

DEPARTMENT OF TRANSPORTATION SERVICES

2019



ANNUAL REPORT
2018 - 2019

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MISSION STATEMENT

The Department of Transportation Services strives to provide access to safe, cost-effective, sustainable, and innovative services that anticipate the growing needs of our campus community.

The University of Maryland Department of Transportation Services (DOTS) is a self-support agency under the staff supervision of the Vice President for Administration and Finance. 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.



WHO WE ARE

Department Values



COLLABORATION

POSITIVITY

INNOVATION THROUGH DIVERSITY

GROWTH AND ADAPTABILITY

INTEGRITY

PURPOSEFUL SERVICE

SAFETY & SECURITY

SUSTAINABILITY

COLLABORATION

Promote a culture of teamwork and cooperation that actively encourages diverse perspectives to achieve a common goal and make a positive impact on our community.

INNOVATION THROUGH DIVERSITY

Encourage differing perspectives to foster ideas, innovations and improvements (the three I's).

INTEGRITY

Be transparent, dependable, trustworthy, forthcoming, and accountable with our products, services, and interactions.

SAFETY & SECURITY

Provide safe and secure transportation and services allowing for a greater trust and reliability both internally and externally.

POSITIVITY

Behave positively and encouragingly to maintain not only a fun-loving attitude but also a fun-loving workplace environment.

GROWTH AND ADAPTABILITY

Embrace change as an agent of continuous improvement and a path to innovative operations.

PURPOSEFUL SERVICE

Act intentionally in all pursuits to seamlessly provide solutions for internal and external customers.

SUSTAINABILITY

Acknowledge the environmental, social, and economic impact of transportation and work to bring/embrace alternative transportation systems and programs that promote social good.

KEY STATISTICS

	2018		2019
TOTAL EMPLOYEES	467	-1.7%	459
STUDENT EMPLOYEES	159	-5.7%	150
TRANSIT VEHICLES	79	+8.9%	86
SHUTTLE-UM RIDERS	3,349,256	-1.8%	3,287,431
PARKING SPACES	17,819	-0.36%	17,755
PARKING PERMITS	20,876	-3.3%	20,182
PARKING CITATIONS ISSUED	52,315	+9.4%	57,227
BIKE PARKING SPACES	4652	+22.2%	5,684

WHAT WE DO



PARKING

SHUTTLE-UM

SUSTAINABLE TRANSPORTATION
AND BIKEUMD

FACILITIES AND
VEHICLE MAINTENANCE

HR

BUSINESS SERVICES

IT

SPECIAL PROJECTS

MARKETING



PARKING

Parking Administration

Parking Administration is responsible for many of the behind-the-scenes elements of the campus' parking operation. Specific responsibilities include parking permit set-up for in-person and online sales, permit management including inventory control and allocation for sales and events, administrative processing of MVA flags, issuance of validation codes, and the coordination of parking citation appeals for employees and campus visitors. Additionally, Parking Administration provides specific customer service to departments through Transportation Coordinators who serve as liaisons between their units and DOTS.

Customer Service

The Customer Service section within Parking Administration provides direct service to individuals seeking to interact with DOTS. This unit is responsible for staffing and managing the DOTS Call Center; Live Help Now, a customer service portal which allows our staff to centrally log all communication initiated by emailing the department; and the DOTS front desk. The front desk staff is primarily comprised of student employees who answer parking and transportation questions, assist departmental guests, and enter appeal statements received in person or through the mail. Our customer service team also includes our cashiers who process transactions for parking permits, citations, and other miscellaneous charges related to transportation services.

Enforcement

Parking Enforcement is critical for campus safety and for maintaining an orderly parking experience. It helps ensure that parking is available for permit holders and visitors, that emergency vehicles have access to campus facilities, and it prevents hazards that improperly parked vehicles may cause.

During hours of enforcement, officers from our enforcement team are monitoring campus parking to make certain that motorists adhere to our parking regulations. The enforcement team does not handle moving violations on campus.



PARKING

Special Events

Guest experience on campus often starts with parking. Special Events staff provide quick and kind customer service to visitors when they drive onto campus, directing them to their designated lots and preventing traffic back-ups. They are often the first people with whom guests interact when arriving at the university. Major university events, such as Commencement and Maryland Football and Basketball games, as well as small, departmental events such as The UMD Farmers Market benefit from Special Events parking reservations and on-site parking

supervision. External groups that hold events on the university campus work with our Special Events team to create a seamless parking experience for their guests.

Special Events also provides the Motorist Assistance Vehicle, a free service offered to any individual parking on campus experiencing automobile difficulties. Service includes jump starts, lockouts, tire inflations and gas transports.

SHUTTLE-UM

Shuttle-UM is one of the nation's largest university transit services. With an annual ridership of more than three million, Shuttle-UM operates 23 routes that service campus and the surrounding communities. The fleet of over 75 vehicles includes hybrids and clean diesel bus models. Students and full-time professionals comprise the Shuttle-UM driver staff.

Shuttle-UM also provides paratransit for individuals with temporary injuries or permanent disabilities, and NITE Ride, an evening service that covers areas of campus not serviced by Shuttle-UM evening routes.

Ridership data and feedback from students, faculty and staff determine route timings and stop locations. In recent years, service expanded to park and rides in Columbia and Gaithersburg to provide a sustainable transportation option

“I’ve learned so much from the people who work at Shuttle-UM, not just about driving, but also about life and how to take the next step.”

Safety and Training

The Safety and Training unit ensures that our Shuttle-UM drivers are operating our vehicles with the best training possible, not only for the safety of our passengers, but also for the safety of the community we serve. This unit provides Commercial Driver's License training and testing for free to students who wish to drive for Shuttle-UM. Long-time professional drivers and students also participate in regular skill review and enrichment training through the safety and training team.

Safety and Training is constantly refining their instruction methods and efficiency. They have invested significant time developing their driver mentor program, where instructors ride along with both new full-time and student drivers to give real-time guidance as conflicts and challenges arise. The mentoring program bridges the gap between training and driving a full service route with passengers and distractions.

Charter

Shuttle-UM buses and motorcoaches may be chartered for any university-related purpose by a university department, organization or event organizer. The UMD SUV is for use by any university faculty, staff or student for transportation to or from the campus or immediate area. Charter services also offers students transportation to and from BWI Airport, as well as locations in New York and New Jersey before and after university breaks.



ERICA P.,
FAMILY SCIENCE & PSYCHOLOGY '20

SUSTAINABLE TRANSPORTATION AND BIKEUMD

DOTS is committed to providing the university community with options and incentives that encourage the use of sustainable transportation to reduce the number of single occupancy vehicles coming to and parking on campus. With this commitment in mind, DOTS has created the Smart Commute program which encourages the use of transit, ridesharing, biking, walking and telework as sustainable commute options. The Smart Commute program

goals are rooted in the university's commitment to reach carbon neutrality by the year 2050 and to decrease the demand for campus parking.

