In September of 2006, I accepted the position of Associate Vice President for Campus Safety and Security and Director of Parking and Transportation Services. In this capacity, I assumed responsibility for Parking and Transportation Services, the University of Texas Police Department, Environmental Health and Safety, Fire Prevention Services, and Campus Emergency Preparedness. Since the fateful day of September 11, 2001, the university has aimed to improve coordination and facilitation of emergency planning and align university responders. As I adopted these functions, Bobby Stone has supervised day-to-day operations as the Associate Director of Parking and Transportation Services. I remain deeply involved in the long-range planning of the university parking and transportation system. I have complete confidence in Bobby Stone and the PTS staff to continue a high level of professionalism and focus on customer service.

Gerald Harkins, Ed.D
Associate Vice President
Campus Safety and Security
There were many changes for Parking and Transportation Services (PTS) during the 2005-2006 academic year (AY 05/06). The department began to report on a regular basis to Associate Vice President Gerald Harkins, Ed. D. through the Campus Safety and Security (CSS) unit of Employee and Campus Services (ECS). This enabled the department to develop much better coordination with the University Police Department, the office of Campus Safety and Security, Fire Prevention Services, and Environmental Health and Safety.

AY 05/06 marked the first full year PTS had an events manager, Linsey Duett, and a shuttle/alternative transportation manager, Colleen Stoll. Charlie Smith continued to lead the enforcement staff, Jeri Baker managed surface operations, and John Garrett oversaw the seven parking garages.

With the departmental strategic plan as a guide, PTS was able to manage parking in the challenging environment of an intra-city landlocked institution, serving an average of 70,000 people per day. This was made possible through the cooperation and assistance of various departments across campus and a dedicated PTS staff.

It is with great pleasure that I present the fourth PTS Annual Report and it is my hope that the report will provide the campus and community better insight and understanding of our organization.

Bobby Stone

Associate Director
Parking and Transportation Services
Mission Statement

**Vision:** To be the national leader in creating the most efficient and respected campus-wide parking, transportation, and service programs.

**Purpose:** To promote policies that are customer focused, environmentally friendly, and economically sound that assist in providing campus access, mobility, and services that support the mission of the University.

**Core Values:**
- Communications
- Adaptability
- Professionalism
- Integrity
- Teamwork
# Office Locations & Hours of Operation

<table>
<thead>
<tr>
<th>Location</th>
<th>Cashier Hours</th>
<th>Office Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking &amp; Transportation Services (PTS) 1815 Trinity St.</td>
<td>Cashier Hours 7:45 a.m. - 4:45 p.m., M-F</td>
<td>Office Hours 8:00 a.m. - 5:00 p.m., M-F</td>
</tr>
<tr>
<td>Fleet Services Vehicle Maintenance Shop 1500 Manor Rd.</td>
<td>7:30 a.m. - 5:00 p.m., M-F</td>
<td>7:30 a.m. - 4:00 p.m., M-F</td>
</tr>
<tr>
<td>Brazos Garage (BRG) 210 E. MLK Blvd.</td>
<td>Operational Hours 24 hours, 7 days/week</td>
<td>Office Hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td>Manor Garage (MAG) 2017 Robert Dedman Dr.</td>
<td>Operational Hours 6:00 a.m. - 11:00 p.m., M-Sat</td>
<td>Office Hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td>San Antonio Garage (SAG) 2420 San Antonio St.</td>
<td>Operational Hours 6:00 a.m. - midnight, 7 days/week</td>
<td>Office Hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td>San Jacinto Garage (SJG) 2401 San Jacinto Blvd.</td>
<td>Operational Hours 6:00 a.m. - 10:30 p.m., M-F</td>
<td>Office Hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td>Speedway Garage (SWG) 105 E. 27th St.</td>
<td>Operational Hours 6:00 a.m. - 11:00 p.m., M-F</td>
<td>Office Hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td>Trinity Garage (TRG) 1815 Trinity St.</td>
<td>Operational Hours 6:00 a.m. - 11:00 p.m., M-F</td>
<td>Office Hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td>27th Street Garage (TSG) 109 W. 27th St.</td>
<td>Operational Hours 6:00 a.m. - 11:00 p.m., M-F</td>
<td>Office Hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td>Vending Services 1815 Trinity St.</td>
<td>Office Hours 8:00 a.m. - 5:00 p.m., M-F</td>
<td></td>
</tr>
</tbody>
</table>
Goal 1: Expand parking, transportation, and service programs for the university community that are of the highest quality, effective, and efficient.

