DEPARTMENT OF TRANSPORTATION SERVICES

2018

ANNUAL REPORT

2017 - 2018

The University of Maryland is building a Greater College Park that links dynamic academic buildings with a public-private research hub and a vibrant downtown community. This unprecedented transformation of our campus and neighborhoods is well underway, and Transportation Services isn't just along for the ride. This annual report demonstrates how we are actively invigorating our operations to anticipate our constituents' evolving needs.

The successful launch of our sustainable transportation program, Smart Commute, is perhaps among the most significant of our achievements of this past year. Now integral to our service delivery, Smart Commute aims to reduce the number of single passenger vehicles on campus. In doing so, it advances the university's carbon neutrality goals and vision of a Greater College Park. Our new parking management system and new visitor parking pay stations contribute to a more user-friendly and consistent customer experience. And internally, our unit saw an increase in productivity and morale as more of employees pursued telework and flexible work hours.

Last year's accomplishments created the momentum for this year's ambitious goals. We aspire for at least half of all university employees to "rethink their ride" and commute sustainably at least twice per week. With campus' changing landscape and the community's new interest in eco-friendly transportation options, we will explore alternative financial models that depend less on parking income. Our customer experience will further improve with the launch of a brand new website and the continued optimization of our parking management system. Our commitment to our staff continues as we plan to dedicate more resources to training and retention by developing a succession plan.

I am filled with pride as I reflect upon our past achievements, and I believe that this upcoming year will bring new opportunities for us to expand our services and move toward a more sustainable future. As you review this annual report, I invite you to join us in celebrating our past successes, and to encourage us as we pursue our goals.

Sincerely,

J. David Allen

TRANSPORTATION
SERVICES

UMD

UNIVERSITY OF MARYLAND

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 that 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.

Enjoy our specially made Maryland stickers just for you
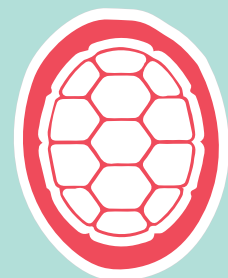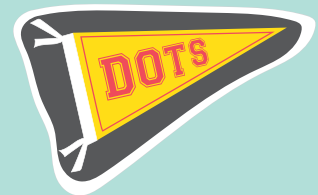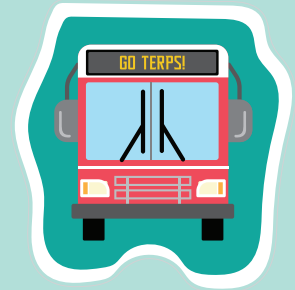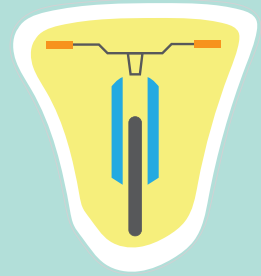
KEY STATISTICS

	2017		2018
TOTAL EMPLOYEES	461	+1.3%	**467**
STUDENT EMPLOYEES	146	+8.9%	**159**
TRANSIT VEHICLES	78	+1.3%	**79**
SHUTTLE-UM RIDERS	3,414,672	-1.9%	**3,349,256**
PARKING SPACES	17,805	-0.4%	**17,095**
PARKING PERMITS	20,857	+0.1%	**20,876**
PARKING CITATIONS ISSUED	58,872	-11.1%	**52,315**
BIKE PARKING SPACES	4,680	-0.6%	**4,652**
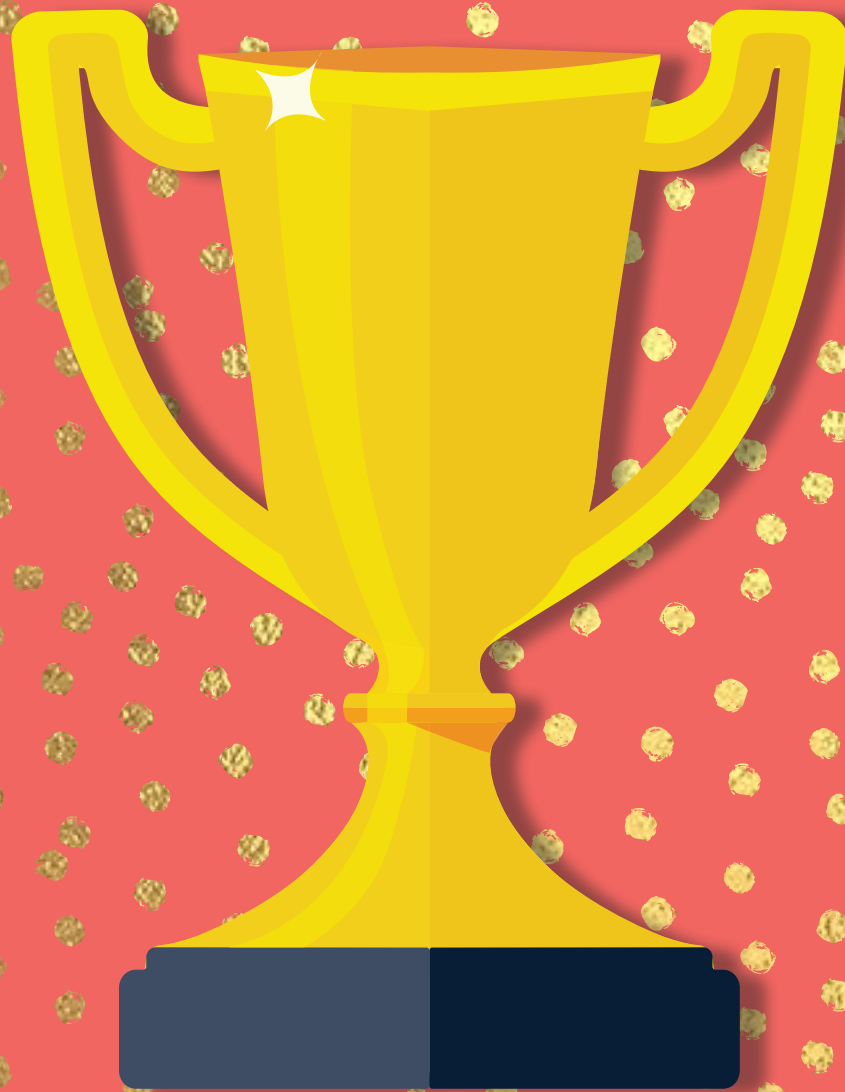
ACCOMPLISHMENTS

2017-2018

SUSTAINABILITY

Goal

Launch UMD Smart Commute, an expanded and rebranded one-stop shop for UMD faculty, staff, students and visitors to discover all of their sustainable transportation options.

Achieved

Since its inception in September of 2017, over 2,000 members of the university community have signed up for Smart Commute. Notable Smart Commute programs include the Bicycle Commuter Incentive program, which offers covered and secure bike parking and shower facilities; and the Commuter Connections "Guaranteed Ride Home" program, which provides commuters who regularly (twice a week) carpool, vanpool, bike, walk or take transit to work with a free and reliable ride home in an emergency. The university's first Smart Commute vanpool was also formed in Annapolis during April of 2018 and continues to thrive. The long-term goal of Smart Commute is to reduce the number of single occupancy vehicles coming to campus and the parking demand by 750 vehicles over four years. UMD Smart Commute will also help the university reach its Climate Action Plan goals of becoming a carbon neutral campus by 2050.