The Smart Commute program offers a variety of financial incentives including discounts for low-emission vehicles, registered carpools and pre-tax transit benefits as well as a parking cash out program for employees that give up their parking registration.

DOTS, in partnership with RecWell, also manages the BikeUMD program that specifically focuses on the encouragement of biking as a form of transportation as well as educating the campus population about safe cycling.

FACILITIES AND MAINTENANCE

The Facilities Maintenance unit of DOTS is responsible for the maintenance and upkeep of over 16,000 parking spaces which includes five parking garage structures. This includes everything from daily cleaning and upkeep, to managing multi-million dollar facility renovation projects. Additionally they coordinate the upkeep of DOTS' two facilities at Regents Drive Garage and the Shuttle-UM yard. This unit also handles the installation, maintenance and operation of campus EV charging stations, parking meters, and pay stations as well as handling snow removal from parking garage structures and some campus parking lots.

The Fleet Maintenance unit of DOTS oversees the department's fleet of over 100 vehicles. This unit staffs three shifts that work 24 hours a day to do everything from simple scheduled oil changes to body work and engine and transmission replacements. The department's fleet consists of over 70 large over the road motorcoaches and urban transit buses, as well as tow trucks and support vehicles for parking enforcement, maintenance and administrative functions.



HR

This section is responsible for human resources administration, payroll and professional staff development and training. The HR/Payroll staff oversee personnel, including employment contracts, job searches, hiring and orientation, benefits, employee counsel, tuition remission, employee classifications and changes, payroll, onboarding, performance management as well as other HR-related transactional responsibilities.

The section is also responsible for executing strategies and activities that positively affect organizational effectiveness, including professional development training, staff development programming (including student employees), engagement and recognition. The section develops, implements, and evaluates many staff development programs, events, awards programs, and discussions that strategically align with the university and department's Thriving Workplace and Diversity Initiatives.

BUSINESS SERVICES

The DOTS Business Services Unit (BSU) adds value and draws motivation from providing solid, behind-the-scenes support to other DOTS units. They offer clear, timely, insightful and accurate information that enables quality decision-making. The BSU achieves this by facilitating financial processes, completing transactions, implementing financial controls, producing financial statements, conducting analyses and preparing vital reports.

When the BSU plays that role well, we make a big positive impact on the quality and speed of business decisions and resulting financial performance.

IT

IT manages the software, equipment and data that makes DOTS work. Everything from your bi-weekly parking payroll deduction to your place in line during student parking registration link to this section. IT data management reviews parking citation data to help ensure that citations are attributed to the correct motorist, and that citations paid in a timely manner. IT developers integrate data with the software DOTS uses to execute processes such as payroll deduction. They also create and manage custom, in-house applications that are critical to our operations. These include digital forms on the DOTS website and their databases, tow logs, parking lot inventory programs, the paratransit scheduling system and student break transportation registration. Our system administrators and help desk employees manage all internal equipment, which involves troubleshooting devices, and implementing software upgrades and security patches. This section is also the first point of contact for technical issues with software.

SPECIAL PROJECTS

"I had no idea DOTS did that," say many people about the work of the DOTS Special Projects unit. In addition to handling the student citation review process and internal compliance, this section takes on projects that do not fit neatly into other DOTS units.

The Special Projects section manages requests for external funding (grants), coordinates DOTS collaborations with students and other campus stakeholders, and takes the lead on pilot projects. In recent years, this unit hosted the Big Ten and Friends Transportation and Parking conference, worked with a QUEST team to assess the student driver hiring model, and created a GIS inventory of parking and transportation infrastructure.

The student Citation Review Unit, or CRU, boasts a staff of four to six DOTS student employees who manage the peer-to-peer appeal process. This includes making decisions, conducting real-time reviews via Skype, and facilitating the second appeal process with the University Student Judiciary. This section strives to make fair and consistent decisions while also adapting to the evolving parking landscape that their peers navigate each day.

MARKETING

DOTS Marketing and Communications section informs and educates the university community about campus transportation through print and digital media, and outreach events. This section also designs and prints signs that convey important parking and transit information, such as tow notices and shuttle schedule modifications

Community feedback plays a formative role in marketing and communications initiatives. The marketing and communications team liaises with student groups, faculty/staff committees and other units across campus to maintain a continuous dialogue with stakeholders. Social media interaction and listening, in-person events and partnerships with academic programs also enable the marketing and communications team to understand the interests of campus constituents.



PROGRESS TOWARDS 2018-2019 GOALS



GIS INVENTORY
DOTS WEBSITE
E-NEWSLETTER
PCI COMPLIANCE

GOAL | Create GIS inventory of campus parking and transportation infrastructure

STATUS: COMPLETE

DOTS and the Department of Facilities Planning collaborated to create an inventory of parking and transportation infrastructure. This inventory includes parking spaces by type, lot signs, bus stops, bus stop infrastructure, Zipcar locations, accessible parking, visitor parking zones, and relevant attributes associated with each of those categories. This inventory can be used to track parking loss over time and has practical operational applications that we hope to incorporate in future years.

This effort was completed alongside ongoing data collection for biking and later inspired a project with the Shuttle-UM Safety and Policy unit. The Safety and Policy unit is now using GIS mapping to better understand accident data by comparing location, personnel, time of day, and other relevant conditions.

GOAL | Launch new DOTS website

STATUS: COMPLETE

In December of 2018, a fully redesigned and rewritten website went live. The previous website, which was over 10 years old, and included outdated and redundant information. The outcomes of an extensive usability study informed the new site's construction. New functionality includes an alerts pop-up to immediately bring closures or transportation changes to the attention of users, a newsroom, Google Maps integration to visualize bus routes, and an event calendar.

Since the site's implementation, analytics demonstrate the following:

- *The average time on the page decreased by over 50%, but the average session duration increased by 130%. This indicates that users are finding what they need faster and are more engaged with the content.*
- *Web traffic from social media increased by 438%. Most of the shares were around news stories that affected transportation or maps.*
- *Bounce rate dropped by 20%. This is usually a good indicator of usability and better information architecture.*
- *The proportion of organic search traffic increased by 10% over other forms of traffic.*

PROGRESS TOWARDS 2018-2019 GOALS

GOAL | **Introduce new e-newsletter**

STATUS: COMPLETE

In September of 2018, DOTS launched DOTS Digest, a quarterly e-newsletter that has sustained above industry average open rates for students, faculty and staff. The goal of the newsletter is to teach the community about DOTS resources, improve campus' understanding of DOTS operations, and inform the community of service changes and upcoming events.

GOAL | **Achieve full PCI compliance**

STATUS: IN PROGRESS

DOTS continues to work with the Division of Administration and Finance, the Division of IT and other stakeholders to ensure the university is PCI compliant. As of late April 2019, all DOTS machines requiring PCI compliance have passed a quarterly Approved Scanning Vendor (ASV) scan, which is required to be furnished to our credit card processors as proof of compliance. Further work for the 2019-2020 year includes changing the machine IP addresses, used to route internet traffic, to internally-facing numbers instead of outwardly-facing. DOTS continues to serve on the PCI Governance Committee, which sets project goals and documents remediation tasks. The university is still on track to become completely PCI compliant by December 2019.



