we help employees achieve a better work-life balance by offering departmental options and also by referring our employees to programs offered by Student Affairs. Throughout the year, our employees can attend informational sessions by Human Resources on Work-Life Options and they can also attend programs or presentations sponsored by the Student Affairs Work-Life Committee. Our goal is to help our employees achieve a healthy work-life balance by offering them the necessary tools needed to make this happen.

We have a Work-Life Consultant available for employees and supervisors to voice their work-life concerns and to help them come up with appropriate work-life solutions. Our employees can get help completing work-life proposals and help learning how to have a conversation about work-life solutions with their supervisor. Many of our managers have had one on one consultations with Human Resources educating them on the importance of work-life solutions. Some of our staff participate in alternative work schedules, flextime and others telework. Although we realize that these various work-life options will not work for every employee, we encourage our employees to make use of these great benefits and we have many resources available to help them make these decisions.

## ASSESSMENT & LEARNING OUTCOMES

This year the focus has been on successful performance and development of our staff. Performance reviews are a key component of employee development. Throughout the department, our intention is for the performance review process to be fair and balanced. During mid-way feedback, action plan items were evaluated for common themes and/or the need for developmental opportunities. Based on the information gathered, suggestions were made for development by using resources throughout the university. Some of the resources used included University Human Resources' Supervisor Training on discipline, memorandum of understanding, FMLA procedures and problem solving. Other resources used were Lynda.com to build skills in specific areas such as; MS Excel, Google and Gmail.

During the evaluation of the PRD's there was another emerging theme, which was the need for individual unit trainings. The Training Coordinator met with unit supervisors to identify learning objectives for the trainings. Special Events staff participated in a one-hour training on communication fundamentals. In this session, we discussed how to communicate across hierarchical levels, adjusting to the organizational culture and managing common communication challenges. The Business Finance staff met for a two-part training session on managing conflict, collaboration and working in teams. The final assessments for these units are ongoing as there are quarterly updates for the duration of this year.

## INSTRUCTIONAL TECHNOLOGY

We created a brand new state of the art area called "The Hub." This area is a completely furnished meeting space with a 50" TV monitor. This unique area is open and comfortable for passerbys to take a seat, listen in or provide feedback during open meetings. In addition to meetings, this space has also been used to present information affecting the department to employees. Moving forward we will begin a presentation series in this space where selected staff will facilitate "mini" presentations during employee meetings.

# Issues & Challenges

*The most significant issue that continues to affect DOTS is the expected loss of campus parking due to the construction of academic and athletic facilities. It is anticipated that the campus will lose approximately 1,800 parking spaces in the next 12 months and an additional 1,000 parking spaces in the following 12 months. For more than 20 years the campus has enjoyed a surplus of parking which has resulted in very predictable and plentiful parking for our community. Additionally, this parking surplus allowed the University to host large campus-wide events on business days.*

*DOTS has made plans to reduce the student parking population in order to manage this significant parking loss. Depending on the final number of spaces lost, it may be necessary to eliminate parking for all resident students. Clearly, this process will be painful and inconvenient for our residential student population.*

*DOTS will also advise and encourage the campus community to consider minimizing their parking impact. This includes communicating the need to use off-campus parking and to reduce or even eliminate large on-campus events such as career fairs, large student recruiting programs and conferences and any type of event that would draw a significant number of additional vehicles to campus during the middle of the day. This reduction of parking will cause a significant paradigm shift from previous years, as it will affect many of our institutional expectations and business practices. It will be DOTS's responsibility to manage this process and to provide as much notice as possible to all affected UMD community members in order to minimize the inevitable inconvenience.*



# *Goals & Objectives*

2016 - 2017

## UNIVERSITIES AT SHADY GROVE PARKING PROGRAM

Enrollment at the Universities at Shady Grove has grown to more than 4,000 students and the physical campus continues to grow as new facilities are built. Consequently, leaders at USG have identified the need to transition from a passive parking program to an active parking program for faculty, staff, students, and visitors.

The University of Maryland, College Park Department of Transportation Services (DOTS) will partner with USG to create a new Transportation and Parking Services (TAPS) office and this newly established office will be responsible for managing all parking and transportation activities for the USG campus. This includes ensuring available and predictable parking for the campus community as well as providing alternatives to driving single occupancy vehicles. TAPS staff will be hired by DOTS and will receive support from College Park, but they will be part of the Shady Grove campus community.



## ONGOING PARKING LOSS

As the campus prepares to break ground on several innovative facilities, DOTS faces a number of challenges related to campus parking. During the 2016-2017 year, we expect to lose

approximately 1800 parking spaces and that number could increase depending upon the timeline for projects like the Purple Line construction. We are working with affected departments to accommodate employees who are impacted by lost parking. We will continue to host open forums where employees may ask questions about projects and changes to parking allocations. Since the upcoming construction will have a direct impact on student parking, we are actively researching potential parking solutions including fee increases, limiting access to campus parking and increasing parking by building a garage. As decisions are made regarding the feasibility of each option, DOTS will share this information with the campus through social media, open forums and email communication.

## INCREASED SUSTAINABLE TRANSPORTATION INITIATIVES

In preparation for the loss of parking, DOTS is increasing our focus and efforts on sustainable transportation initiatives, specifically vanpools, carpools, pretax transit benefits, bikesharing and carsharing. DOTS will focus on launching vanpools to offer UMD employees and students an additional safe, affordable and secure alternative to a SOV commute, reduce the campus' carbon emissions associated with commute trips and decrease the demand for parking on campus. The current carpool incentives that are offered will be restructured to provide a more intuitive experience. Current pretax transit benefits will be re-launched through a third party provider in an effort to streamline the process and offer more ease and flexibility to transit users. DOTS recently launched mBike on campus and this year will focus on promoting bikesharing to the community in an effort to minimize inter-campus congestion. In addition to these initiatives, DOTS is also expanding the Zipcar carsharing fleet on campus. High traffic locations have been identified for additional Zipcar vehicles that help eliminate the need for personal vehicles.