WORK-LIFE

Goal

Improve the work-life balance of DOTS employees through flexible schedules and telework opportunities.

Achieved

2017 was one of our best years for the work-life initiative. As more employees pursued telework and flex time alternatives, our managers and supervisors have noticed an increase in productivity and morale. Employees indicate that flexible work hours and teleworking have improved their productivity at work, helped save money on parking and gas and allowed them to spend more time with their families. We will continue to push for a healthy work/life balance for our employees as we continue to see the great benefits and positive results that it provides for our unit.

ASSESSMENTS AND LEARNING OUTCOMES

GOAL | Identify existing programs and services previously overlooked as being assessment or learning outcome-based.

Achieved

This year, DOTS took a big-picture look at how our department's mission intersects with assessment and the development of learning outcomes. We are happy to share two noteworthy data assessment projects. DOTS is using GIS heat maps to evaluate the impact of adding bicycle racks in areas with high rates of illegal bike parking. We've also been tracking user sentiment on social media platforms to determine how sentiment changes when DOTS engages with users. These ongoing projects help us better understand and serve the campus community. In addition to

assessment, DOTS has identified learning outcomes hidden within our normal operations. With guidance from the Student Affairs Assessment and Learning Outcomes Group, DOTS examined elements of the Shuttle-UM driver training program to extract eight learning outcomes.

DOTS will continue to study department practices that can be assessed or developed into measurable learning outcomes.

THRIVING WORKPLACE INITIATIVES

GOAL | Foster community through new employee engagement activities.

Achieved

In aligning with the university's Thriving Workplace Initiatives, we focused this year on employee engagement. We sectioned our activities into three parts: events, fun Fridays, and discussions. Through each of these sessions the goal was to foster community. The activities targeted a variety of staff and learning styles.

Events

- Winter Wonderland breakfast
- Honor our veterans with ribbons
- Valentine's Day candy cups
- Transit drivers appreciation day

Fun Friday Themes

- Insomnia Cookies
- Pizza Party
- Sports
- Ice Cream Sundae Bar
- Cinco de Mayo
- St. Patrick's Day
- Board Games

Discussions

- "Do you have a best friend at work?" seminar
- A culture of recognition "snack and learn"

DEPARTMENTAL DIVERSITY

GOAL | **Cultivate and maintain an environment that supports the university efforts as well as our staff through a departmental Diversity Day celebration.**

Achieved

On Diversity Day, our Shuttle-UM placed flags that represented the countries of our diverse staff on our buses. Staff were also encouraged to show pride by wearing something that would represent their country. Overall, we represented 42 countries of origin for our staff. This event received an overwhelmingly positive response from our campus community, and our staff stated they received multiple "thumbs up" for our efforts. Photos and short testimonials were also captured for our social media platforms. This large-scale event aligned with our goal of fostering and continuing to maintain an environment that is inclusive and supportive of the university's diversity efforts. In the coming year, we will modify our goal to ensure the department meets the ever-evolving need for diversity in the workplace. We will delve deeper into our specific needs as a whole and explore topics such as; inclusive language, implicit bias, and viewing diversity through different lenses.

JENNIFER, A SHUTTLE-UM DRIVER, EL SALVADOR AND GUATEMALA

"I'm from two different countries, but the cultures are pretty much the same... my culture is unique and different from any other Latin American country in that everyone is so proud to be from their country. I'm proud because I have a heritage to always look back to."

NEW PARKING MANAGEMENT SYSTEM

Goal

Implement NuPark, a new parking management system that will improve the parking registration process, increase customer satisfaction and enhance our ability to provide the most comprehensive, technology-based services to the university community.

Almost Complete

We began migrating to NuPark during the summer of 2017. Despite beginning the migration later than expected, student parking registration successfully opened using the NuPark platform in early August. Since then, we have been working to fully implement the new system. Implementation involved setting up all components of the parking system including enforcement, financial processes, permitting, appeal submission and decision making mechanisms, communications and more. Additionally, staff across the department had to be trained on the system as new elements were launched. To date, we are nearing the end of our phased implementation and will begin reviewing the system to determine how it may be further customized to meet the department's needs.

This process was not without its challenges; however, the system, when fully operational, will provide a higher level of reliability for users as well as increased customization opportunities for future enhancement.

INSTALL NEW PARKING PAY STATIONS

Goal

Install 33 new parking pay stations across campus. Through new and improved technology, the pay stations reduce the time that customers spend completing a transaction and are PCI compliant.

Achieved

In late August 2017, we successfully transitioned to new pay stations in 29 visitor parking areas across campus. In four additional areas older pay stations were removed and replaced with new single-space parking meters. This project removed all older parking pay stations from campus and replaced them with new devices that are both more user-friendly as well as more reliable than the devices they replaced.

TALENT MANAGEMENT

Implement the first phase of the new Total Talent Management Program (TTMP), which will enhance the department's internal resources and talent through leadership development, succession planning and performance management. Phase one of this initiative includes the redevelopment of a rewards and recognition program and the formation of a leadership development group.

Phase one
achieved

Throughout the course of this year, our department began the development of a Total Talent Management Program (TTMP) with a focus on increasing employee morale and developing onboarding and offboarding processes.

To improve upon employee morale, our HR department implemented the "DOTS STAR" program, which encourages recognition from all aspects of the business to include individual and/or unit achievements. A staff member or unit can be recognized by a peer, superior or an external customer. Persons or units that have been recognized will receive a feature in our internal bi-weekly newsletter describing their contributions. Through this initiative, our purpose is to create a workplace that celebrates hard work and accomplishments that will provide motivation and inspiration.
Supplementary to the program, our HR department streamlined the process for supervisors executing the onboarding and off-boarding procedures. Once approval has been given for a new hire, supervisors are sent an email to complete an onboarding form. The form consists of useful information and checklists that create a successful first day of employment. The same process is used employee off-boarding. The electronic form provides a checklist to ensure exit interviews are completed and any necessary access is appropriately removed.

Overall, the TTMP has successfully improved internal relations throughout the department. The benefits of this program will promote staff development, improve retention, and increase engagement. In phase two of implementing TTMP, we will focus on evaluating our mission statement for a possible revision and providing professional development opportunities to support succession planning goals.

Beyond our achievements that relate to last years goals, we are proud to highlight these additional accomplishments.

DOTS WINS INTERNATIONAL PARKING INSTITUTE MARKETING AWARD

The DOTS marketing team won an International Parking Institute marketing award for their creative "DOTS socks box," a welcome gift that was mailed to 4,895 incoming freshmen in August of 2017. Designed to introduce students to Smart Commute, the gift included a pair of custom UMD socks for walks on campus and a pamphlet that calls for students to "rethink their ride" by choosing one of the many transit, ridesharing and biking options available at the university and in Washington, D.C. Students were invited to take a "socks selfie" and tag one of DOTS' social media platforms.