Objective 1.1: Offer high quality parking services.

**Task 1.1.1** Maintain fair, consistent, and reasonably priced parking.

**Metrics:**
- Implement a periodic customer service satisfaction survey.
- Maintain statistics to complete a comparative analysis report using the *Numbers That Count*.
- Establish a UT Benchmark for occupancy rate of all campus parking resources for both the school year and summer.
- Develop and implement a benchmark parking services survey with peer institutions.

**Task 1.1.2** Assure accessible parking for those with disabilities.

**Metrics:**
- Develop and implement a periodic customer service satisfaction survey for those with disabilities into our existing surveys.
- Implement the UT ADA Event Parking Policy.
- Continue to review the number of ADA designated spaces on campus to ensure compliance with federal standards by using the parking inventory in the *Numbers That Count*.
- Benchmark with peer institutions.

**Task 1.1.3** Continue to creatively address the needs of special event parking and construction projects on campus.

**Metrics:**
- Develop and implement an independent event customer satisfaction survey.
- Evaluate the construction project process and refine as needed.
- Continue to utilize enhanced communications to ensure campus awareness of special events and construction disruptions.
• Develop a system to track notices and implement into the Event Section of the Numbers That Count.
• Develop and track a standard of attendance of all events via Numbers That Count.
• Develop UT standards for event operations.
• Develop a benchmark with peer institutions on event parking.

Objective 1.2: Enhance the university alternative transportation programs.

Task 1.2.1 Improve efficiency of the university shuttle system.
Metrics: • Allocate shuttle hours to meet any changes in ridership demand.
• Continue to track shuttle statistics in the Numbers That Count to determine changes and needs.
• Conduct, analyze, and publish an executive summary for the periodic shuttle bus satisfaction survey and present an action plan based on the survey results.

Task 1.2.2 Expand amenities for the university shuttle system.
Metric: • Install and test solar lighting for at least one UT shuttle shelter.

Task 1.2.3 Increase ridership on Capital Metro mainline routes (including the E-bus) to 2,000 passengers.
Metrics: • Track faculty, staff, and student ridership monthly on mainline services using UT ID ISO numbers in the Numbers That Count reports.
• Market the faculty/staff “Fare Free” program via the Web, advertisements, and informational e-mails, and track their distribution annually.
• Conduct, analyze, and publish the periodic faculty/staff Capital Metro satisfaction survey and provide an executive summary to Capital Metro with suggested service changes that would increase ridership and/or satisfaction.
• Establish a benchmark of daily, weekly, and monthly ridership numbers.

**Task 1.2.4** Promote, expand, and survey the UT Share, vanpool, carpool, bicycle, pedestrian, Texas Express, and event transportation programs.

**Metrics:**
• Increase carpool program incentives.
• Track and evaluate vanpool program participation monthly using *Numbers That Count*.
• Track and evaluate carpool program participation monthly using *Numbers That Count*.
• Track and evaluate Texas Express ridership monthly using *Numbers That Count*.
• Implement a *Numbers That Count* graph to track Share Pass usage to assist in expanding the program.
• Register a total of 2,250 bicycles with PTS and track in *Numbers That Count*.
• Implement the UT Bike Hub.
• Develop, conduct, analyze, and publish a bicycle customer satisfaction survey.
• Benchmark use of event transportation services.
• Benchmark UT Bicycle Program with peer institutions.

**Objective 1.3:** Ensure that all facilities, programs, and services are safe and well maintained.

**Task 1.3.1** Continue with the preventative maintenance programs for the garages and lots which include annual physical inspections.

**Metrics:**
• Inspect all garages and lots monthly and submit a monthly condition assessment report.
• Work with engineers to continue the annual survey of a garage and make repairs as needed.
• Report garage and lot inspections annually and conduct follow-up inspections to ensure safety and usability of facilities and equipment.
Objective 1.4: Maintain consistent parking enforcement on campus to write valid citations.