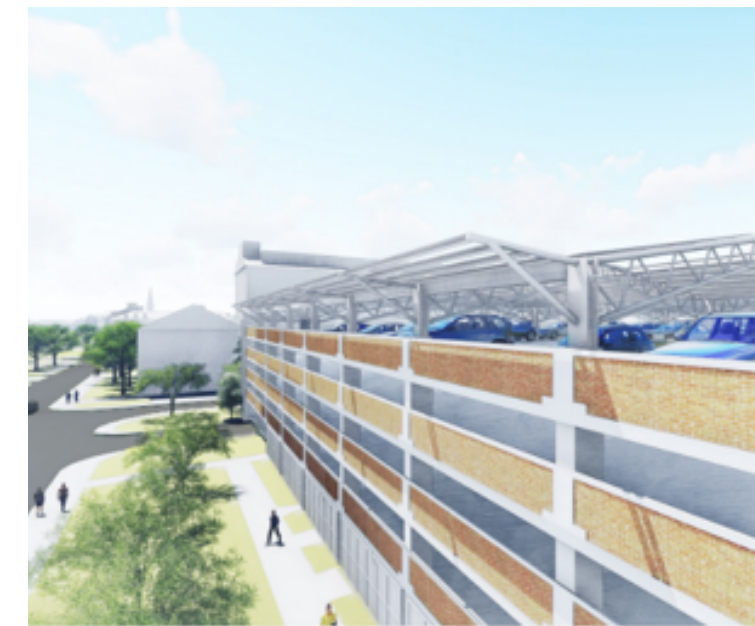
## SHUTTLE-UM PASSENGER COUNTERS & VOICE ANNUNCIATORS

In FY17 DOTS hopes to outfit the Shuttle-UM transit bus fleet with Automated Passenger Counters and Voice Annunciator equipment. This technology will improve the experience for bus passengers as well as greatly increase the ability of DOTS staff to plan for future service adjustments. The equipment will identify the number of passengers boarding or alighting Shuttle-UM vehicles at each of the 300+ bus stops in the Shuttle-UM service area. Additionally, the system will make announcements onboard buses notifying passengers of the bus stops they are approaching. Similar to a system already in place on WMATA MetroBus vehicles, this will not only improve compliance with Americans with Disabilities regulations providing assistance to visually-impaired passengers, but also aid passengers who are unfamiliar with destinations served by the Shuttle-UM system.



## SOLAR CANOPIES ON GARAGE ROOFS

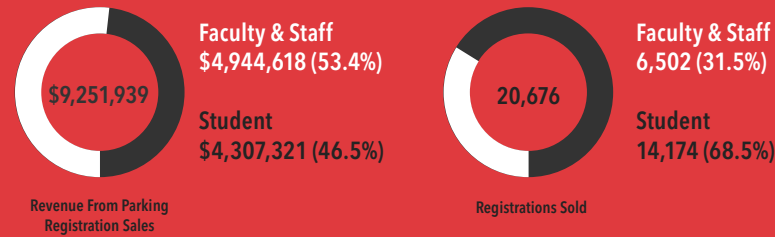
By 2020, all electricity delivered to campus by regional power plants will come from renewable sources. More than 9,000 solar panels on campus will also contribute to decreasing dependence on fossil fuel. To this end, the UMD Department of Engineering and Energy approached DOTS to install solar canopies on three parking garages: Mowatt Lane, Regents Drive and Terrapin Trail. Funded in part by a Maryland Energy Administration grant, the canopies are scheduled for installation by August of 2017. These solar arrays will add significantly to the campus inventory, provide a more pleasant rooftop parking environment, and ultimately bring the university one step closer to reaching its energy goals.



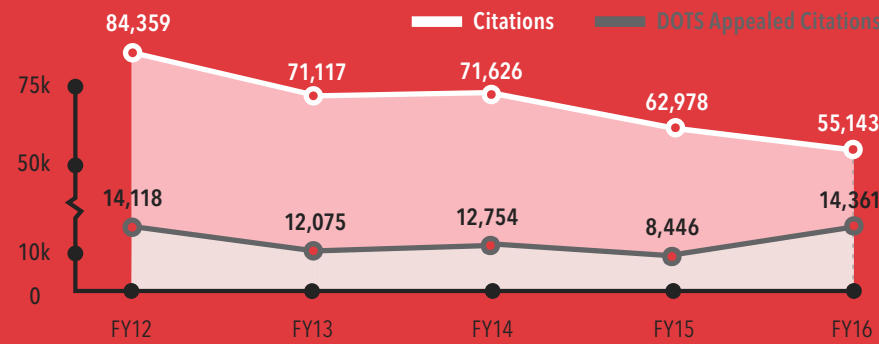
This project will further enhance the sustainable transportation infrastructure by adding four new electric vehicle charging stations and eight new charging spaces. These stations will draw from the solar arrays on Regents Drive Garage. DOTS is eager to contribute to increasingly sustainable energy and transportation infrastructures.

# PARKING STATISTICS

## REGISTRATION REVENUE



## PARKING ENFORCEMENT



## VISITOR PARKING

SALES	FY15	FY16
Mowatt Lane Garage	\$236,864	\$236,775
Paint Branch Lot	\$238,807	\$266,647
Regents Drive Garage	\$480,727	\$684,748
Stadium Drive Garage	\$212,730	\$249,133
Union Lane Garage	\$647,932	\$545,173
Other Areas	\$1,227,171	\$1,412,776
<b>Total Sales</b>	<b>\$3,046,130</b>	<b>\$3,395,253</b>

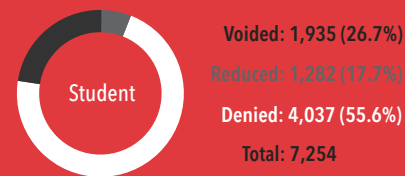
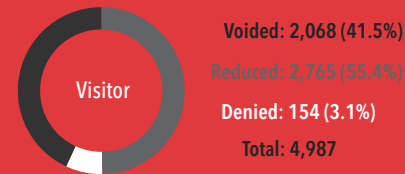
## MAV OPERATIONS

(Motorist Assistance Vehicle)	FY15	FY16
Gas Transport	20	7
Tire Inflation	158	103
Jumpstart	746	407
Lockout	254	138
<b>Totals</b>	<b>1178</b>	<b>655</b>

## SPECIAL EVENTS

	FY15	FY16
Pitcrew Services	\$129,678	\$121,985
Meters	\$145,956	\$159,597
Visitors	\$192,974	\$184,807
<b>Total Revenue</b>	<b>\$468,609</b>	<b>\$466,389</b>

## PARKING VIOLATION REVIEWS



## FLAGGING STATISTICS

	FY15	FY16
# of Flagged Tags	596	1,159
# of Flagged Tags Released	675	933
<b>Total Revenue Collected</b>	<b>\$97,224</b>	<b>\$129,295</b>