ACCOMPLISHMENTS

2018-2019



SUSTAINABILITY INITIATIVES

THRIVING WORKPLACE &
WORK-LIFE INITIATIVES

OPERATIONS IMPROVEMENTS



SUSTAINABILITY INITIATIVES



THRIVING WORKPLACE & WORK-LIFE INITIATIVES

Parking cash out incentivizes employees to commute sustainably

The Parking Cash Out program successfully incentivized 50 university employees to give up their parking permits and commute to campus sustainably. At the end of this year's program, most of the participants indicated in a survey that they will continue their sustainable commute and not repurchase their parking permits. The Parking Cash Out will reopen for the next fiscal year.

Bicycle Recycle program gives old bikes a new life

Funded through a Sustainability Fund Award, Bicycle Recycle aims to reduce environmental waste, encourage sustainable commutes and develop a culture of donation rather than abandonment among students who no longer need their bikes. The program provides affordable, refurbished bikes to UMD students. Bikes donated to DOTS will be rebuilt by RecWell Bike Shop mechanics and sold at a discount at the annual DOTS Transportation Fair in September 2019.

Shuttle-UM transitions away from UMB service to improve employee work-life balance

After receiving feedback from employees that the service we provide to the University of Maryland, Baltimore (UMB) is a strain on our operation, we worked with UMB to transition their bus service to another provider. This enabled us to reassign our drivers to understaffed routes at UMD College Park, and improved the work experience of Shuttle-UM moderators on duty.

New opportunities for employees to interface with DOTS executive director

The new Director's Advisory Committee of DOTS managers meets twice-a-month with the executive director, providing input on DOTS initiatives and discussing broad questions that relate to the workplace at DOTS and the university. Through the Lunch with the Director program, employees may sign up for an informal lunch with the executive director.



THRIVING WORKPLACE & WORK-LIFE INITIATIVES (CONTINUED)

Employee feedback survey sparks organizational change

In an effort to make DOTS the best place to work on campus, Senior Staff solicited feedback from their employees about how their workplace experience could improve. After collecting and reviewing over 250 pieces of feedback, new programs and small improvements have been implemented over the past few months. These include the installation of free coffee machines in both DOTS locations, resume and career consulting sessions with Senior Staff and the reinstatement of the DOTS Office Rotation Program. An extensive feedback report was also created and distributed to employees, and report listening sessions were also hosted throughout the month of May.

SERVICE TO THE COMMUNITY

Transit Operations and Enforcement receive award

Transit Operations and Enforcement staff were recognized at 2018 Award & Promotion Ceremony for their efforts in assisting a disabled motorist get home to Columbia after their wheelchair van broke down near campus after a football game on campus.





Systems upgrades safeguard data and improve employee efficiency

The Virtual Desktop Initiative (VDI) was a forward-thinking move to conserve energy when it was implemented in YEAR. However, its performance lagged when our operating systems upgraded to Windows 10. Employees had trouble accessing their desktops for extended periods of time, and were thus unable to quickly address customer inquiries. After investing a significant amount of time troubleshooting VDI, we replaced VDI zero client devices with PCs. Systems are now highly available so DOTS can better serve its customers. Additionally, many desktops not on VDI were old and were also replaced for improved employee efficiency.

Additionally, to safeguard system backups of critical files, web pages, and databases, IT began upgrading our storage area network. This new device replaces several old machines which, had they failed, would have resulted in department computer down time for one to two weeks.

New automated stop announcements and passenger counters on Shuttle-UM buses

Transit Operations successfully implemented the automated stop announcements and passenger counters on all Shuttle-UM routes. This not only improved the customer experience onboard the Shuttle-UM system, but provided increased efficiency and additional data for Shuttle-UM planning staff.

Lot usage assessments create parking efficiencies

DOTS has increased the efficiency of lot usage as parking spaces become limited. By assessing the usage of our lots, we discerned the need for more commuter student parking around the Xfinity Center. In response, we shifted employees to areas where we anticipated a decrease in the need for resident parking. This also allowed us to address parking loss in the Lot 1 area.

Departmental commercial vehicle accidents decreased by 13.5%

The Safety & Training unit saw a 13.5% drop in preventable departmental commercial vehicle accidents compared to the previous year. This decrease is attributed to additional driver training during the winter and summer, improved driver route learning, and more mentoring for new drivers.

GOALS
2019-2020





REFURBISH AND SELL 30 BIKES THROUGH NEW BICYCLE RECYCLE PROGRAM

Launched in Spring 2019, the Bicycle Recycle program provides affordable refurbished bikes to students while reducing environmental waste that results from bike abandonment. Donated bikes are refurbished by RecWell Bike Shop mechanics and sold at a discount at select events throughout the academic year. The program is made possible by a Sustainability Fund Award from the UMD Office of Sustainability.



MODERNIZE THE INTERNAL WEBSITES AND DATABASES

DOTS websites and databases outside of the main website, such as Paratransit and student trip registration, are running on outdated code and use databases that are at the end of technical support with the vendor. With additional hires of IT web and database programmers, DOTS hopes to modernize these items in the next fiscal year.



IMPROVE PARKING DEMAND MANAGEMENT FOR ON-CAMPUS EVENTS

In coordination with event managers, DOTS plans to implement a mandatory event parking and transportation management component as part of the space reservation process for all events scheduled to take place on campus.

DOTS has experienced an increase in the number of on-campus events that are planned without consideration for the parking needs of the event attendees or the impact to the daily operations of the campus. DOTS has received numerous requests from departments seeking parking at the last minute for long scheduled events. These events almost always involve inviting guests to the campus, and by failing to make appropriate parking arrangements in advance, event organizers are negatively impacting the experience of their guests, the image of the university as a whole, and the parking experience of university faculty, staff and students.



IMPLEMENT NEW ELECTRIC SCOOTER POLICIES ON CAMPUS

As with many other urban areas around the world, the university is seeing the rapid rise of electric scooters (e-scooter) on its roads. DOTS, the City of College Park and Town of University Park partnered with the micromobility company VeoRide to create regulations and intentionally introduce 70 e-scooters to campus and the surrounding area. However, many students are choosing to rent personal e-scooters through BIRD for a monthly fee. This generated an unanticipated increase in e-scooters on campus to approximately 600. Additionally, many of the existing e-scooter restrictions were specific to VeoRide e-scooters, and did not cover the circumstances surrounding BIRD e-scooters. E-scooters parked on pedestrian pathways and in landscaping and unsafe riding behavior quickly became a concern. DOTS is working with university departments, VeoRide and BIRD to create and implement new e-scooter parking and movement regulations that are applicable to all e-scooter providers, and that will prevent hazardous parking and riding on campus.