Task 1.4.1 Monitor, coach, and supervise PEAs to ensure they issue valid citations.

Metrics: 
- Use digital cameras to provide documentation of offense.
- Implement and improve plan to increase PEA circulation in all surface lots.
- Administer an annual regulation “Certification” exam.
- Develop benchmarks for citation reviews using Numbers That Count.
- Establish a benchmark percentage for “valid tickets” and track via Numbers That Count.
- Benchmark with peer institutions.

Task 1.4.2 Maintain, improve, and publicize the Longhorn Auto Assistance Program.

Metrics: 
- Promote program in the university community.
- Survey faculty, staff, and students for suggestions to improve or expand services.
- Continue to track statistics and create a benchmark via Numbers That Count.

Objective 1.5: Increase effectiveness of and expand vending operations.

Task 1.5.1 Work with vendors to maintain state-of-the-art machines, services, and product variety.

Metrics: 
- Expand and evaluate a periodic vending survey.
- Improve machine inventory procedures by tracking inventory statistics via Numbers That Count.
- Develop and implement a vending problem response system.
- Add new banks of vending machines.
Goal 1: Develop and benchmark a vending position manual. Benchmark with other institutions on how they interact with their vendors.

Goal 2: Provide accurate accountability and compliance for all resources and services of the department.

Objective 2.1: Ensure that the PTS financial system is fiscally sound.

Task 2.1.1 Prepare and execute a balanced budget.
Metrics: • Maintain operating costs at or below budgeted figures and track using Numbers That Count.
• Conduct monthly review of budget analysis using Numbers That Count and reconciliation reports.
• Maintain a financial and statistical reporting system across facilities, systems, and programs and document in Numbers That Count.
• Review reports from all garages on revenue control and access and track via Numbers That Count.
• Review reports from PowerPark to assure revenue control and track via Numbers That Count.

Task 2.1.2 Ensure that proper revenue control procedures are followed.
Metrics: • Cooperate with any audits by University Accounting on a regular basis.
• Request a periodic audit from University Accounting.
• Conduct periodic departmental audit of cash drawers.
• Conduct periodic departmental audit of permit sales.
• Benchmark with peer institutions.

Goal 3: Implement the parking and transportation aspects of the University Master Plan and Transportation Study.
Objective 3.1: Increase the number of parking garages to accommodate for lost surface spaces.

Task 3.1.1 Investigate and identify possible parking garage sites and establish agreements with all involved parties.

Metrics:
- Obtain approval for the project.
- Place on Capital Projects Program.
- Develop financial plan.

Task 3.1.2 Work with university agencies to have the parking facilities built.

Metrics:
- Select architects and builders.
- Monitor construction.
- Gain final acceptance of the structure.

Objective 3.2: Study intra-campus shuttle and delivery service.

Task 3.2.1 Study an on-demand transportation system for staff and faculty.

Metrics:
- Survey staff, faculty, and students for needs and efficiencies.
- Benchmark with peer institutions.

Task 3.2.2 Study an access van system for persons with disabilities.

Metrics:
- Survey staff, faculty, and students for needs and efficiencies.
- Benchmark with peer institutions.

Task 3.2.3 Study an evening point-to-point student van system within ½ mile of campus.

Metrics:
- Survey staff, faculty, and students for needs and efficiencies.
- Benchmark with peer institutions.

Task 3.2.4 Study a package and message courier delivery system for the campus.

Metrics:
- Survey staff, faculty, and students for needs and efficiencies.
- Benchmark with peer institutions.
Objective 3.3: Implement the parking and transportation elements of the university campus wayfinding system.

Task 3.3.1 Install wayfinding signage related to parking garages.
Metric: • Implement by January 2006.

Task 3.3.2 Develop a wayfinding sign maintenance program.
Metrics: • Inspect all university regulatory signs annually for serviceability.
• Develop a PTS sign book with all sign types, wording, and locations.

Objective 3.4: Establish a comprehensive University Fleet Management Office and motor pool.

Task 3.4.1 Develop a plan for the smooth transfer of supervision of the automotive shop to the Fleet Management Office.
Metric: • Work with Physical Plant to address all issues and concerns.
• Satisfy the administrative requirements.