## FOOTBALL PARKING REVENUE

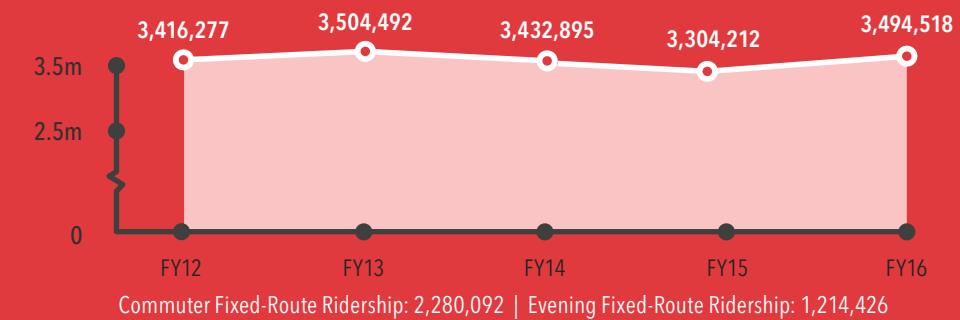
	FY15	FY16
Football Permits Sold	49,854	39,932
Football Parking Revenue	\$612,482	\$473,947
DOTS Revenue Share	\$306,241	\$236,974
ICA Revenue Share	\$306,241	\$236,974

## BASKETBALL PARKING REVENUE

	FY15	FY16
Basketball Permits Sold	77,051	75,885
Basketball Parking Revenue	\$529,830	\$713,283
DOTS Revenue Share	\$264,915	\$356,641
ICA Revenue Share	\$264,915	\$356,641

# SHUTTLE-UM/BIKEUMD STATISTICS

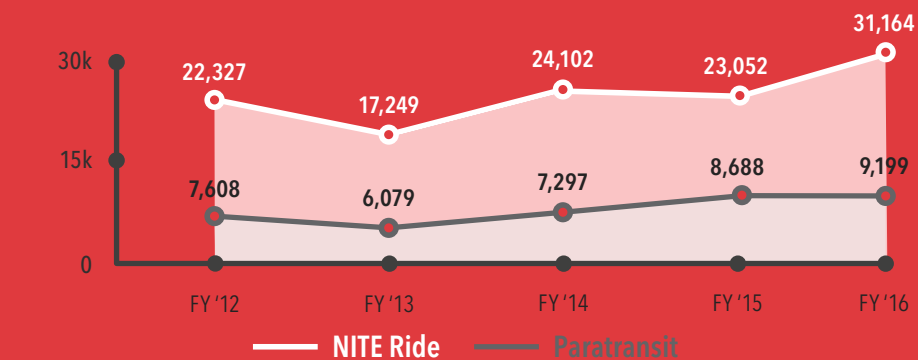
## TOTAL RIDERSHIP



## CHARTER

	FY15	FY16
Transit Bus Charter	431	394
Motor Coach Charters (non-ICA)	213	246
Athletics	243	269
SUV	174	103
<b>Total</b>	<b>1061</b>	<b>1012</b>

## NITE RIDE & PARATRANSIT RIDERSHIP



## BIKE REGISTRATION

FY10	400
FY11	634
FY12	651
FY13	901
FY14	1128
FY15	956
FY16	825

# Budget

## PARKING OPERATING BUDGET

### REVENUE

Student Parking Fee (includes UMUC/other misc.)  
 Faculty/Staff Parking Fees (+AC/AD & Service)  
 Visitors Fees  
 Special Events Fees  
 Penalty Fines  
 Parking Meters  
 Other Rev.

**Total Revenue**

### EXPENDITURES

Salaries and Wages  
 Operating  
 Utilities and DFM Maintenance  
 Facility Renewal  
 Campus 5 Tier Employee Parking Subsidy  
 Cost Containment  
 Campus Overhead  
**Total Expenditures**

### TRANSFERS

Transfers to Plant  
 Transfers to Debt Service  
 Transfers for 3 Yr. Fee Ramp Up (Yr. 1)  
**Total Transfers**

### Total Expenditures and Transfers

**Increase/(Decrease) in Fund Balance**

Ending Fund Balance

Plant Fund Balance (if applicable)

E&G Fund Balance (if applicable)

FY16 revenue exceeded FY15 by \$1.1 million primarily due to necessary parking permit fee increases to fund state mandated increases as well as strategic meter/pay station/penalty fine increases implemented to mitigate overall student parking fee increases.  
 FY17 budgeted labor expense is \$2 million greater than the FY16 budget primarily due to a much needed initiative to increase full time driver retention by providing a more competitive compensation package. DOTs needs to react to consistently losing personnel to WMATA.  
 FY17 budgeted operating expenses are \$940K below FY16 due to increased transit revenue that allowed the parking budget to reduce the annual shuttle subsidy from parking operations and redirect those funds to full time driver retention needs.

FY 17 Working Budget Compared to FY 16 WB		
BUDGET INCREMENT	PERCENT INCREASE	
316,074	7.15%	
309,685	6.84%	
(97,707)	-3.15%	
225,000	22.70%	
75,000	2.95%	
283,293	172.04%	
6000	23.53%	
<b>1,117,345</b>	<b>7.09%</b>	
2,046,917	25.85%	
(940,491)	-33.63%	
17,655	4.82%	
0	0.00%	
0	0.00%	
0	0.00%	
93,214	17.53%	
<b>1,217,295</b>	<b>10.10%</b>	
(70,356)	-15.59%	
(41,451)	-1.41%	
11,857	100.00%	
<b>-99,950</b>	<b>-2.69%</b>	
<b>1,117,345</b>	<b>7.09%</b>	

FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2016 WORKING BUDGET	FY 2017 WORKING BUDGET
4,232,655	4,307,321	4,421,442	4,737,516
4,704,620	4,944,618	4,525,204	4,834,889
2,848,848	3,001,094	3,097,707	3,000,000
1,201,581	1,235,648	991,331	1,216,331
2,182,017	2,528,282	2,539,546	2,614,546
197,282	394,159	164,671	447,964
12,660	33,811	25,500	31,500
<b>15,379,662</b>	<b>16,444,933</b>	<b>15,765,401</b>	<b>16,882,746</b>
7,864,067	9,042,194	7,919,017	9,965,934
2,839,227	2,689,561	2,796,655	1,856,164
343,797	375,360	366,588	384,243
662,265	662,265	662,265	662,265
(462,325)	(223,840)	(223,840)	(223,840)
0	0	0	0
445,752	583,278	531,820	625,034
<b>11,692,783</b>	<b>13,128,818</b>	<b>12,052,505</b>	<b>13,269,800</b>
685,762	469,757	451,331	380,975
2,935,958	2,899,399	2,940,850	2,899,399
0	0	320,715	332,572
<b>3,621,720</b>	<b>3,369,156</b>	<b>3,712,896</b>	<b>3,612,946</b>
<b>15,314,503</b>	<b>16,497,974</b>	<b>15,765,401</b>	<b>16,882,746</b>
65,159	(53,041)	0	0
539,831	486,790	539,831	539,831
2,165,603	2,454,501	508,449	233,677