DOTS DIALOGUES BUILDS TRUST WITH THE COMMUNITY

DOTS Dialogues is series of open forums that builds trust with the campus community by (1) initiating candid conversations about DOTS policies; (2) providing advance notice about transportation changes, such as parking adjustments that must occur to accommodate campus development; and (3) addressing transportation "pain points". The Diamondback reported that students appreciated the open and honest engagement with DOTS, and that they look forward to seeing future open forum events. At the recommendation of the Resident Housing Association Transportation Advisory Committee, future DOTS Dialogues will occur in smaller, less formal formats.

PHOTO CREDIT: TOM HAUSMAN, THE DIAMONDBACK

"I hope that they continue to do events like that, because I think that it was a very open discussion," Morrone said. "I felt like I was heard."

JAUBREY MORRONE | SENIOR
NUTRITIONAL SCIENCE MAJOR

ISSUES & CHALLENGES

DOTS faces the challenge of maintaining our core services while adapting to changing revenue streams. Over the last year, we focused our service delivery on sustainable transportation programs to adapt to campus' changing landscape and facilitate the university's carbon neutrality goals. However, our income still relies heavily on parking, which is rapidly decreasing as surface lots become the foundation for new buildings and campus improvements. Parking fee increases—a once dependable solution for balancing our budget—can no longer be absorbed by students and employees. We face a significant deficit for FY19, which required thousands of dollars in internal cuts and an unprecedented reduction of our Shuttle-UM operations.

The health of our budget can no longer be contingent upon a waning revenue source. DOTS is already finding solutions as we move into this fiscal year. Recent cooperation with faculty and staff as well as our campus partners in athletics have opened doors to other funding sources that will recover the majority of our Shuttle-UM route reductions for the near term. As participants in the Division of Administration and Finance's transportation strategic plan, we believe we will glean useful recommendations for building a new, sustainable financial model that supports our community's current and future transportation needs.

GOALS AND OBJECTIVES
2018-2019

INCREASE THE NUMBER OF EMPLOYEES USING SMART COMMUTE

CREATE GIS INVENTORY OF CAMPUS PARKING AND TRANSPORTATION INFRASTRUCTURE

LAUNCH NEW WEBSITE

INTRODUCE NEW E-NEWSLETTER

ACHIEVE FULL PCI COMPLIANCE

DEVELOP SUCCESSION PLAN

01

INCREASE THE NUMBER OF EMPLOYEES USING SMART COMMUTE

Implement programs and incentives that result in 50% of employees utilizing a Smart Commute commute mode (walk, bike, carpool, vanpool, transit or telework) at least once a week.

02

CREATE GIS INVENTORY OF CAMPUS PARKING AND TRANSPORTATION INFRASTRUCTURE

We have engaged in a number of successful collaborations with the Department of Facilities Management. In the coming year, DOTS and Facilities Planning will create and maintain a Geographic Information System (GIS) inventory of campus parking and transportation infrastructure. Of note, this project will enable us to more easily track and manage changes to the university's parking space inventory and streamline updates to campus and DOTS parking maps. The GIS data collection tool allows infrastructural attributes like parking space type, condition (of lot signs, bus shelters, etc.), and images to be inventoried in the field, making it a useful and real-time resource for DOTS staff and the campus community.

03

LAUNCH NEW WEBSITE IN THE FALL OF 2018

The current DOTS website needs an upgrade. Published in 2010, our site contains mostly static content that does not respond to the variety of devices that customers use to access the internet. We have contracted Mindgrub to develop a new, dynamic and interactive website that will launch in October of 2018.

04

INTRODUCE NEW E-NEWSLETTER, DOTS DIGEST, IN THE FALL OF 2018

As our services quickly evolve to meet campus changes, we perceive the need for an email newsletter that reflects the broad scope and complexity of our unit. DOTS email communications presently include parking alerts for permit holders and a bike newsletter for campus bike registrants. The lists for these communications often exclude transit-reliant stakeholders, such as freshmen residents.

In the fall of 2018, we will launch the DOTS Digest, a quarterly e-newsletter that will include campus-wide transit and parking alerts, introduce sustainable transportation incentives, and promote DOTS events initiatives such as DOTS Dialogues and Bike Safety Month. As our permit holders and bike registrants will automatically receive the newsletter, our promotional efforts for building our subscriber base will target those who depend on transit. The end-of-year megamailer message already yielded 233 DOTS Digest subscribers, and we anticipate that our list will expand to at least 1,000 by the end of the year.

05

ACHIEVE FULL PCI COMPLIANCE

In 2017, the university received a letter from American Express indicating it was functioning as a Level 2 PCI Service Provider, which places a higher security standard on protecting and transmitting customer credit card data. In response, the university has set up a governance committee to move the institution to a PCI Merchant Level 2, a less risky designation, and to move towards full PCI compliance in FY 2019.

As a member of the governance committee, DOTS is working to ensure all credit card payments, whether done in-house or through a third-party vendor, conform fully to PCI standards. Initiatives already in place include segregating Regents lobby credit card machines to a separate area on the UMD data network, and ensuring credit cards processed at pay stations are not routed through the university network. Upcoming projects include establishing policies and procedures for credit card handling, and partnering with the Division of IT in rigorous testing to confirm successful compliance.

06

DEVELOP SUCCESSION PLAN

In conjunction with the professional development plans, official succession plans will be developed to focus on keeping talent in the pipeline and to promote leadership from within our department. This plan will be comprised of a three-part process that includes: training, mentoring, and stretch assignments. Employees and supervisors will work together in creating a development plan that includes milestones that should be achieved.

CREATE PROFESSIONAL DEVELOPMENT PLANS FOR JOB POSITIONS

While the department has and will continue to be committed to providing employees with professional development opportunities, this year the training unit will take a closer look at developing professional development plans that are specific to job positions. These plans will evaluate the required skills and knowledge that are essential functions of positions. The training staff will meet with supervisors and current employees in the positions to identify necessary skills and resources to support the staff member in job success. The goal is to have a professional development plan and tracking system for each position that should prevent supervisors from continually having to determine what trainings are necessary for the positions they manage. These types of plans will begin when an employee is hired and can be adapted over the course of their employment.