Task 3.4.2 Establish a fully functioning university motor pool.
Metrics: • Develop a communications plan.
• Select and develop a physical site for the university motor pool.

Task 3.4.3 Study and develop a UT vehicle ownership and life-cycle plan.
Metrics: • Make recommendations for leasing or buying vehicles and determine the optimum time to keep them by assignment and class.
• Track vehicle statistics via Numbers That Count.
• Comply with state reporting requirements.

Task 3.4.4 Evaluate the need for new fleet management software.
Metric: • Determine needs and make recommendations based on in-sourcing or out-sourcing directions.
Goal 4: Strengthen the communication methods regarding programs and policies for parking, transportation, and services.

Objective 4.1: Increase effectiveness of current communication systems to deliver information on departmental programs and services.

Task 4.1.1 Expand Web communication.
Metrics: • Track and evaluate the number of external hits on the PTS Web site via Numbers That Count.
• Track and evaluate the number of permits purchased and citations paid on the Web via Numbers That Count.

Task 4.1.2 Improve publications to better communicate services, programs, special events, and changes therein via: the PTS Annual Report, brochures, Parking and Traffic Rules and Regulations, Numbers that Count, and the PTS Permit Manual.
Metrics: • Track distribution of printed materials via Numbers That Count.
• Conduct, analyze, and publish survey questions in regards to published materials.

Task 4.1.3 Enhance the departmental outreach program that interfaces with the following:
• Departmental e-mails
• Orientations (new and potential students, faculty, and staff)
• Sessions that provide information and gain feedback to a variety of university forums
• Closed circuit TVs/monitors in campus buildings
• Consent to interviews
Metrics: • Track and maintain a database of departmental e-mails via Numbers That Count.
• Maintain a database of orientation sessions, university forums, and presenters.
• Maintain a database of CCTV(s) and informational monitors in University colleges and buildings.
• Maintain copies of related news articles.

**Task 4.1.4** Improve communication methods regarding changes or disruptions to campus traffic, parking, transportation and services.

**Metrics:**
• Establish benchmarks.
• Evaluate customer survey responses to assure effectiveness in communications.

**Goal 5:** Continue developing leadership, management, diversity, and customer service skills within the department.

**Objective 5.1:** Promote and cultivate leadership within the department.

**Task 5.1.1** Provide leadership training opportunities and evaluate leadership development.

**Metrics:**
• On an annual basis, require each manager and supervisor to attend at least one university leadership development class.
• All managers and supervisors participate in a minimum of two departmental leadership “brown bag” sessions.
• Leadership skill level and potential will be commented on during annual review, as noted in the individuals’ PTS Electronic Employee File (EEF).

**Objective 5.2:** Provide advanced training opportunities for PTS employees.

**Task 5.2.1** Require annual customer service, communication, or interpersonal skill training courses.

**Metrics:**
• Record attendance in these courses annually.
• Evaluate customer survey responses to assure effectiveness in customer service.
• Each employee will take at least one customer service, communications, or interpersonal skills class annually.
• Evaluate individual customer service development in the PTS Electronic Employee File (EEF).

Objective 5.3: **Continue to foster and develop diversity within the department through sensitivity in hiring, training, and employee development.**

Task 5.3.1 **Emphasize the value of diversity within the department.**

**Metrics:**
• On an annual basis, require each manager and supervisor to attend at least one university diversity development class.
• Each employee will take at least one diversity class annually.
• PTS will work on developing a diversity training session for the entire staff.
• Identify staff members currently employed who can be mentored and given opportunities for leadership development.
• Develop and monitor a system of recruitment that ensures a diverse applicant pool.

Objective 5.4: **Implement a cross-training program to provide depth in our department and employees. Continue to realign our “Position Manuals” to reflect current policies and procedures for all positions.**

Task 5.4.1 **Establish training tools to allow the department to be more productive.**

**Metrics:**
• Develop and use “Position Manuals” for each staff member.
• Conduct an internal review of PTS “Position Manuals” through the cross-training program.
• Conduct a peer review of PTS “Position Manuals” with a sister institution, another UT department, or another position within PTS.
• Position Manuals will be reviewed by director annually.
PTS revenue consists of permits, daily parking, citations, meters, and miscellaneous revenue. Parking permits are sold for the campus surface lots and seven parking garages. Daily parking is non-permit parking for UT’s seven parking garages. Citations are revenues collected due to parking violations. Meter revenue is derived from the orange meters found throughout UT’s main campus. Miscellaneous revenue is revenue from a private parking lot and replacement permit sales.