# SHUTTLE OPERATING BUDGET

## REVENUE

	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2016 WORKING BUDGET	FY 2017 WORKING BUDGET	FY 17 Working Budget Compared to FY 16 WB INCREMENT	PERCENT INCREASE
Student Fee Revenue	5,759,641	6,170,656	5,754,072	5,916,337	162,265	2.82%
Charter Revenue	1,177,301	1,206,322	1,000,000	1,226,197	226,197	22.62%
Riverside Association Agreement	34,044	68,769	65,439	68,769	3,330	5.09%
UMUC Transit Service	98,525	100,633	91,126	100,633	9,507	10.43%
Shady Grove	70,000	60,893	86,943	60,894	(26,049)	-29.96%
UMB	703,286	790,232	800,000	800,000	0	0.00%
University View	154,150	154,950	146,931	154,150	7,219	4.91%
University Club	48,314	48,565	45,710	48,565	2,855	6.25%
Seven Springs Village Apartments	100,511	101,030	95,098	101,030	5,932	6.24%
UB	344,267	287,866	206,806	327,152	120,346	0.00%
Municipalities	10,452	16,452	6,242	6,000	(242)	0.00%
MGM	97,993	81,611	91,795	91,795	0	0.00%
Franklin Park	63,243	0	44,353	0	(44,353)	0.00%
Varsity	167,343	168,210	156,418	168,210	11,792	7.54%
Endlave	111,374	75,304	86,593	92,270	5,677	6.56%
Health Center	86,400	18,750	0	18,750	18,750	0.00%
Summer School	145,763	151,040	134,212	151,040	16,828	12.54%
Other	7,157	1,862	0	447,316	447,316	0.00%
<b>Total Revenue</b>	<b>9,179,765</b>	<b>9,503,145</b>	<b>8,811,737</b>	<b>9,779,107</b>	<b>967,370</b>	<b>10.98%</b>

# SHUTTLE OPERATING BUDGET

## EXPENDITURES

	FY 2015 ACTUALS	FY 2016 ACTUALS	FY 2016 WORKING BUDGET	FY 2017 WORKING BUDGET	FY 17 Working Budget Compared to FY 16 WB INCREMENT	PERCENT INCREASE
Salaries and Wages	4,563,463	4,513,074	4,356,191	4,534,490	178,299	4.09%
Operating	2,867,516	3,237,097	2,941,172	3,705,609	764,437	25.99%
UMB Expenses	647,786	790,232	800,000	800,000	0	0.00%
Utilities and DFM Maintenance	88,112	91,674	95,428	103,224	7,796	8.17%
Cost Containment	0	0	0	0	0	0.00%
Campus Overhead	282,649	296,318	267,747	284,585	16,838	6.29%
<b>Total Expenditures</b>	<b>8,449,526</b>	<b>8,928,395</b>	<b>8,460,538</b>	<b>9,427,908</b>	<b>967,370</b>	<b>11.43%</b>

## TRANSFERS

Transfers to Plant	607,500	564,719	351,199	351,199	0	0.00%
Transfers to Debt Service	0	0	0	0	0	0.00%
<b>Total Transfers</b>	<b>607,500</b>	<b>564,719</b>	<b>351,199</b>	<b>351,199</b>	<b>0</b>	<b>0.00%</b>

### Total Expenditures and Transfers

	<b>9,057,026</b>	<b>9,493,114</b>	<b>8,811,737</b>	<b>9,779,107</b>	<b>967,370</b>	<b>10.98%</b>
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### Increase/(Decrease) in Fund Balance

	<b>122,739</b>	<b>10,031</b>	<b>0</b>	<b>0</b>		
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### Ending Fund Balance

	<b>467,113</b>	<b>477,144</b>	<b>467,113</b>	<b>467,113</b>		
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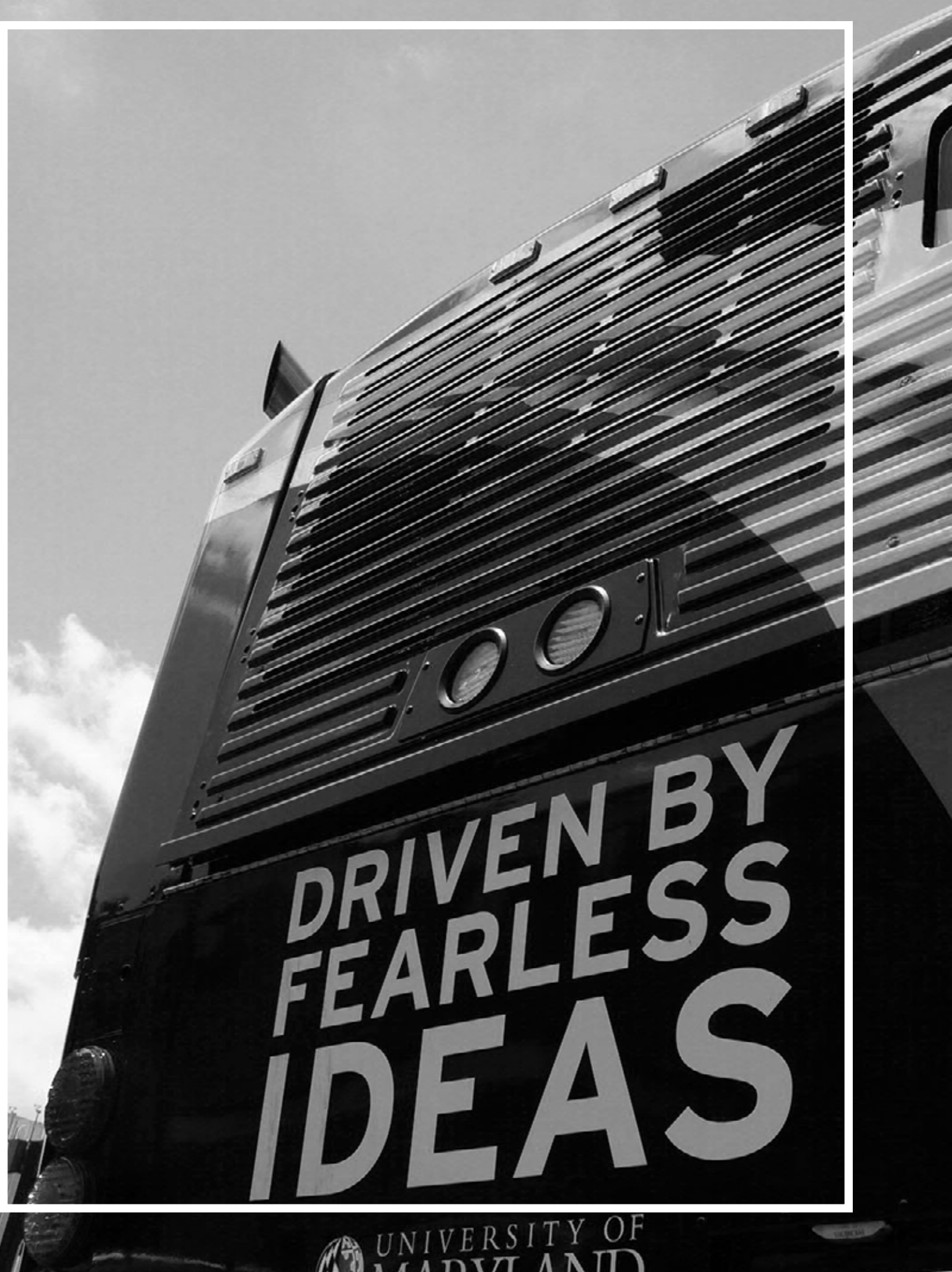
### Plant Fund Balance (if applicable)