CREATE OTHER REVENUE SOURCES TO REDUCE PARKING FEE INCREASES

As the campus invests in the expansion of existing facilities and the development of new facilities, the number of parking spaces on campus decreases. Since the Department of Transportation Services is a self-support unit within the university, these lost spaces represent lost revenue, which affects the department's ability to serve the campus community. To mitigate the lost revenue, DOTS is working with university leadership to create a solution that would make parking fees more equitable, and would reduce parking fee increases for both students and employees.



ASSESS THE SUCCESS OF EMPLOYEE ENGAGEMENT PROGRAMS

DOTS will administer a second employee survey to assess the success of the new programs and improvements that were implemented after receiving last year's workplace experience feedback.

Follow Up Survey for the Employee Feedback Report

- 12 questions themed to mirror the information gathered and themed from the informal 2018 process and had a 35% response rate from employees.
- 65% of respondents saw workplace improvement since the initial report.
- 88% of respondents utilize our internal communications tools
- 68% of respondents have attended an event meant for coworkers to get to know each other.
- 75% of respondents saw an increase of events and programming since the initial Employee Feedback Report.
- 75% of respondents saw investment from their supervisor in them or their teams

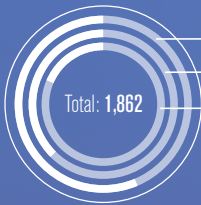
Over 30 employees were invited to participate in the DOTS Values Summit and Mission Creation Workshops. This group of department leaders helped craft a mission statement and 8 values unique to working with our department. Throughout the year, there will be a continuous campaign to instruct employees on how to incorporate the mission and values into the workplace.

PARKING STATISTICS

2018 - 2019



PARKING VIOLATION REVIEWS



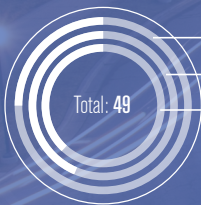
FACULTY & STAFF



STUDENT APPEALS



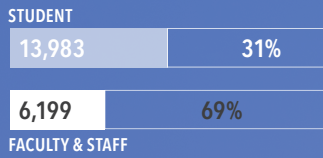
STUDENT SECOND APPEALS



STUDENT VIDEO APPEALS

REGISTRATION REVENUE

REGISTRATIONS SOLD



TOTAL: 20,182



REVENUE FROM PARKING REGISTRATION SALES



TOTAL: \$11,254,320



MAV OPERATIONS (Motorist Assistance Vehicle)

	FY18	FY19
Gas Transport	24	5
Tire Inflation	70	30
Jumpstart	454	250
Lockout	184	128
Totals	732	413

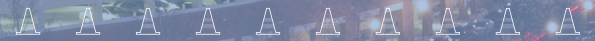
VISITOR PARKING

SALES	FY18	FY19
Mowatt Lane Garage	\$ 317,359	\$237,220
Paint Branch Lot	\$ 287,364	\$0
Regents Drive Garage	\$ 671,122	\$468,058
Stadium Drive Garage	\$ 285,200	\$197,437
Union Lane Garage	\$ 484,538	\$247,230
Other Areas	\$ 1,240,265	\$1,713,341
Total Sales	\$ 3,285,849	\$2,863,286

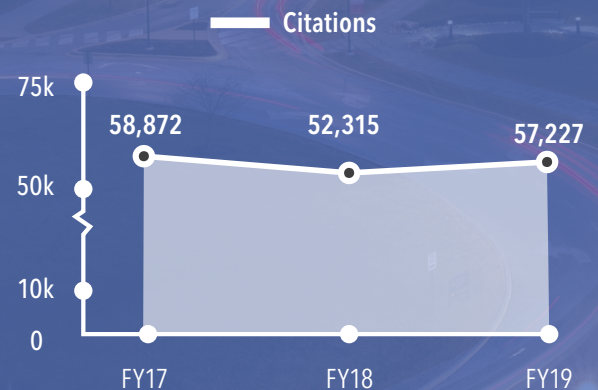


SPECIAL EVENTS

	FY18	FY19
Pitcrew Services <small>REVENUE FOR LOT ATTENDANTS</small>	\$ 270,500	\$285,258
Meters <small>REVENUE</small>	\$ 186,524	\$225,553
Visitors <small>SPACE RESERVATION REVENUE</small>	\$ 303,403	\$368,978
Total Revenue	\$ 760,427	\$879,789



PARKING ENFORCEMENT



SHUTTLE-UM/BIKEUMD STATISTICS

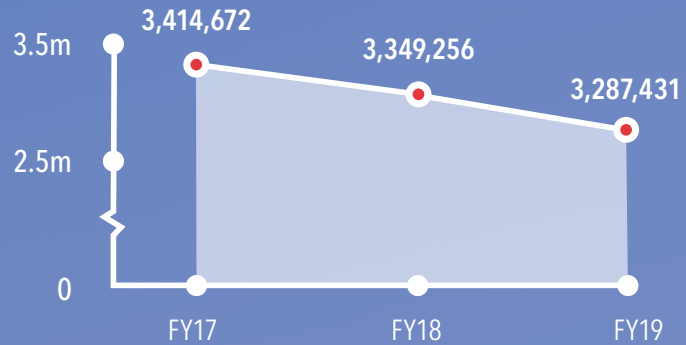
2018 - 2019

FOOTBALL PARKING REVENUE

	FY18	FY19
Football Permits Sold	39,464	33,426
Football Parking Revenue	\$552,974	\$458,519
DOTS Revenue Share	\$276,487	\$229,260
ICA Revenue Share	\$276,487	\$229,260



SHUTTLE-UM TOTAL RIDERSHIP



BASKETBALL PARKING REVENUE

	FY18	FY19
Basketball Permits Sold	58,876	65,863
Basketball Parking Revenue	\$535,835	\$599,996
DOTS Revenue Share	\$267,917	\$299,998
ICA Revenue Share	\$267,917	\$299,998



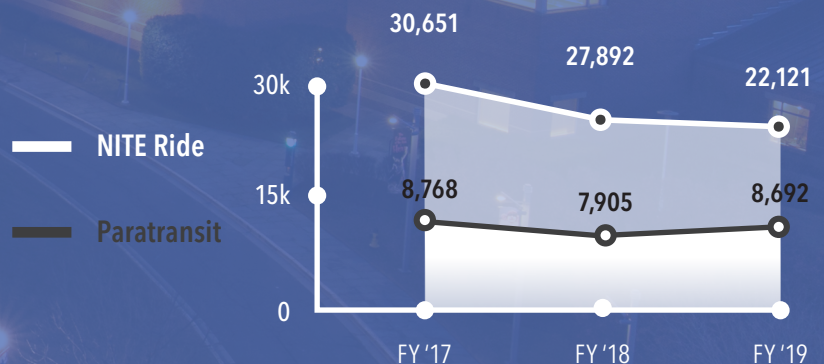
CHARTER

	FY17 Agreements	FY18 Trips	FY19 Trips
Transit Bus Charter	364	1350	1638
Motor Coach Charters (non-ICA)	268	450	581
Athletics	290	437	421
SUV	82	164	190
Total Number of Charters	1004	2401	2832