PTS expenses consist of operating and capital expenses, salaries/benefits, an administrative charge, debt service, and transfers to reserves. Operating expenses are surmised as expenses related to daily operations, while capital expenses are classified as furniture and equipment. Salaries, wages, and benefits is the total compensation package for full-time and part-time employees. Administrative charge is the cost of doing business at the university. Debt service is the cost of long-term debt resulting from the construction of parking garages. Transfer to reserves is a portion of revenue set aside for contingent liabilities.
Offer high quality parking services.
- 2005/2006 PTS Strategic Plan Objective
Parking

To reach the vision of being the national leader in campus parking, transportation, and services, PTS is committed to providing parking options for the entire university community, including faculty, staff, students, and all visitors to campus. The continued growth of the university community and the development of new buildings in a land-locked campus have repeatedly reduced available space for parking lots. The surface parking that remains requires the careful regulation of all available spaces by PTS.

At the close of AY 05/06, 14,750 parking spaces were located on the main campus.

The department of PTS does not receive state or university funding for the continuation of its operation, which included a total of 83 permanent employees and 74 student employees throughout AY 05/06. As a self-funded department, PTS relies on customers to help fund the services provided. Thus, revenue must be generated to cover all operating expenses including; equipment and supplies, personnel, utility and fuel costs, and maintenance expenses due to the building of new facilities and resurfacing/restriping lots. Tight fiscal controls over the operation of the department are critical to ensure that all PTS stakeholders are content with management and departmental efficiency.

PTS maintains a parking inventory of approximately 15,000 spaces, which has remained relatively consistent in the past four years. In AY 05/06, main campus parking inventory consisted of 7,862 surface lot spaces and 6,917 garage spaces. The net loss of 232 spaces occurred in surface lots, primarily Lot 15 on University Avenue, Lot 117 off of Comal Street, and Lot 11 on Speedway near Jester Center. In May of 2006, construction began for the Executive Education and Conference Center, effectively replacing Lot 92.
As parking is limited, PTS employs the use of parking permits, which must be displayed from all vehicles, for the use of the majority of spaces on campus. With a variety of permits, PTS is able to handle the varying needs of the university community, including faculty, staff, students, and visitors. In AY 05/06, PTS sold 15,114 student permits, 12,105 faculty/staff permits, and 10,880 departmental and short-term parking permits.
In 1981, Debbie Pardo started working for PTS as an impounds officer. Today, Debbie handles vehicle impounds on the university campus, as well as all contact with the DMV and rental companies. For over 20 years, Debbie has been dedicated to providing quality customer service, and enjoys working for PTS.

In addition to permit parking, PTS provides other options such as daily parking, available in all 7 PTS garages, and short-term parking at over 50 meters located throughout campus. By balancing the needs of the entire university community, PTS provides the most viable parking options for its customers. In AY 05/06, PTS collected $79,233 in meter revenue.

As the size of campus grows, the need for garage parking becomes increasingly important. PTS owns, operates, and maintains seven parking garages located around the periphery of the main campus to accommodate the parking needs of the university community. PTS employs 23 full- and part-time employees and 27 student employees to tend to the operation of the garage facilities that vary in size from 700 to 1,550 spaces. All seven garages operate as central pay facilities, requiring no cashiers at the exit gates. Upon entering the garage, a customer pulls

<table>
<thead>
<tr>
<th>DURATION</th>
<th>COST</th>
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<tbody>
<tr>
<td>0 - 30 minutes</td>
<td>No Charge</td>
</tr>
<tr>
<td>31 - 59 minutes</td>
<td>$2</td>
</tr>
<tr>
<td>1 hour - 1 hour and 30 minutes</td>
<td>$4</td>
</tr>
<tr>
<td>1 hour and 31 minutes - 2 hours</td>
<td>$6</td>
</tr>
<tr>
<td>over 2 hours</td>
<td>$8</td>
</tr>
<tr>
<td>Evening Rate* (for tickets pulled after 5:45 p.m. until closing)</td>
<td>$3</td>
</tr>
</tbody>
</table>