PARKING STATISTICS
2017 - 2018

PARKING VIOLATION REVIEWS

FACULTY & STAFF
- Total: 1,425
- Voided: 804 (56%)
- Reduced: 526 (37%)
- Denied: 95 (7%)

VISITOR
- Total: 4,524
- Voided: 1,757 (39%)
- Reduced: 2,682 (59%)
- Denied: 85 (2%)

STUDENT APPEALS
- Total: 5,312
- Voided: 1,313 (25%)
- Reduced: 969 (18%)
- Denied: 3,030 (57%)

STUDENT SECOND APPEALS
- Total: 130
- Voided: 2 (2%)
- Reduced: 11 (8%)
- Denied: 117 (90%)

STUDENT VIDEO APPEALS
- Total: 1,425
- Voided: 804 (42%)
- Reduced: 526 (42%)
- Denied: 95 (16%)
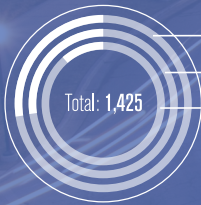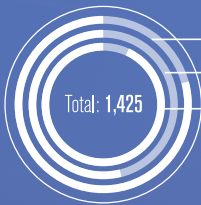
REGISTRATION REVENUE

REGISTRATIONS SOLD

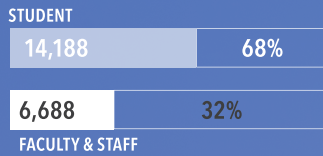| STUDENT	14,188	68%
FACULTY & STAFF	6,688	32%

TOTAL: 20,876

REVENUE FROM PARKING REGISTRATION SALES

STUDENT	$ 4,917,280	48%
FACULTY & STAFF	$ 5,368,573	52%

TOTAL: $ 10,285,853

MAV OPERATIONS
(Motorist Assistance Vehicle)

	FY17	FY18
Gas Transport	8	24
Tire Inflation	75	70
Jumpstart	391	454
Lockout	120	184
Totals	594	732

VISITOR PARKING

SALES	FY17	FY18
Mowatt Lane Garage	$ 334,062	$ 317,359
Paint Branch Lot	$ 302,489	$ 287,364
Regents Drive Garage	$ 706,445	$ 671,122
Stadium Drive Garage	$ 300,210	$ 285,200
Union Lane Garage	$ 510,040	$ 484,538
Other Areas	$ 1,305,542	$ 1,240,265
Total Sales	$ 3,458,788	$ 3,285,849

SPECIAL EVENTS

	FY17	FY18
Pitcrew Services	$ 185,869	$ 270,500
Meters	$ 190,664	$ 186,524
Visitors	$ 210,249	$ 303,403
Total Revenue	$ 586,782	$ 760,427

PARKING ENFORCEMENT

Citations — DOTS Appealed Citations

	FY16	FY17	FY18
Citations	55,143	58,872	52,315
DOTS Appealed Citations	14,361	15,271	11,261
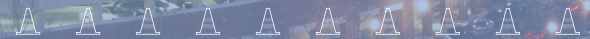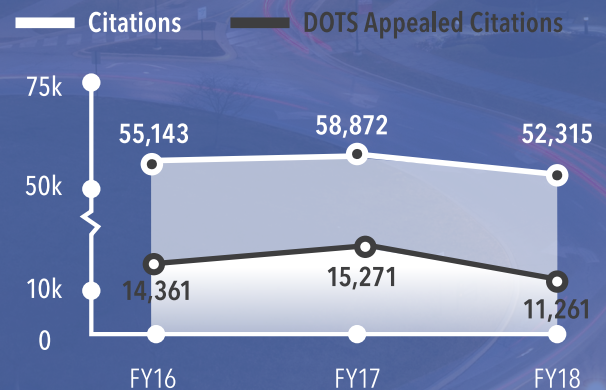
SHUTTLE-UM/BIKEUMD STATISTICS
2017 - 2018

FOOTBALL PARKING REVENUE

	FY17	FY18
Football Permits Sold	44,160	39,464
Football Parking Revenue	$594,800	$552,974
DOTS Revenue Share	$297,400	$276,487
ICA Revenue Share	$297,400	$276,487
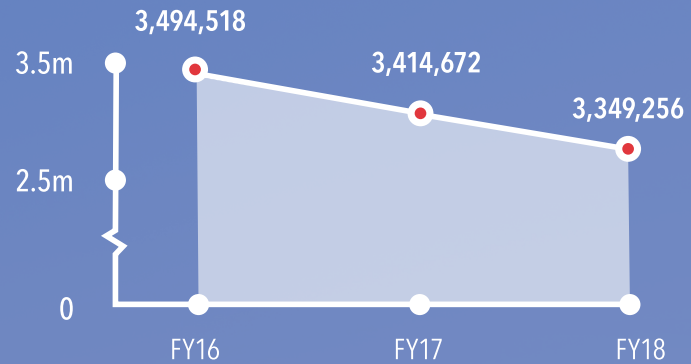
BASKETBALL PARKING REVENUE

	FY17	FY18
Basketball Permits Sold	74,611	58,876
Basketball Parking Revenue	$687,985	$535,835
DOTS Revenue Share	$343,992	$267,917
ICA Revenue Share	$343,992	$267,917

BIKE UMD

BIKE REGISTRATION

FY17	FY18		
689	1277	BIKES IMPOUNDED	108
BIKES RETURNED			12

TOTAL RIDERSHIP

3,494,518
3,414,672
3,349,256

3.5m
2.5m
0

FY16   FY17   FY18

CHARTER

	FY17 Agreements	FY17 Trips	FY18 Trips
Transit Bus Charter	364	1426	1350
Motor Coach Charters (non-ICA)	268	553	450
Athletics	290	486	437
SUV	82	82	164
Total	1004	2547	2401

NITE RIDE & PARATRANSIT RIDERSHIP

NITE Ride
Paratransit

31,164
30,651
27,892

9,199
8,768
7,905

30k
15k
0

FY 16   FY '17   FY '18
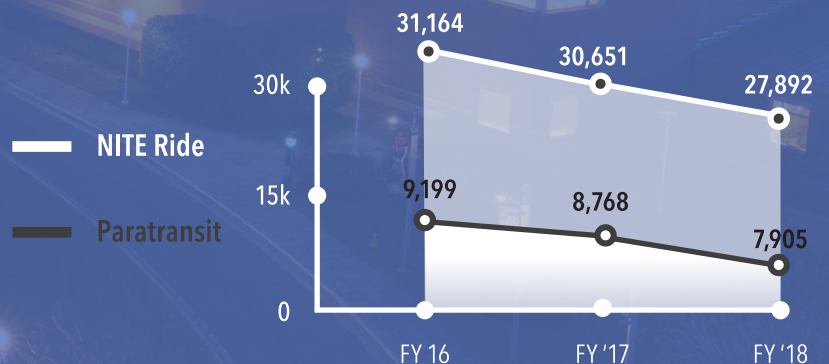
ORGANIZATIONAL CHART

2017-2018

SENIOR STAFF

CHARTER, SAFETY & TRAINING, TRANSIT OPERATIONS

ENFORCEMENT, SPECIAL EVENTS

FACILITIES & VEHICLE MAINTENANCE

HUMAN RESOURCES & TRAINING

IT, DATA MANAGEMENT

MARKETING & EXTERNAL COMMUNICATIONS, TRANSPORTATION DEMAND MANAGEMENT (TDM)