BIKE UMD

BIKE REGISTRATION			
FY18	FY19	BIKES IMPOUNDED	365
1277	760		
BIKES RETURNED	19	BIKES DONATED	126

NITE RIDE & PARATRANSIT RIDERSHIP



ORGANIZATIONAL CHART

2018-2019

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

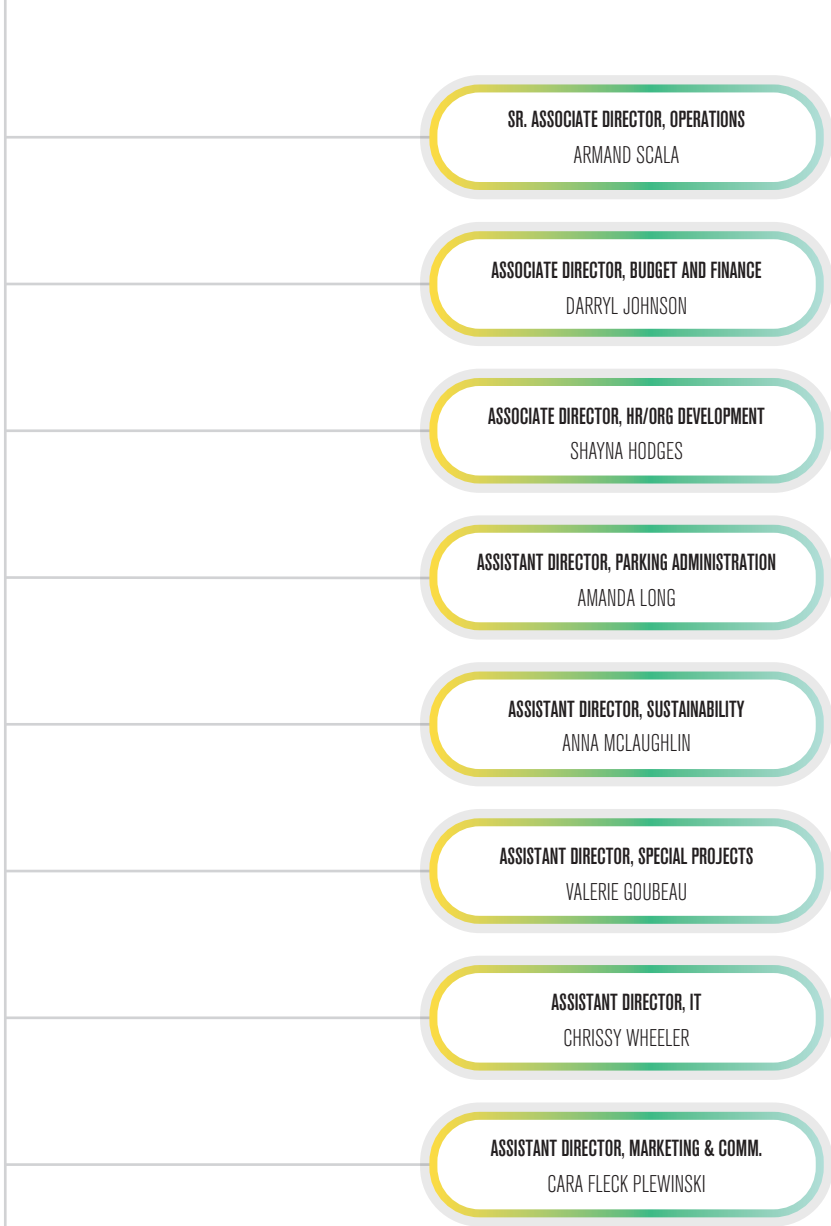
SPECIAL PROJECTS, BUDGET & FINANCE

SHUTTLE-UM STAFF



**EXECUTIVE DIRECTOR OF
TRANSPORTATION SERVICES**
DAVID ALLEN

SENIOR STAFF



**EXECUTIVE DIRECTOR OF
TRANSPORTATION SERVICES**
DAVID ALLEN

**SR. ASSOCIATE DIRECTOR,
OPERATIONS**
ARMAND SCALA

C
CHARLIE

CHARTER

CHARTER COORDINATOR
KEVIN HERNANDEZ

STUDENT CHARTER MANAGER
ADINA SCHWARTZ

CHARTER STUDENT DRIVERS
BARRAK GAY
MICHAEL HIRST
DAVID PAPE
RAHUL SINGH

CHARTER ASSISTANT
JOSEPH MCGUIRE

CHARTER ASSISTANT (C1)
ALLIE SCHAFER
ROBERT SHEARMAN
EUGENE WON
TYLER ZIEGLER

CHARTER AIDES
EMMANUEL KWEZITUKA
CATHERINE MASGAY

MT MAINTENANCE AIDE I
JAZZMAINE HINSON

CHARTER DRIVERS
EDOGHOGHO AKONAWE
ABABEE EADO
KASSAHUN HAILU
ALEXANDER HOUCK
AMINA MANGUERA
SHANNON MCDONELL
GEORGE MILLER
TROY MOTEN
ISSAC RUIZ
ROBERT SHERMAN WOOD
MICHAEL TEKLU
KENNY WEST

T
TANGO

SAFETY & TRAINING

TRAINING COORDINATOR
LIAM MONAHAN

**STUDENT RECRUITMENT
AND RETENTION MANAGER**
CHRIS DANNA

SAFETY & POLICY OFFICER
DAN SHILLING

STUDENT TRAINING MANAGER
KIMBERLY MICHALIK

STUDENT SAFETY & POLICY MANAGER
COLE MCKENNEY

SAFETY & POLICY ASSISTANT
CHRISTOPHER MCPHERSON

CDL TRAINERS

AMANDA BROPHY	RONNIE GREENE
BENJAMIN BROWN	MARKYS JEAN-PIERRE
ERIK ENGBLOM	JASON MURRAY
JESSIKA FOSTER	TAMMIE NOUPA
STEPHEN GIERISCH	WILLIAM POYNTER





**SR. ASSOCIATE DIRECTOR,
OPERATIONS**
ARMAND SCALA

**EXECUTIVE DIRECTOR OF
TRANSPORTATION SERVICES**
DAVID ALLEN

TRANSIT OPERATIONS

ADMINISTRATIVE ASST. II
CHELSEA PEACH
JUANITA RICHARDS

PROGRAM MGMT. SPECIALIST
ALEXIS THOMPSON

ASST. GENERAL MANAGER
NIKOLAJS TIMROTS

TRANSIT OPERATION SUPERVISORS
DANIEL AGUILAR
VANESSA CHAPARRO
RUSHAD DASTURE
RENE DIAZ
ANTON DORSEY
KIANA SMITH
TYRONE STEVENSON