*Additional fees may be charged for events
a ticket, which is paid for at a centralized office within the facility before exiting the garage. Central paystations are also located in strategic locations of the garages to offer multiple convenient payment locations. The central pay system reduces the length of time spent queuing at the exits and allows for more efficient operations, as cashiers are not required for each exiting lane. The central offices also allow the garages to offer expanded PTS services such as boot and citation payments and permit sales. In AY 05/06, PTS collected $2,714,506 in daily garage parking revenue.

PTS is committed to providing the best possible service and customer experience for garage patrons. In AY 05/06, PTS began implementing a plan to improve signage on all seven garages. The Wayfinding Committee, in conjunction with Cloud Gehshan and Associates, proposed and approved new designs for campus signage. Coinciding with the Blanton Museum project, PTS installed two identifier signs above each entrance and exit at the Brazos Garage, as well as a stand-alone sign with an integrated electronic message board. Signage for the remaining six garages will be installed within the coming year.
To provide parking options for university guests, PTS works closely with university departments on campus. Departmental parking options offer flexible and affordable alternatives for those departments wishing to pay for their guests’ short-term parking. The majority of departmental visitors to campus are directed to the seven garages. Departments may employ clamshell validators, whereby the visitor’s entry ticket is processed on site at the department’s venue. This system provides the visitor the ability to go directly to the exit gate, insert the processed ticket, and leave. Similarly, some departments employ event cards, which allow the visitor to swipe a paper access card for direct garage entry or exit. This system is beneficial when a department is sending materials to

During AY 05/06, 11,560 visitor permits/validations were issued for departmental use.

participants prior to an event, allowing the access card to be included. Other departmental options include scratch-off permits for surface parking, and department-issued dashboard permits for specific spaces or loading zones. In AY 05/06, PTS had 3,770 departmental guests in the garages and sold 7,790 scratch-off permits at a rate of $2 each.

Parking is a highly valued and limited resource on campus that PTS is committed to protecting through the enforcement of rules and regulations. In AY 05/06, 59,304 citations were issued. Of that total, 80% were paid and 17% were appealed. To ensure a fair feedback process, PTS uses a
Margaret Rogers is the PTS appeals officer. For 11 years, Margaret has approached the challenging task of appeals with fairness and consideration. Her job has taught her computer skills, multitasking, and patience. Margaret’s attitude and dedication towards her job is an example of why PTS programs are successful.

Two-tiered appeal review. Aside from the obvious benefit of allowing a customer the opportunity to challenge a citation felt to be unfair, the appeal review process also gives the department an opportunity to evaluate and modify signage and information on campus based on that feedback.

Citations can be appealed within 12 days of the issuance of the citation. PTS allows an appeal to be submitted in various forms, including e-mail, fax, US mail, the PTS Web site, or an office appointment. Once an appeal is received by the department, the appeals team catalogs it in the PTS database and reviews the request. Upon review, the appeals officer makes the decision to either uphold the citation, reduce the fine due, reduce the citation to a warning, or void the citation. An upheld citation is one deemed valid by the appeals officer with the original
Parking

fine due. While citations reduced in fine and to warnings are also deemed valid, those voided are found to be invalid and thus, the fine is removed from the appellant’s record.

If the appellant is dissatisfied with the answer from the appeals officer, the citation can be sent for a second review by the appeals panel. The panel is made up of faculty, staff, and students who are not affiliated with PTS. In order to request a citation to go to the appeals panel, the appellant must first pay the fine due, which acts as a bond while the appeals panel reviews the file. The review by the appeals panel is electronic and no in-person appeals are heard.

**During AY 05/06, PTS was able to maintain balanced lot utilization while permit sales and daily parking increased.**

The panel can uphold the decision of the appeals officer, reduce the fine due for the citation, or dismiss the citation. Once the panel has finished the process, the appellant is informed of the decision. If the panel has reduced or dismissed the citation, the appellant receives a refund for the bond.