PARKING ADMINISTRATION, UNIVERSITIES AT SHADY GROVE

SPECIAL PROJECTS, BUDGET & FINANCE

SHUTTLE-UM STAFF

VP FOR STUDENT AFFAIRS
DR. LINDA CLEMENT
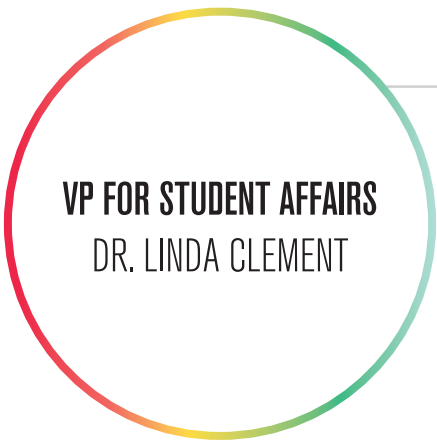
ASST. VP FOR STUDENT AFFAIRS
DR. MARY HUMMEL

EXECUTIVE DIRECTOR OF TRANSPORTATION SERVICES
DAVID ALLEN
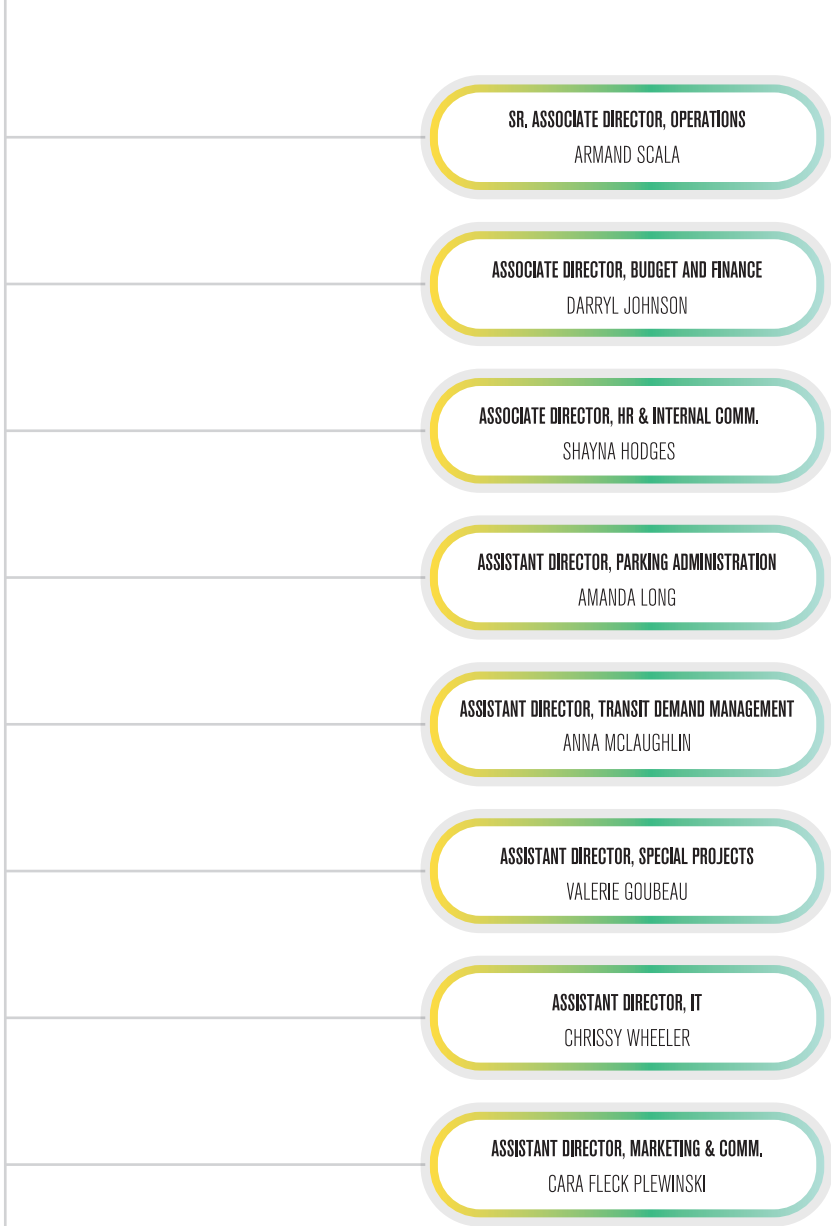
A
ALPHA

SENIOR STAFF

SR. ASSOCIATE DIRECTOR, OPERATIONS
ARMAND SCALA

ASSOCIATE DIRECTOR, BUDGET AND FINANCE
DARRYL JOHNSON

ASSOCIATE DIRECTOR, HR & INTERNAL COMM.
SHAYNA HODGES

ASSISTANT DIRECTOR, PARKING ADMINISTRATION
AMANDA LONG

ASSISTANT DIRECTOR, TRANSIT DEMAND MANAGEMENT
ANNA MCLAUGHLIN

ASSISTANT DIRECTOR, SPECIAL PROJECTS
VALERIE GOUBEAU

ASSISTANT DIRECTOR, IT
CHRISSY WHEELER

ASSISTANT DIRECTOR, MARKETING & COMM.
CARA FLECK PLEWINSKI

EXECUTIVE DIRECTOR OF TRANSPORTATION SERVICES
DAVID ALLEN

SR. ASSOCIATE DIRECTOR, OPERATIONS
ARMAND SCALA

C — CHARLIE

CHARTER

CHARTER MANAGER
VACANT

STUDENT CHARTER MANAGER
TYLER ZIEGLER

ASSISTANT CHARTER MANAGER
JOSEPH MCGUIRE

CHARTER ASSISTANT (C1)
ALLIE SCHAFER

CHARTER SPECIALISTS
CATHERINE MASGAY
EMMANUEL KWEZITUKA

T — TANGO

SAFETY & TRAINING

SAFETY & TRAINING MANAGER
LIAM MONAHAN

SAFETY & POLICY OFFICER
DAN SHILLING

STUDENT CDL TRAINING MANAGER
SYDNEY SHIVER

CDL TRAINERS
AMANDA BROPHY
BENJAMIN BROWN
ERIK ENGBLOM
RONNIE GREENE
STEPHEN GIERISCH
MARKYS JEAN-PIERRE
JOHN MURDOCH
TAMMIE NOUPA

STUDENT SAFETY & POLICY MANAGER
STEVEN NEWTON

SAFETY & POLICY ASSISTANT
VACANT

B — BRAVO

TRANSIT OPERATIONS

ADMINISTRATIVE ASST. II
CHELSEA PEACH

PROGRAM MGMT. SPECIALIST
ALEXIS THOMPSON

ASST. GENERAL MANAGER
NIKOLAJS TIMROTS

TRANSIT OPERATION SUPERVISORS
RENE DIAZ
KEVIN HERNANDEZ
DANIEL AGUILAR
RUSHAD DASTUR
KIANNA YOUNG NEVERSON
TYRONE STEVENSON
ANTON DORSEY