FULL TIME DRIVERS

STUDENT RIDERSHIP ANALYSIS MANAGER
JELANI ROBINSON

STUDENT DISPATCH MANAGER
WILLIAM DAVIS

STUDENT DEMAND RESPONSE MANAGER
JASMINE RICHMAN

STUDENT NEW DRIVER MANAGER
DOGU AYDIN

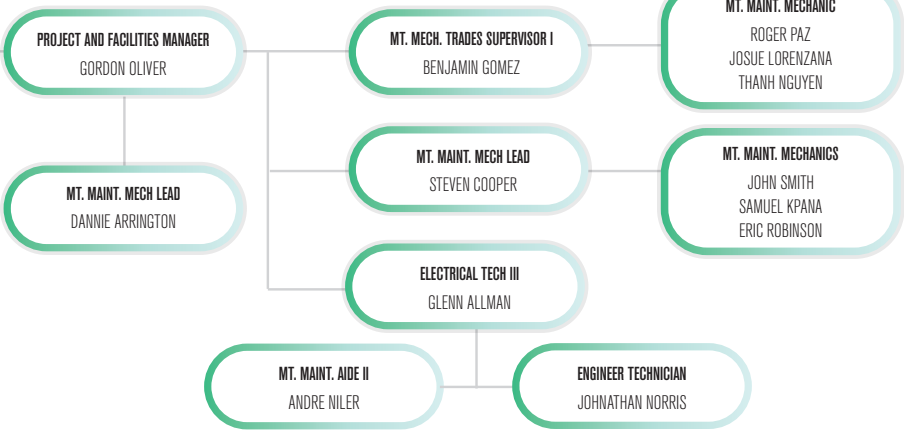
STUDENT OPERATIONS PLANNING MANAGER
TYLER ONORATO





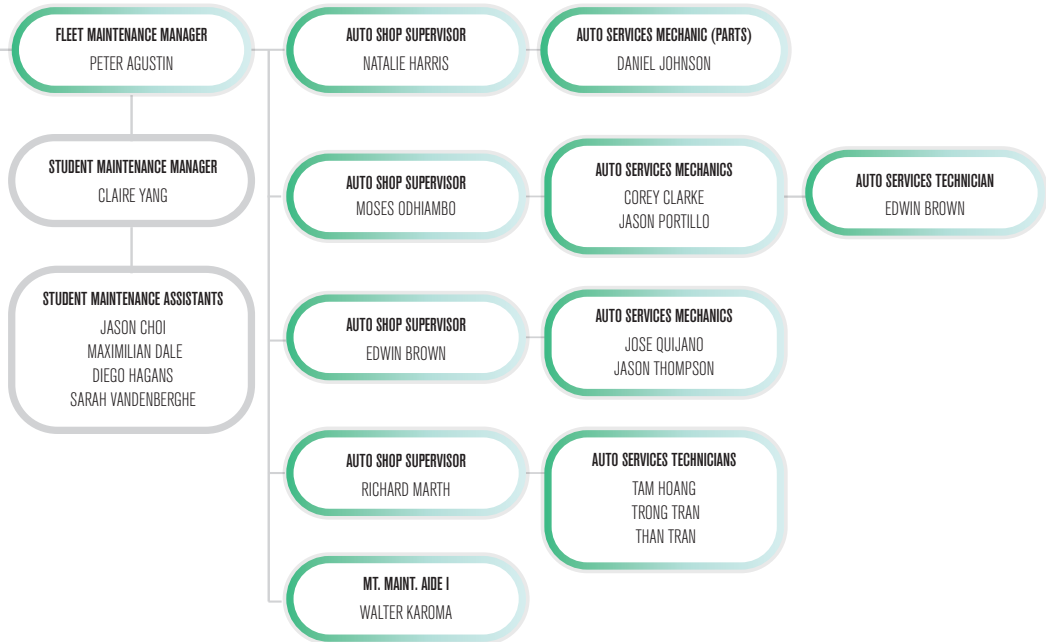
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NOVEMBER

FACILITIES MAINTENANCE



M
MIKE

VEHICLE MAINTENANCE



**SR. ASSOCIATE DIRECTOR,
OPERATIONS**
ARMAND SCALA

**EXECUTIVE DIRECTOR OF
TRANSPORTATION SERVICES**
DAVID ALLEN

ENFORCEMENT

ENFORCEMENT COORDINATOR
VACANT

PARKING ENFORCEMENT SUPERVISOR
SADEL HAWKINS

PARKING ENFORCEMENT SUPERVISOR
JESSICA JONES

PARKING ENFORCEMENT SUPERVISOR
CRYSTAL WASHINGTON

TOWING ENFORCEMENT
MICHAEL HOFFMAN
DYLAN PEREZ

EVENING SHIFT ENFORCEMENT ASSOCIATES
JOHNATHAN ANDERSON
ELLIOTT PEEBLES
LANCE FRANKLIN

DAY SHIFT ENFORCEMENT ASSOCIATES
ANNETTE BLACKBURN
LAWANA DELANEY
MARCELLES HOWARD
TONY ROACH
NASHANTA SMITH
CHRISTIAN HARMON

SPECIAL EVENTS

SPECIAL EVENTS MANAGER
JOE LEVESQUE

OFFICE SUPERVISOR III
BRANDON DIFRANCO

OFFICE SUPERVISOR III
TONY HARMON

SPECIAL EVENTS CONTRACT COORDINATOR
DANIEL POWELL

SPECIAL EVENTS ASSISTANT
MARLON BOWLER

STUDENT SPECIAL EVENTS STAFF
JAMAL AKHUND
NATHANIEL COLLAHUAZO
SERTAC ER
MATTHEW LEE
MARIA MOTAHER
ANDREW SCHUCK
JAIRUS SLAGLE
ODINAKA UZOUKWU
XINYAO ZHANG