PTS parking programs proved to be successful during the AY 05/06 term, with increases in permit sales and daily parking. Additionally, through efficient space management, PTS was able to maintain balanced lot utilization. Parking will always present challenges based on the university population and the geographic boundaries that limit space. Using the feedback gained from the appeals process and customer comments, PTS strives to meet the needs of the community as part of a commitment to being the national leader in all aspects of campus parking.
In addition to providing parking solutions to the university community, PTS manages official university event parking operations. The PTS goal to provide the most equitable parking solutions available requires detailed attention to balancing the conflicting needs of multiple parties. Event parking depends on cooperation across the department, coordinated by the special events manager and one full-time event supervisor dedicated to the planning and scheduling of event staff.

**In AY 05/06, event staff consisted of 39 students and 4 full-time and part-time employees.**

Special Events Revenue Comparison

When a UT department requires particular surface parking for an event, a request is made to the special events manager. For closures affecting faculty/staff general surface parking, the event staff prepares signs, which are placed one week prior to the event start date. Signs are placed along the affected streets or lots to alert patrons to parking restrictions for the upcoming event. PTS sends e-mail notifications to the university community with additional information regarding any relocation or parking restriction that will be in effect.
Continue to creatively address the needs of special event parking and construction projects on campus.

- 2005/2006 PTS Strategic Plan Task
Each fall semester, thousands of UT fans come from all over Texas to cheer on the Longhorn Football Team at the DKR Texas Memorial Stadium. For these large-scale events, many of the surface lots and garages are reserved, while others are operated as general admission pay lots. The pay lots are staffed four to five hours before kickoff and the cost per space, ranging from $5 to $10 of each lot, is dependent on the location. Parking for anyone with a UT permit is available at no charge.

**UT Football Pay Lot Revenue Comparison**

![Graph showing revenue comparison between AY 04/05 and AY 05/06.]

**Employees of PTS**

Ina Savage has been working for PTS for four years. As one of her many duties, Ina is in charge of the preparation of all special event signs to be distributed across campus. Thanks to her diligence and attention to detail, the special event parking signs have been a huge success. Ina enjoys this responsibility of her job because it is a fun, hands-on experience.

*Ina Savage
Administrative Assistant*
in any of the general admission pay lots, in surface spaces west of Speedway, and the San Antonio, Speedway, and 27th Street garages so those coming to campus for any reason will have parking available.

In addition to surface parking, PTS garages provide essential parking options for events of larger magnitude that occur on and around campus. PTS actively sought out and offered service for events such as Erwin Center concerts, Bass Concert Hall performances, and various sporting events throughout the year.

Although many UT events recur annually, the number of events gradually increases with each passing year. Parking is always the first and last experience a guest receives when coming to the university. PTS strives to make a great first and last impression on visitors and will continue to balance the needs of everyone involved to ensure that events run smoothly.
Maintain consistent parking enforcement on campus to write valid citations.

- 2005/2006 PTS Strategic Plan Objective
Of its many functions, including providing assistance to event parking staff, PTS enforcement primarily serves as campus patrol to protect the parking spaces paid for by UT permit holders. Enforcement focuses on providing customer friendly service, and consistent surface lot and street patrol coverage. This section of PTS operates 3 shifts per day, 7 days a week, with the exception of observed university holidays, and has a staff consisting of 30 full-time and 8 student employees.

During each shift, parking enforcement attendants, or PEAs, patrol assigned districts of campus and have constant radio contact with each other and the University Police Department (UTPD) dispatch. Shift responsibilities include: patrolling for parking violations, monitoring proper loading zone and surface lot utilization, and checking violators’ license plates for multiple offenses. PEAs issue citations for all parking violations and place immobilization devices known as boots on vehicles registered on the multiple-offender list. Violators may be registered as multiple offenders if one of the following conditions apply: the violator has four or more billed and unpaid parking citations; the violator has a billed and unpaid citation dated over 120 days prior; the violator displays a lost, stolen,
In AY 05/06, 722 vehicles were booted, producing a total revenue of $22,770.

or altered parking permit. To evaluate and maintain the coverage consistency, supervisors and managers compile monthly citation and appeal statistics for each PEA.