	<b>413,860</b>	<b>121,934</b>	<b>50,000</b>	<b>165,066</b>		
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### E&G Fund Balance (if applicable)

FY16 mandatory student fees were up \$411K to FY15 due to student enrollment. This allowed DOTs to reduce the annual subsidy from parking operations and redirect those funds to full time driver retention needs. FY17 budgeted revenue exceeds FY16 budgeted revenue by \$967K primarily due to conservative historical enrollment projections being recognized in FY17 to aid retention efforts, an increase in charter revenue based on recent capture and continuance of 2nd route for the University of Baltimore.

FY17 budgeted Operating Expenses exceeds the FY16 budget due to the effect of the elimination of the annual parking operations subsidy as well as contributing just over \$200K to the parking budget, which contains all full time driver labor.



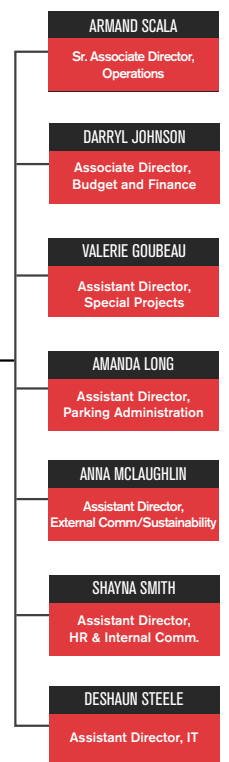
## *Organizational Chart*

**VP for Student Affairs: DR. LINDA CLEMENT**

**Asst. VP for Student Affairs: DR. MARY HUMMEL**

**Executive Director of Transportation Services: DAVID ALLEN**

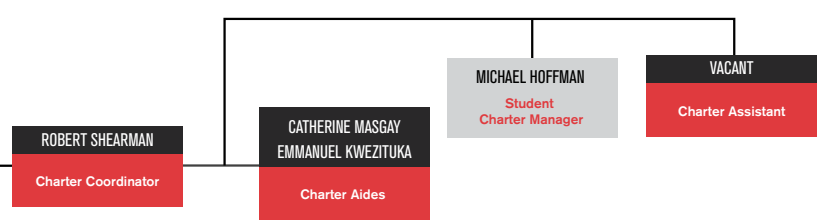
**ADMINISTRATION**



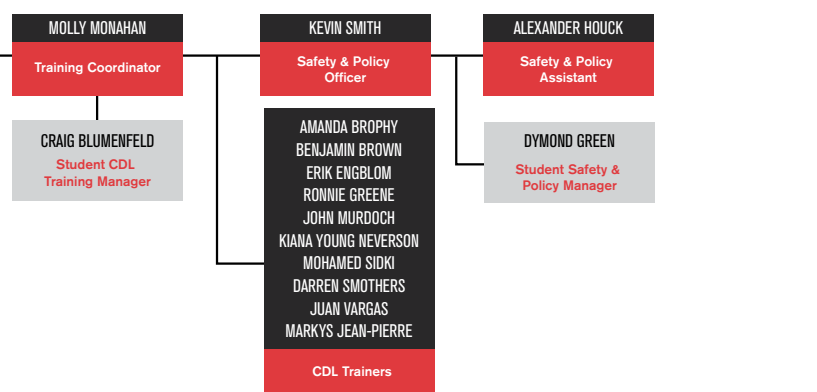