SPECIAL EVENTS STAFF
TEVIN HILL
JOSEPH PORTER
XAVIER DEAN
ANDREW MALONE
HIMANSHU SINGHAL



ASSOCIATE DIRECTOR
SHAYNA HODGES

**EXECUTIVE DIRECTOR OF
TRANSPORTATION SERVICES**
DAVID ALLEN



HUMAN RESOURCES & TRAINING

TRAINING & DEV. COORDINATOR
AMANDA BAKER

STUDENT PROGRAM ASSISTANT
KOURTNEY BROWN

STUDENT TRAINING ADVISOR
JULIANA MARTELLO

HR & PAYROLL MANAGER
COLLEEN THOMPSON BYNUM

PAYROLL SPECIALIST
OLGA ROZMAN

HR ADMIN. ASSISTANT
SHEILA WILLIAMS

STUDENT HR MANAGER
NAJAH SAAHIR

STUDENT HR ASSISTANTS
MADELINE FORD
ANGELINE EKWONYE
KIARA ESTRADA-ROMERO





IT



DATA MANAGEMENT



**EXECUTIVE DIRECTOR OF
TRANSPORTATION SERVICES**
DAVID ALLEN

ASSISTANT DIRECTOR
CARA FLECK PLEWINSKI

MARKETING & EXTERNAL COMMUNICATIONS

MARKETING COORDINATOR
PHIL HYON

GRAPHIC DESIGN COORDINATOR
COURTNEY MARTINAZZI

STUDENT GRAPHIC DESIGN ASSISTANTS

RICHA MISHRA
MAIU ROMANA-VERTHELYI
JORDAN SMITH
SANJAYAN VIJAYAVARL

SIGN SPECIALIST
KOFI ABBAN

STUDENT SIGN SHOP ASSISTANT
WAN MOHAMAD HIDAYAD

COMMUNICATIONS & OUTREACH SPECIALIST
JULES LAUGHLIN

STUDENT MARKETING ASSISTANTS
GABRIEL CERDEIRA
DEION STEWART
KELSEY STEWART
KELLI WEBER

ASSISTANT DIRECTOR
ANNA MCLAUGHLIN

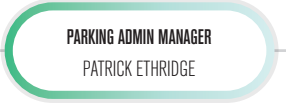
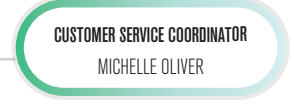
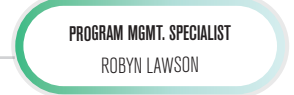
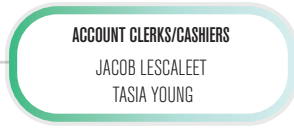
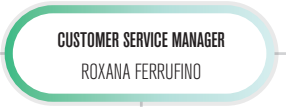
**BICYCLE & SUSTAINABLE
TRANSPORTATION COORDINATOR**
MARTA WOLDU

**BICYCLE AND SUSTAINABLE
TRANSPORTATION STUDENTS**
BLAKE BISSEN
PHILIP DAYAO
CHRISTINA LINGFU





PARKING ADMINISTRATION



UNIVERSITIES AT SHADY GROVE

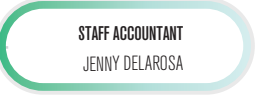




SPECIAL PROJECTS



BUDGET/FINANCE



FULL TIME DRIVERS

Elbert Mack	Babington Harvey	Ruben Zuniga
Leonard Price	David Casto	Darrell Moore
Jay Boswell	Jennifer Quintana	Richard Delabrer
Amine Ashkar	Viktors Bebris	Jamaal Moore
Hal Cagle	Ken Aukerman	Kevin Richardson
Bruce Fritzsche	Keenan Willis	Tenzin Chophel
Dominique Geneste	Janay Kittrell	Khalid Poynter
Ian Bholai	Alaric Bethea	Jose Aguilar
Anil Keshia	Carlton Watson	Karen Valenzuela
Misael Medina	Paul Young	Jacob Lescalleet
Kiana VanHorne	Edgar Carballo	Cecil Barnes
Valerio Martinez	Erin Cornelius	Rolando Merlos
C. Jason Murray	Ronald Torres	Niree Turner
Renee Brown	Isaac Indgjer	Shakira Leach
Jackson Saintvill	William Poynter	Omar Goodwin
Kathleen Booker	Roland Kouglblenou	Christopher
Vilma Diaz	Jacinth Chijindu	McPherson
Edward Garcia	Olga Rozman	Kyle Baird
Daniel Simison	Nathan Sparks	Kimberly Slocombe
Earnest Izzard	Nacole Brown	Russell Geater
Eddy Leveille	Shola Anderson	Gregory Tanner
Andrew Malone	E. Benjamin Atchole	Ricardo Nereira
Seifu Yimer	Jakeetah Alston	Raemon Adams
Michael Williams	Nicole Sealey	Craig Blumenfeld
Angel Coleman	Michael McCoy	Henry Halzey
Kenny Jones	Joshua Williams	James Vanlue
Bryan Page	Troy Poynter	Dawn Hedrick
Shawn Allen	Michael Teklu	Janne Laiho
Walter Michaca	Avery Collins	John Marshall
Narrys Edward	Jacob Wolf	Michelle Bowers
Kavin Yarbrough	Timothy Vettel	Marta Mayo
Kossi Awusu	Susan Salgado	Shavon Bratton
Nancy Vaughn	Vanessa Chaparro	Sonia Montoya
Alan Sines	Karl Crosby	Dwain Price
Sadick Abubakar	Edwin Brown Jr.	Temesgen Gerba
Deitra Rankine	Jessika Foster	Alan Burke
Dwight Hicks	King Smith	Carlos Ramirez
Darryl Johnson	Reynold Morris	
Justin Fergeson	Robert Bowering	

PART TIME DRIVERS

Milton Jackson	Kontessa Roebuck
Troy Moten	Richard Stevens
Dustin Barrall	Felix Gouater
Greg Parcher	Elizabeth Ebeling
Sergey Kolyabin	Byron Arriola Sr.
Riyad Bandak	Glen Adams
Eunice Robinson	Philip Malcolm
Gabrielle Hapi	Ke'Von Sauls
Louis Griffin	Byron Arriola
John Staten	Amina Manguera
Emily Macri	James Baker
Nebiy Teyodrose	Mirousse Pierre-Louis
Jean Bosquet	Andrew Delabrer
Erin Macri	Aleksander Kostylev
A.J. Williams	Jason Singh
David Peter	Reggie Brown
Daniel Llosa	Mark Baxter
Jennifer Mendez	Corey Rogers

STUDENT DRIVERS (NEW)

Roshan Belbase	Barrak Gay
Gangandeep Dhillon	Jasmine Richman
Major Singh	Do Aydin
Hawaira Abera	Anshul Gedam
Blake Gude	William Davis
Chapin Eager	Kevin Nyangwechi
Carson Walmsley	Vikas Kiran
Wilvens Elira	Elijah Gordon
Tyler Onorato	Candace Hood-Bey
Tunde Ogundipe	David Calvin
Anwaar Bastien	Aikebaier Aizhaier
Abhinay Tadwalkar	Eyosias Abiy
Joseph Boley	
Chirag Chetan Shah	

STUDENT DRIVERS (JUNIOR)

Kishon Pinckney

Kehinde Raji

Aljamal Truss

Andrew Almeida

Nydia Stukes-Jones

Jelani Robinson

Alicia Martinez

Jacob Eisenman

David Pape

STUDENT DRIVERS (SENIOR)