STUDENT RIDERSHIP ANALYSIS MANAGER
CARLOS DIAZ

STUDENT DISPATCH MANAGER
JOSEPH CHELI

STUDENT DEMAND RESPONSE MANAGER
MARIA MATHEWS

STUDENT NEW DRIVER MANAGER
BROOKE SULLIVAN

STUDENT OPERATIONS PLANNING MANAGER
SAM SWEET

STUDENT RECRUITMENT AND RETENTION MANAGER
CHRIS DANNA

FULL TIME DRIVERS

SR. ASSOCIATE DIRECTOR,
OPERATIONS
ARMAND SCALA

EXECUTIVE DIRECTOR OF
TRANSPORTATION SERVICES
DAVID ALLEN

O
OSCAR

ENFORCEMENT

PARKING ENFORCEMENT MANAGER
VINCENT FERTETTA

PARKING ENFORCEMENT SUPERVISOR
JESSICA JONES

EVENING SHIFT ENFORCEMENT ASSOCIATES
ELLIOT PEEBLES
LANCE FRANKLIN
MARCELLES HOWARD

PARKING ENFORCEMENT SUPERVISOR
SADEL HAWKINS

PARKING ENFORCEMENT SUPERVISOR
CRYSTAL WASHINGTON

DAY SHIFT ENFORCEMENT ASSOCIATES
ANNETTE BLACKBURN
LAWANA DELANEY
ANTHONY ROACH
NASHANTA SMITH

TOWING ENFORCEMENT
MICHAEL HOFFMAN
DYLAN PEREZ

E
ECHO

SPECIAL EVENTS

SPECIAL EVENTS MANAGER
JOE LEVESQUE

OFFICE SUPERVISOR III
TONY HARMON

OFFICE SUPERVISOR III
BRANDON HARRISON-DI FRANCO

SPECIAL EVENTS CONTRACT COORDINATOR
DANIEL POWELL

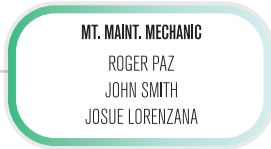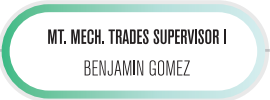SPECIAL EVENTS ASSISTANTS
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PATRICK WHELTON

STUDENT SPECIAL EVENTS
PAUL CHEAKOLOS
KEVIN DAENINCK
VISHAL NELSON
SERTAC ER
MATTHEW LEE
VALENTIN PLACIDO
KEVIN SACHS
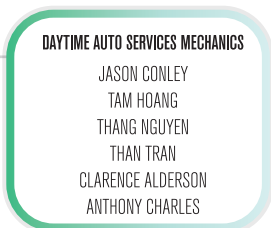ODINAKA UZOUKWU
SICOLE WALTERS
SHAYON ZADEH

EXECUTIVE DIRECTOR OF TRANSPORTATION SERVICES
DAVID ALLEN

SR. ASSOCIATE DIRECTOR, OPERATIONS
ARMAND SCALA

N
NOVEMBER

FACILITIES MAINTENANCE

FACILITIES MANAGER
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BENJAMIN GOMEZ

MT. MAINT. MECHANIC
ROGER PAZ
JOHN SMITH
JOSUE LORENZANA

MT. MAINT. MECH LEAD
DANNIE ARRINGTON

MT. MAINT. MECH LEAD
STEVEN COOPER

MT. MAINT. MECHANIC
ERIC ROBINSON
SAMUEL KPANA

M
MIKE

VEHICLE MAINTENANCE

STUDENT PARTS ASSISTANTS
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ANWAR MARTIN

FLEET MANAGER
PETER AGUSTIN

PARTS MANAGER
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FABIAN CERROS

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AUTO SHOP SUPERVISOR
MOSES ODHIAMBO

OVERNIGHT AUTO SERVICES MECHANICS
VACANT

STUDENT MAINTENANCE ASSISTANTS
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TYLER MARTIN
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MT. MAINT. AIDE II
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SHAYNA HODGES

EXECUTIVE DIRECTOR OF
TRANSPORTATION SERVICES
DAVID ALLEN

HUMAN RESOURCES & TRAINING

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UNIFORM

TRAINING & DEV. COORDINATOR
TRACI ALSTON

STUDENT PROGRAM ASSISTANT
HUAN TRAN

STUDENT TRAINING ADVISOR
TREHANA RILEY

PAYROLL SPECIALIST
VACANT

HR & PAYROLL MANAGER
COLLEEN THOMPSON BYNUM

HR ADMIN. ASSISTANT
VACANT

STUDENT HR MANAGER
BEZA DAGNACHEW

STUDENT HR ASSISTANTS
JUNITA HUGHES
MAURICE LEHMAN
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DAVID ALLEN

ASSISTANT DIRECTOR
CHRISSY WHEELER

IT

SIERRA

IT SYSTEMS ADMINISTRATOR
ANTON SKRIABIN

IT COORDINATOR
JEFF FIORY

IT SYSTEMS PROGRAMMER
MELISSA HUANG

STUDENT IT PROGRAMMER
JOSHUA LORD

IT SUPPORT ASSOCIATES
KELVIN HTET
CARL COBURN

STUDENT IT HELP DESK
VACANT

DATA MANAGEMENT

SIERRA

PROCESSING RESEARCH & IDENTIFICATION MANAGER
SANDRA TICAS

DATA PROCESSING
EVELYN CHASTEN
TALISHA SMALL
MEGAN WHITING

EXECUTIVE DIRECTOR OF TRANSPORTATION SERVICES
DAVID ALLEN

ASSISTANT DIRECTOR
CARA FLECK PLEWINSKI

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ROMEO

MARKETING & EXTERNAL COMMUNICATIONS

GRAPHIC DESIGN COORDINATOR
COURTNEY MARTINAZZI

STUDENT GRAPHICS ASSISTANTS
RICHA MISHRA
GINA AUSLANDER
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SIGN SPECIALIST
KOFI ABBAN

STUDENT SIGN SHOP ASSISTANT
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TDM & BICYCLE COORDINATOR
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AMANDA APPLETON
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ASSISTANT DIRECTOR
AMANDA LONG

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QUEBEC

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ROXANA FERRUFINO

CUSTOMER SERVICE REPRESENTATIVES
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MALAKA WHITE

STUDENT CUSTOMER SERVICE REPS.
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MICHAEL LEE
JASMYNE MCDUFFIE
LAREN MORTON
BEREKET SOLOMON
D'KIYA BYNUM
MARTHA SEREKEBERHAN

CASHIERS
MARIE-JUSTINE CURNEY
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COORDINATOR
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MICHELLE OLIVER

PROGRAM MGMT. SPECIALIST
ROBYN LAWSON

PARKING ADMIN MANAGER
PATRICK ETHRIDGE

PARKING VIOLATION REVIEW SPECIALIST
PAULETTE RICHARDSON

UNIVERSITIES AT SHADY GROVE

PARKING ADMINISTRATION SPECIALIST
ERIC WALUKONIS

USG PARKING & TRANSPORTATION MANAGER
EARL CARPENTER

PROGRAM MANAGEMENT SPECIALISTS
KOMALA CARTER
MARC TRAINUM

STUDENT SUPPORT STAFF
ANDREW OLSEN
OLUFUNKE SHOLOLA

MT MAINTENANCE MECHANIC LEAD
RUSSELL SHIELDS

MT MAINTENANCE MECHANIC
MICHAEL HUARD

EXECUTIVE DIRECTOR OF TRANSPORTATION SERVICES
DAVID ALLEN

ASSISTANT DIRECTOR
VALERIE GOUBEAU

S
SIERRA

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COMPLIANCE COORDINATOR
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STUDENT CITATION REVIEW UNIT MANAGER
JULIE DANG