**Executive Director: DAVID ALLEN**

**Sr. Associate Director, Operations: ARMAND SCALA**

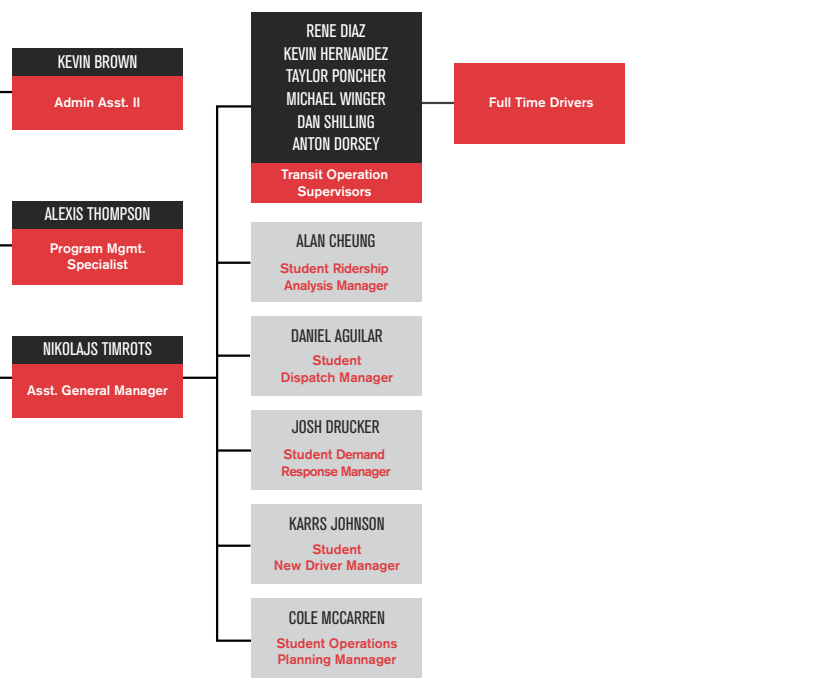
**CHARTER**



**SAFETY & TRAINING**



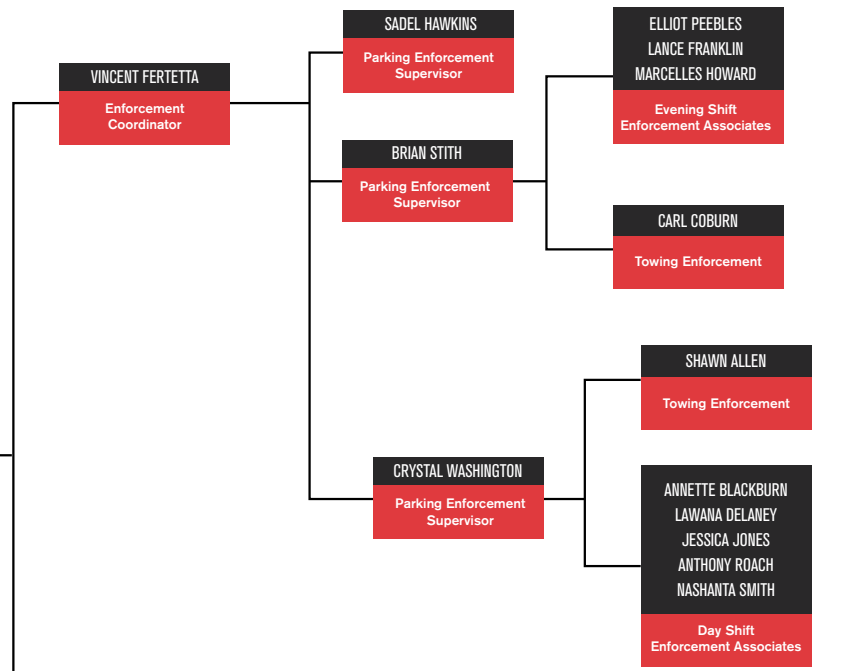
**TRANSIT OPERATIONS**



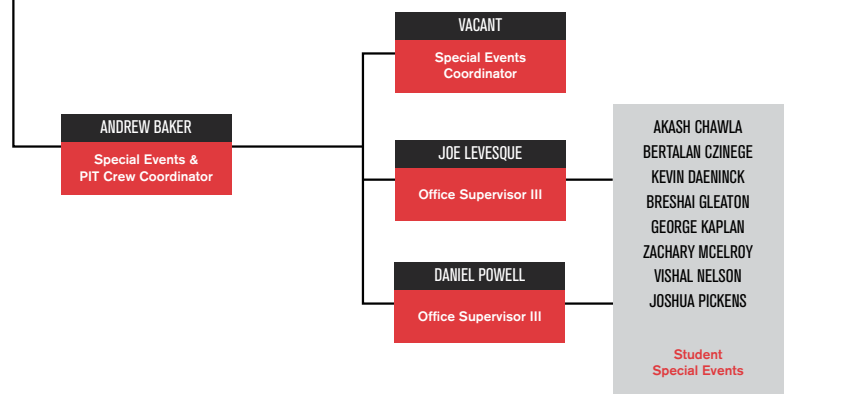
Executive Director: DAVID ALLEN

Sr. Associate Director, Operations: ARMAND SCALA

ENFORCEMENT



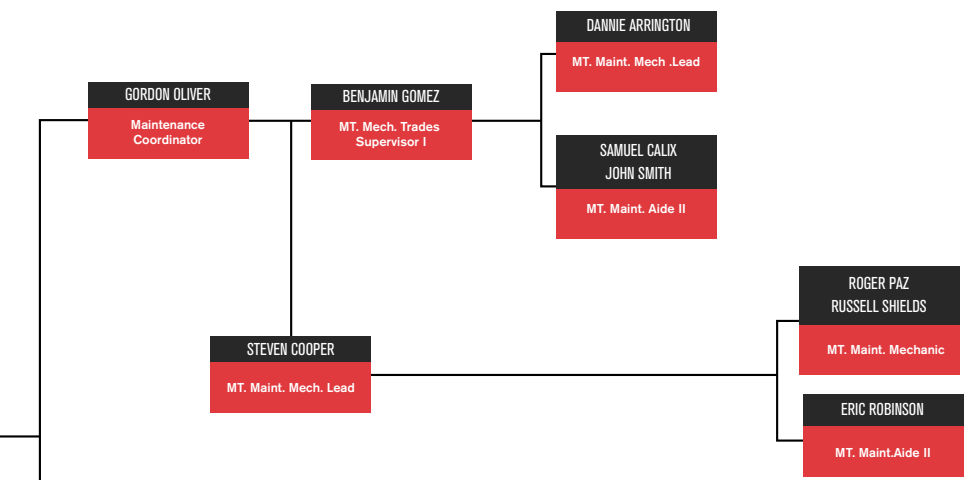
SPECIAL EVENTS



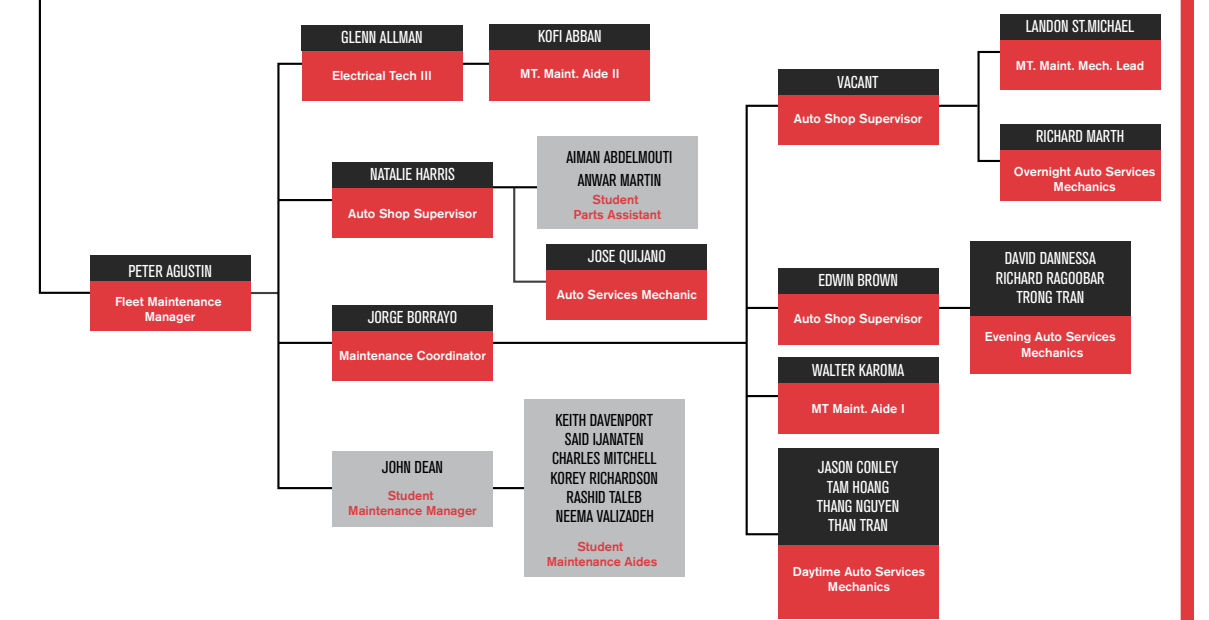
Executive Director: DAVID ALLEN

Sr. Associate Director, Operations: ARMAND SCALA

FACILITIES MAINTENANCE



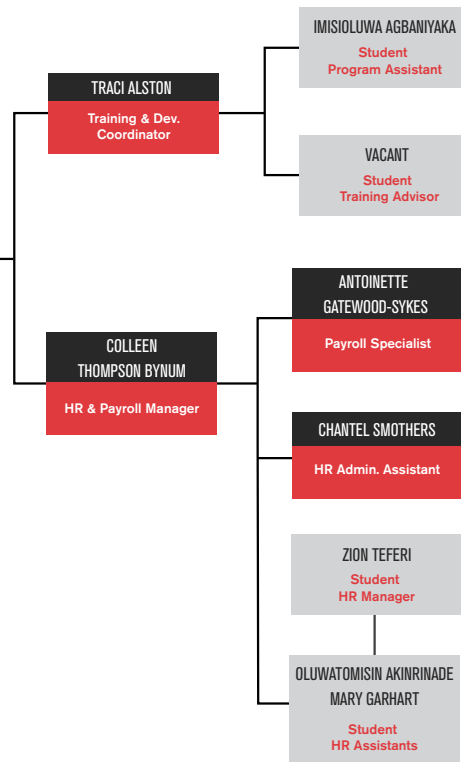
VEHICLE MAINTENANCE



Executive Director: DAVID ALLEN

Assistant Director: SHAYNA SMITH

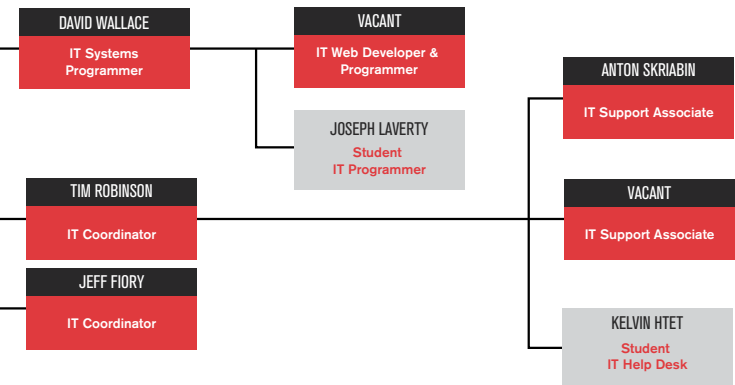
HUMAN RESOURCES AND TRAINING



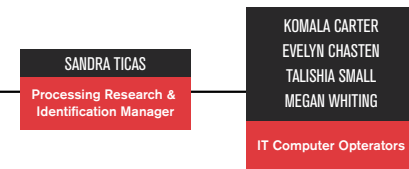
Executive Director: DAVID ALLEN

Assistant Director: DESHAUN STEELE

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DATA MANAGEMENT



**Executive Director: DAVID ALLEN**

**Assistant Director: ANNA MCLAUGHLIN**

**MARKETING**

**PHIL HYON**  
Marketing Coordinator

**COURTNEY MARTINAZZI**  
Graphic Design Coordinator