Jennifer Siewierski

Tumasang Che

PARATRANSIT SPECIALISTS

Sylvanus Newstead

Brandon Jackson

Emma Dobry

Andres Garcia

Haroon Jaweed

Fadil Ibrahim

leon "Tim" Dawson

Imani Crawford

PART TIME OPERATIONS SPECIALISTS

Maximilien Duvra

Christin McCall

Michael Winger

Taylor Poncher

Dymond Green

STUDENT TRAINERS

Barrington Brice

Geoffrey Palo

Sydney Shiver

STUDENT TRANSIT OPERATIONS

Porter Polcaro

Mark Baxter

Niree Turner

Philip Rindone

Victoria Notaro

Jacob Zeitler

Ryan Pistorio

Trevon Miller

Hunter Garrison

Alec Pskowski

Alberto Torres-Ramos

Shannon McDonell

Tyler Ziegler

PART TIME CHARTER SPECIALIST

Kenny West

George Miller

Charles Shell

Kassahun Hailu

Ababee Eado

E. Doc Akonwe

Roger Peters

Darryl Bronson

Bobby Wood

Alexandra Schafer

Brandon Godwin

Keyvan Mashayekifard

STUDENT CHARTER SPECIALIST

Adina Schwartz

Yuanzhao Zhao

STUDENT MANAGER ASSISTANTS

Manas Gupta

Operations Planning Analyst

Vacant

Dispatch Manager Assistant

Ryan Collins

Student Safety and Policy Specialist

STUDENT MANAGER SPECIALISTS

Claire Harvey

Keara Fox

Nicholas Schweiker

Philip Rindone

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

	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2019 WORKING	FY 2020 WORKING	FY 20 Working Budget Compared to FY 19 WB
Student Parking Fee (includes UMUC/other misc.)	4,917,280	5,336,169	5,143,503	5,087,849	(55,654) -1.08%
Faculty/Staff Parking Fees (+AC/AD & Service)	5,368,573	5,918,151	6,002,872	6,427,356	424,484 7.07%
Visitors Fees	2,611,754	2,431,982	3,072,000	2,622,000	(450,000) -14.65%
Special Events Fees	1,398,846	1,329,105	1,217,559	1,217,559	0 0.00%
Penalty Fines	2,246,782	2,506,541	2,600,000	2,700,000	100,000 3.85%
Parking Meters	411,556	431,303	410,000	410,000	0 0.00%
Other Rev.	87,340	88,048	43,283	333,200	289,917 669.82%
Total Revenue	17,042,133	18,041,298	18,489,217	18,797,964	308,747 1.67%
EXPENDITURES					
Salaries and Wages	10,803,155	11,454,699	11,333,674	11,791,006	457,332 4.04%
Operating	1,468,120	1,410,272	1,920,126	1,629,818	(290,308) -15.12%
Utilities and DFM Maintenance	344,747	316,891	388,663	354,400	(34,263) -8.82%
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	649,764	592,423	685,353	697,708	12,355 1.80%
Total Expenditures	13,713,751	14,222,249	14,775,781	14,920,897	145,116 0.98%
TRANSFERS					
Transfers to Plant	536,240	1,221,669	1,231,952	1,456,567	224,615 18.23%
Transfers to Debt Service	2,830,635	2,435,094	2,481,484	2,420,500	(60,984) -2.46%
Transfer for Fund Bal. Reversion Plan	114,592	54,305	0	0	0 0.00%
Total Transfers	3,481,467	3,711,068	3,713,436	3,877,067	163,631 4.41%
Total Expenditures and Transfers	17,195,218	17,933,317	18,489,217	18,797,964	308,747 1.67%
Increase/(Decrease) in Fund Balance	(156,087)	107,981	0	0	
Ending Fund Balance	380,296	491,278	383,297	383,297	
PLANT FUND BALANCE (IF APPLICABLE)					
Plant Fund Balance (if applicable)	642,987	1,121,839	950,089	621,642	
E&G Fund Balance (if applicable)					

FY19 total revenue was (\$448K) below budget primarily due to a significant drop in visitor parking revenue (\$640K), which was partially mitigated by student parking revenues that exceeded budget by \$193K. Subsequently, FY20 budgeted visitor parking revenue has been reduced

SHUTTLE OPERATING BUDGET

REVENUE

	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2019 WORKING	FY 2020 WORKING	FY 20 Working Budget Compared to FY 19 WB
Student Fee Revenue	6,678,352	7,318,993	6,395,297	6,575,465	180,168 2.82%
Charter Revenue	1,185,774	1,403,330	1,265,000	1,265,000	0 0.00%
Riverside Association Agreement	72,976	77,584	73,705	75,916	2,211 3.00%
UMUC Transit Service	105,725	113,020	113,020	116,411	3,391 3.00%
Shady Grove	44,372	47,434	44,372	45,703	1,331 3.00%
UMB	1,140,181	1,192,689	1,168,779	1,203,842	35,063 3.00%
University View	154,950	159,599	159,599	164,387	4,788 3.00%
University Club	48,565	50,022	50,022	51,523	1,501 3.00%
Seven Springs Village Apartments	101,030	104,061	104,061	107,183	3,122 3.00%
UB	378,764	334,330	353,547	364,153	10,606 3.00%
Municipalities	16,452	16,452	10,452	10,452	0 0.00%
MGM	97,932	84,549	100,871	103,897	3,026 3.00%
Bowie State	150,815	173,696	124,385	128,117	3,732 3.00%
Varsity	168,210	167,803	173,256	178,454	5,198 3.00%
Enclave	86,470	89,064	89,064	91,736	2,672 3.00%
Health Center	7,473	7,755	11,000	11,330	330 3.00%
Summer School	156,852	167,675	167,675	172,705	5,030 3.00%
DivIT	0	46,575	0	0	0 0.00%
ICA	0	0	0	200,000	200,000 100.00%
Other	105,545	62,698	447,315	447,315	0 0.00%
Total Revenue	10,700,437	11,617,329	10,851,420	11,313,589	462,169 4.26%

SHUTTLE OPERATING BUDGET

EXPENDITURES

	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2019 WORKING	FY 2020 WORKING	FY 20 Working Budget Compared to FY 19 WB
Salaries and Wages	4,750,767	5,096,374	4,679,200	4,860,396	181,196
Operating	4,011,866	4,423,857	3,776,231	4,058,272	282,041
UMB Expenses	1,140,181	1,192,689	1,168,779	1,168,779	0
Utilities and DFM Maintenance	102,876	84,124	126,685	116,519	(10,166)
Transfer for Fund Bal. Reversion Plan	14,718	60,863	0	0	0
Campus Overhead	327,250	335,222	310,640	319,738	9,098
Total Expenditures	10,347,657	11,193,129	10,061,535	10,523,704	462,169
TRANSFERS					
Transfers to Plant	421,833	361,833	789,885	789,885	0
Transfers to Debt Service	0	0	0	0	0
Total Transfers	421,833	361,833	789,885	789,885	0
Total Expenditures and Transfers	10,769,490	11,554,962	10,851,420	11,313,589	462,169

	BUDGET INCREMENT	PERCENT INCREASE
	181,196	3.87%
	282,041	7.47%
	0	0.00%
	(10,166)	-8.02%
	0	0.00%
	9,098	2.93%
	462,169	4.57%

Increase/(Decrease) in Fund Balance	(69,053)	0	0
Ending Fund Balance	448,405	510,772	448,405
Plant Fund Balance (if applicable)	564,576	406,100	140,658
E&G Fund Balance (if applicable)			183,954

FY18 revenue exceeded budget by \$766K, primarily due to the effect of student enrollment higher than budgeted. This allowed an additional \$428K to be transferred to the plant fund