STUDENT CITATION REVIEWERS
TEAH MATTHEWS
VISHNU PRATHIGADAPA
RYAN ANSELL
MONICA MARTIN

STUDENT GIS ASSISTANT
DEWAYNE SORZANO

ASSOCIATE DIRECTOR
DARRYL JOHNSON

V
VICTOR

BUDGET/FINANCE

BUSINESS MANAGER
JOEL SOLORZANO

ACCOUNTING MANAGER
KEVIN ALFORD

STAFF ACCOUNTANT
JENNY DELAROSA

BUSINESS SERVICES SPECIALIST
TAMEIRAT MAMO

FULL TIME DRIVERS

Elbert Mack
Leonard Price
Jay Boswell
Amine Ashkar
Hal Cagle
Bruce Fritzche
Dominique Geneste
Ian Bholai
Anil Keshia
Misael Medina
Kiana VanHorne
Valerio Martinez
C. Jason Murray
Renee Brown
Jackson Saintvill
Kathleen Booker
Vilma Diaz
Edward Garcia
Daniel Simison
Earnest Izzard
Eddy Leveille
Andrew Malone
Seifu Yimer
Michael Williams
Angel Coleman
Kenny Jones
Bryan Page
Shawn Allen
Walter Michaca
Narrys Edward
Kavin Yarbrough
Kossi Awusu
Nancy Vaughn
Alan Sines
Sadick Abubakar
Deitra Rankine
Dwight Hicks
Darryl Johnson
Justin Fergeson

Babington Harvey
David Casto
Jennifer Quintana
Viktors Bebris
Ken Aukerman
Keenan Willis
Janay Kittrell
Alaric Bethea
Carlton Watson
Paul Young
Edgar Carballo
Erin Cornelius
Ronald Torres
Isaac Indgjer
William Poynter
Roland Kougblenou
Jacinth Chijindu
Olga Rozman
Nathan Sparks
Nacole Brown
Shola Anderson
E. Benjamin Atchole
Jakeetah Alston
Nicole Sealey
Michael McCoy
Joshua Williams
Troy Poynter
Michael Teklu
Avery Collins
Jacob Wolf
Timothy Vettel
Susan Salgado
Vanessa Chaparro
Karl Crosby
Edwin Brown Jr.
Jessika Foster
King Smith
Reynold Morris
Robert Bowering

Ruben Zuniga
Darrell Moore
Richard Delabrer
Jamaal Moore
Kevin Richardson
Tenzin Chophel
Khalid Poynter
Jose Aguilar
Karen Valenzuela
Jacob Lescalleet
Cecil Barnes
Rolando Merlos
Niree Turner
Shakira Leach
Omar Goodwin
Christopher
McPherson
Kyle Baird
Kimberly Slocombe
Russell Geater
Gregory Tanner
Ricardo Nereira
Raemon Adams
Craig Blumenfeld
Henry Halzey
James Vanlue
Dawn Hedrick
Janne Laiho
John Marshall
Michelle Bowers
Marta Mayo
Shavon Bratton
Sonia Montoya
Dwain Price
Temesgen Gerba
Alan Burke
Carlos Ramirez

PART TIME DRIVERS

Milton Jackson
Troy Moten
Dustin Barrall
Greg Parcher
Sergey Kolyabin
Riyad Bandak
Eunice Robinson
Gabrielle Hapi
Louis Griffin
John Staten
Emily Macri
Nebiy Teyodrose
Jean Bosquet
Erin Macri
A.J. Williams
David Peter
Daniel Llosa
Jennifer Mendez

Kontessa Roebuck
Richard Stevens
Felix Gouater
Elizabeth Ebeling
Byron Arriola Sr.
Glen Adams
Philip Malcolm
Ke'Von Sauls
Byron Arriola
Amina Manguera
James Baker
Mirousse Pierre-Louis
Andrew Delabrer
Aleksander Kostylev
Jason Singh
Reggie Brown
Mark Baxter
Corey Rogers

STUDENT DRIVERS (NEW)

Roshan Belbase
Gangandeep Dhillon
Major Singh
Hawaira Aberra
Blake Gude
Chapin Eager
Carson Walmsley
Wilvens Elira
Tyler Onorato
Tunde Ogundipe
Anwaar Bastien
Abhinay Tadwalkar
Joseph Boley
Chirag Chetan Shah

Barrak Gay
Jasmine Richman
Do Aydin
Anshul Gedam
William Davis
Kevin Nyangwechi
Vikas Kiran
Elijah Gordon
Candace Hood-Bey
David Calvin
Aikebaier Aizihaier
Eyosias Abiy

STUDENT DRIVERS (JUNIOR)

Kishon Pinckney

Aljamal Truss

Nydia Stukes-Jones

Alicia Martinez

David Pape

Kehinde Raji

Andrew Almeida

Jelani Robinson

Jacob Eisenman

STUDENT DRIVERS (SENIOR)