**ASHLEY BRANNOCK**  
**PATRICK CHIN**  
**GRAYLYN BROADNAX**  
Student Graphics Assistants

**JOSEPH FRISBY**  
Sign Specialist

**ARBAZ KHATIB**  
**BRIAN SWEENEY**  
**JULIA LAUGHLIN**  
Student Marketing Assistants

**EXTERNAL COMMUNICATIONS**

**SUZIE HER**  
Sustainability & Communications Coordinator

**KAREN PENNINGTON**  
Communications Coordinator

**AARON GOLDBECK**  
Bicycle Coordinator

**ZACHARY WEINSTEIN**  
Student Bicycle Assistant

**Executive Director: DAVID ALLEN**

**Assistant Director: AMANDA LONG**

**PARKING ADMINISTRATION**

**EARL CARPENTER**  
Parking & Transportation Manager at Shady Grove

**ROXANA FERRUFINO**  
Customer Service Manager

**PATRICK ETHRIDGE**  
Parking Admin Manager

**TERESA BROWN**  
**MALAKA WHITE**  
Customer Service Representatives

**DORA SYDNOR**  
**MILDRED WILLIAMS**  
Cashiers

**ROBYN LAWSON**  
Program Mgmt. Specialist

**PAULETTE RICHARDSON**  
Parking Violation Review Specialist

**VACANT**  
Fac/Staff Program Mgmt. Specialist

**VACANT**  
Admin. Assistant II

**KELSEY BOYD**  
**ABEL CHANYALEW**  
**MOSES FATOLA**  
**MADISON FELIU**  
**JAKAYIA FRISBY**  
**SHAHRAZAD HIRED**  
**NICOLE MCKOY**  
**YUNA OH**  
**BRITTNEY ROSE**  
**JOSHUA SMALLLEY**  
Student Customer Service Reps.

**Executive Director: DAVID ALLEN**

**Assistant Director: VALERIE GOUBEAU**

**SPECIAL PROJECTS**

**DAWN DARR**  
Compliance  
Coordinator

**HAYLEY ANSELL**  
Student Citation  
Rev.Unit Mgr

**JULIE DANG**  
**AMANDA EIKENES**  
**OCTAVIA HUTSON**  
**EMILY SHANDRUK**  
**MARY KATE SKILLE**  
**MICHAEL WOLAK**  
Student  
Citation Reviewers

**Associate Director: DARRYL JOHNSON**

**BUDGET/FINANCE**

**KAREN AMOS**  
Accounting Manager

**JOEL SOLORZANO**  
Finance Business  
Manager

**JENNY DELAROSA**  
Staff Accountant

**TAMEIRAT MAMO**  
Business Services  
Specialist

# Shuttle-UM Staff

## FULL TIME DRIVERS

Elbert Mack	Lionel Nouketcha	Ronald Torres
Jay Boswell	Nathalie Musac	Marc Fournier
Amine Ashkar	Slobodan Ivanov	Isaac Indgjer
Hal Cagle	Kavin Yarbrough	William Poynter
Bruce Fritzche	Kossi Awusu	Roland Koungblenou
Dominique Geneste	Rushad Dastur	Edoghogho "Doc" Akonawe
Ian Bholai	Nancy Vaughn	Tyrone Stevenson
Anil Keshia	Jason Singh	Jacynth Chijindu
Grady Frey Jr.	Alan Sines	Olga Rozman
Misael Medina	Sadick Abubakar	Nathan Sparks
Arvell Cole	Andra King	Carlos Aguilar
Kiana VanHorne	Deitra Rankine	Nacole Brown
Valerio Martinez	Dwight Hicks	Joan Santana
C. Jason Murray	Darryl Johnson	Mike Walker
Renee Brown	Justin Fergeson	Justin Gallardo
Jackson Saintvill	Babington Harvey	Fred Avery
Kathleen Booker	David Casto	Cheryl Nicholson
Vilma Diaz	Jennifer Quintana-Turcios	Shola Anderson
Edward Garcia	Joseph Alemu	Essozimna "Benjamin"
Daniel Simison	Conor Rogers	Atchole
Benjy Shyovitz	Kola Robinson	Tanika Nelson
Earnest Izzard	Viktors Bebris	Jakeetah Alston
Eddy Leveille	Ken Aukerman	Nicole Sealey
Andy Bueno	Glen Adams	Avallon Thomas
Janelle Martin	Keenan Willis	Nola Alexander
Aderemi Shekoni	Ke'Von Sauls	Michael McCoy
Andrew Malone	Janay Kittrell	Joshua Williams
Seifu Yimer	Alaric Bethea	
Bobby Yango	Norman Richardson	
Michael Williams	Kyle Baird	
Angel Coleman	Jolomi Rice	
Kenny Jones	Carlton Watson	
Sam Williams	Paul Young	
Walter Michaca	Felix Gouater	
Bryan Page	Edgar Carballo	
Narrys Edward	Erin Cornelius	

## PART TIME DRIVERS

Milton Jackson	Lindsey Henderson
Troy Poynter	Drisneidi Villaman
Nick Holland	Michael Teklu
Brian Robinson-Bowers	Gabrielle Hapi
Troy Moten	Mark Nellis
Reggie Brown	Louis Griffin
Ryan Peters	Eliane Tchoupe
Dustin Barrall	Grace Murphy
Jose Varela	Eric Sullivan
Gabe Schneider	Kirill Meyerovich
George Miller	Kingsley Gur
Greg Parcher	Antuane Brown
Kassahun Hailu	Adam Darchicourt
Sergey Kolyabin	John Staten
Kenneth Seivers	Russell Geater
Wanderson Erase	Emily Macri
Randolph Tidd	Christofer Barnes
Riyad Bandak	Nebiy Teyodrose
Eunice Robinson	James Stephens Jr.
Alicia Bynoe	Jean Bosquet
Eurica Fletcher	Alexis Robinson
Kyle Conrad	Kamal Doswell

## STUDENT DRIVERS (NEW)

Wilvens Elira	Christin McCall
Hunter Garrison	Carlos Diaz
Nate Zumbach	Nicholas Shweiker
Zhane' Rice	Omar Alvi
Emma Dobry	Alberto Torres-Ramos
Arnold Gomez	Eliezer "Andres" Rojas
James Notaro	Mayorga
Sean O'Leary	leon "Tim" Dawson
Joseph Cheli	

## STUDENT DRIVERS (JUNIOR)

Michael Engels	Tamar Lambert-Brown
Jake Eisenman	Dakota Sparks
Jacob Zeitler	Sanjay Forrest
Scott Hovermale	John Hannan
Sylvanus Newstead	Busayo Ogun
Timothy Williams	

## STUDENT DRIVERS (SENIOR)

Avery Collins	Haley Hilliard
Jermaine Fryer	Emmanuel Holdbrooks-Smith
Bilal Pirzada	Richard Stevens Jr.
Jennifer Mendez	Davette Vice
Ebonie Massey	

## DISPATCH

Kontessa Roebuck	Levy Minchala
Liz Ebeling	Niree Turner
Max Cushner	Victoria Notaro
Adanna Ukejianya	Ryan Pistorio
Vanessa Chaparro	
Porter Polcaro	

## PARATRANSIT SPECIALISTS

Isabella Newton	Michael Szymanski	Jenna Conaty
Daniel Llosa	William Comfort	
A.J. Williams	David Peter	
Anders Norberg	Peter Fotopoulos	

## CHARTER DRIVERS

Kenny West	Motorcoach Operator
Charles Shell	Motorcoach Operator
Pat Alcendor	Motorcoach Operator
Bernard Botchway	Motorcoach Operator
Benjamin Gmurczyk	Motorcoach Operator
Ababee Eado	Motorcoach Operator
Roger Peters	Motorcoach Operator
Keyvan Mashayekifard	Student Charter Specialist
Mark Baxter	Student Charter Specialist
Tyler Ziegler	Student Charter Specialist
Yuanzhao Zhao	Student Charter Specialist

## STUDENT MANAGER ASSISTANTS

Geoffrey Palo	Operations Planning Analyst
Duane Eldridge	Dispatch Manager Assistant
Ceaira Thomas	Student Safety and Policy Specialist

## STUDENT SAFETY & CDL TRAINING

Daniel DeNeal	Student Trainer
Jacob Lescalleet	Student Trainer
Jacob Wolf	Student Trainer
Karen Valenzuela	Student Trainer
Barrington Brice	Student Trainer





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