Jennifer Siewierski

Tumasang Che

PARATRANSIT SPECIALISTS

Sylvanus Newstead

Emma Dobry

Haroon Jaweed

Ieon "Tim" Dawson

Brandon Jackson

Andres Garcia

Fadil Ibrahim

Imani Crawfordv

PART TIME OPERATIONS SPECIALISTS

Maximilien Duvra

Michael Winger

Dymond Green

Christin McCall

Taylor Poncher

STUDENT TRAINERS

Barrington Brice

Sydney Shiver

Geoffrey Palo

STUDENT TRANSIT OPERATIONS

Porter Polcaro

Niree Turner

Victoria Notaro

Ryan Pistorio

Hunter Garrison

Alberto Torres-Ramos

Tyler Ziegler

Mark Baxter

Philip Rindone

Jacob Zeitler

Trevon Miller

Alec Pskowski

Shannon McDonell

PART TIME CHARTER SPECIALIST

Kenny West

Charles Shell

Ababee Eado

Roger Peters

Bobby Wood

Brandon Godwin

Keyvan Mashayekifard

George Miller

Kassahun Hailu

E. Doc Akonwe

Darryl Bronson

Alexandra Schafer

STUDENT CHARTER SPECIALIST

Adina Schwartz

Yuanzhao Zhao

STUDENT MANAGER ASSISTANTS

Manas Gupta

Vacant

Ryan Collins

Operations Planning Analyst

Dispatch Manager Assistant

Student Safety and Policy Specialist

STUDENT MANAGER SPECIALISTS

Claire Harvey

Nicholas Schweiker

Keara Fox

Philip Rindone

BUDGET
2017-2018

PARKING & SHUTTLE OPERATING BUDGET

REVENUE & EXPENDITURES

PARKING
OPERATING BUDGET

	FY 2017 ACTUALS	FY 2018 ACTUALS	FY 2018 WORKING	FY 2019 WORKING	FY 19 Working Budget Compared to FY 18 WB	
					BUDGET INCREMENT	PERCENT INCREASE
REVENUE						
Student Parking Fee (includes UMUC/other misc.)	4,661,513	4,917,280	4,854,635	5,143,503	288,868	5.95%
Faculty/Staff Parking Fees (+AC/AD & Service)	5,396,974	5,368,573	5,599,474	6,002,872	403,398	7.20%
Visitors Fees	3,204,126	2,611,754	3,350,000	2,590,000	(760,000)	-22.69%
Special Events Fees	1,351,252	1,398,846	1,320,000	1,217,559	(102,441)	-7.76%
Penalty Fines	2,430,807	2,246,782	2,600,000	2,600,000	0	0.00%
Parking Meters	283,064	411,556	275,000	410,000	135,000	49.09%
Other Rev.	140,419	87,340	43,173	43,283	110	0.25%
Total Revenue	17,468,155	17,042,133	18,042,282	18,007,217	-35,065	-0.19%
EXPENDITURES						
Salaries and Wages	10,575,263	10,803,155	10,648,257	10,780,431	132,174	1.24%
Operating	1,857,213	1,967,816	2,199,046	2,003,109	(195,937)	-8.91%
Utilities and DFM Maintenance	388,720	344,748	380,588	395,635	15,047	3.95%
Facility Renewal	662,265	662,265	662,265	662,265	0	0.00%
Campus 5 Tier Employee Parking Subsidy	(214,300)	(214,300)	(214,300)	(214,300)	0	0.00%
Campus Overhead	587,772	595,424	637,931	666,641	28,710	4.50%
Total Expenditures	13,856,934	14,159,109	14,313,787	14,293,781	-20,006	-0.14%
TRANSFERS						
Transfers to Plant	424,239	178,939	206,547	458,850	252,303	122.15%
Transfers to Debt Service	2,726,814	2,830,635	2,830,635	2,481,484	(349,151)	-12.33%
Transfers for 3 Yr.Fee Ramp Up (Yr.1)	332,572	0	332,572	414,361	81,789	24.59%
Transfer for New Garage - 4 Yr.Fee Ramp Up	0	0	358,741	358,741	0	0.00%
Transfer for Fund Bal. Reversion Plan	114,592	29,537	0	0	0	0.00%
Total Transfers	3,598,217	3,039,111	3,728,495	3,713,436	-15,059	-0.40%
Total Expenditures and Transfers	17,455,151	17,198,220	18,042,282	18,007,217	(35,065)	-0.19%
Increase/(Decrease) in Fund Balance	13,004	(156,087)	0	0		
Ending Fund Balance	536,383	380,296	523,378	523,378		

PLANT FUND BALANCE (IF APPLICABLE)

Plant Fund Balance (if applicable)	3,020,621	642,987	1,353,968	950,089
E&G Fund Balance (if applicable)				

FY18 total revenue was $1M below budget primarily due to a significant drop in visitor parking revenue and a reduction in citations due to a change of parking management systems.

SHUTTLE OPERATING BUDGET

REVENUE

	FY 2017 ACTUALS	FY 2018 ACTUALS	FY 2018 WORKING	FY 2019 WORKING	FY 18 Working Budget Compared to FY 17 WB	
					BUDGET INCREMENT	PERCENT INCREASE
Student Fee Revenue	6,544,815	6,678,352	5,975,460	6,395,297	419,837	7.03%
Charter Revenue	1,428,462	1,185,774	1,265,000	1,265,000	0	0.00%
Riverside Association Agreement	70,325	72,976	69,457	73,705	4,248	6.12%
UMUC Transit Service	103,652	105,725	100,633	113,020	12,387	12.31%
Shady Grove	56,366	44,372	60,893	44,372	(16,521)	-27.13%
UMB	1,065,626	1,140,181	1,113,089	1,168,779	55,690	5.00%
University View	154,950	154,950	154,950	159,599	4,649	3.00%
University Club	48,565	48,565	48,565	50,022	1,457	3.00%
Seven Springs Village Apartments	101,030	101,030	101,030	104,061	3,031	3.00%
UB	312,417	378,764	330,000	353,547	23,547	7.14%
Municipalities	16,452	16,452	16,452	10,452	(6,000)	-36.47%
MGM	97,932	97,932	91,795	100,871	9,076	9.89%
Franklin Park	0	150,815	0	124,385	124,385	0.00%
Varsity	168,210	168,210	168,210	173,256	5,046	3.00%
Enclave	85,270	86,470	92,270	89,064	(3,206)	-3.47%
Health Center	11,232	7,473	0	11,000	11,000	0.00%
Summer School	155,299	156,852	156,852	167,675	10,823	0.00%
Other	88,766	105,545	447,315	447,315	0	0.00%
Total Revenue	10,509,369	10,700,437	10,191,971	10,851,420	659,449	6.47%

SHUTTLE
OPERATING BUDGET

EXPENDITURES	FY 2017 ACTUALS	FY 2018 ACTUALS	FY 2018 WORKING	FY 2019 WORKING	FY 19 Working Budget Compared to FY 18 WB BUDGET INCREMENT	PERCENT INCREASE
Salaries and Wages	4,814,348	4,750,767	4,556,152	5,014,412	458,260	10.06%
Operating	3,306,542	4,011,565	3,596,341	3,625,370	29,029	0.81%
UMB Expenses	1,065,626	1,140,181	1,113,089	1,168,779	55,690	5.00%
Utilities and DFM Maintenance	119,924	102,876	125,709	126,685	976	0.78%
Cost Containment	62,331	14,718	0	0	0	0.00%
Campus Overhead	326,066	327,250	308,847	309,765	918	0.30%
Total Expenditures	**9,694,837**	**10,347,356**	**9,700,138**	**10,245,011**	**544,873**	**5.62%**
TRANSFERS						
Transfers to Plant	809,833	421,833	491,833	606,409	114,576	23.30%
Transfers to Debt Service	0	0	0	0	0	0.00%
Total Transfers	**809,833**	**421,833**	**491,833**	**606,409**	**114,576**	**23.30%**
Total Expenditures and Transfers	**10,504,670**	**10,769,189**	**10,191,971**	**10,851,420**	**659,449**	**3.22%**
Increase/(Decrease) in Fund Balance	4,699	(68,752)	0	0		
Ending Fund Balance	517,458	448,706	517,458	517,458		
Plant Fund Balance (if applicable)	750,124	517,458	140,658	183,954		
E&G Fund Balance (if applicable)						

FY18 revenue exceeded budget by $508K primarily due to the effect of student enrollment higher than budgeted. Labor exceeded budget by $195K due to a larger ratio of contractual employees to students than budgeted. Other expenses exceeded budget by $415K due to higher maintenance expenses and a funds transfer to the parking ledger to offset the annual full time driver subsidy.

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