The PTS enforcement division is proud to operate a beneficial program aimed at helping the campus community, called Longhorn Auto Assistance Program, or LAAP. LAAP provides assistance on dead batteries and locked keys free of charge. Any individual parked on UT campus may contact UTPD dispatch at 471-4441, and the LAAP truck will render assistance promptly. In AY 05/06, over 1,200 requests for assistance were answered by LAAP all across campus.

Enforcement guards staff the eight main campus kiosks and two J.J. Pickle Research campus kiosks, essentially acting as the gateway to the university community. Kiosk guards provide information, maps, and assistance on parking locations and campus destinations, as well as aid guests with disabilities in finding parking solutions in the vicinity of
In AY 05/06, 450 key assists and 795 battery assists were performed for the campus community.

As the face of campus changes in upcoming years, the need to monitor campus parking for customers and visitors will become increasingly important. PTS is committed to this task while providing friendly customer service. Additionally, PTS has initiated steps to increase the awareness of the LAAP program, in an effort to increase this valuable aid to the university community.

Employees of PTS

In 1997, Abe Vasquez started working for the UT community as a UTPD Guard. In 2003, he became a PTS parking enforcement guard, which involves training new PEAs, creating a training manual, and supervising kiosk guards. In AY 05/06, he assumed the title of special events supervisor in addition to his daily responsibilities. Abe says, “I enjoy working for PTS because everyday is a new adventure.”

Abe Vasquez
Enforcement Guard
Senior Supervisor
Results of the 2006 Parking Services Survey indicate that 81% of those surveyed agree or strongly agree that the parking lots are clean and in good repair.

Although protecting parking spaces is a high priority, PTS is equally concerned with the physical state of surface lots and garages. In an effort to provide safe and well-maintained facilities, PTS incorporates an in-house maintenance staff. The PTS maintenance performs general garage and lot maintenance daily to ensure these areas are in good repair. PTS maintenance includes 1 supervisor and 8 staff members to maintain over 50 surface lots and 7 PTS garages, as well as the Etter-Harbin Alumni Center garage and the Jesse H. Jones Communication Center garage, which were recent additions to the maintenance cleaning schedule.

PTS maintains a cleaning schedule for all surface lots and parking areas. PTS maintenance can repair small potholes but general surface lot maintenance, such as resurfacing and striping, is handled via a bid process each summer. PTS has an annual lot resurface plan that rotates all surface lots through a schedule, ensuring they all remain in good condition.

Resurfaced Lot #40
Ensure that all facilities, programs, and services are safe and are well maintained.

- 2005/2006 PTS Strategic Plan Objective
In addition to the daily surface lot cleaning schedule, the maintenance team performs other parking and transportation related functions. In AY 05/06, PTS installed over 60 signs and 40 poles around the main campus, requiring over 40 bags of cement. Maintenance is also responsible for the painting and touch-up of curbs, parking lines, and crosswalks, which required over 400 gallons of paint for the 2006 spring commencement. Additionally, maintenance assisted with more than 100 bicycle lock cuts for students who lost their keys or for abandoned and impounded bicycles.

Results of the 2006 Garage Services Survey indicate that 95% of those surveyed agree or strongly agree that the appearance and condition of the garage they park in most is clean and in good repair.

General garage-related maintenance includes the following services in addition to routine cleaning: building and painting of wood gate arms, and painting bollards, fire plugs, and trash cans. In AY 05/06, Facilities Services constructed two closets for the central air and heating systems of the San Antonio Garage, successfully upgrading the maintenance area.
As part of the annual preventative maintenance plan, the 27th Street Garage and the San Antonio Garage underwent functionality and structural assessments by separate engineering firms to discern the areas where improvements were necessary. Based on those results, the 27th Street Garage is slated to have additional drains installed in an effort to eliminate water pooling. The San Antonio Garage is scheduled to address and correct issues in an upcoming construction project.

The maintenance team saves PTS thousands of dollars each year by providing in-house maintenance services. Regularly, the staff changes lights, moves and assembles furniture, and completes general repairs in both the main and garage offices.

As PTS is committed to quality, the maintenance team will continue to provide quality repair, ensuring a safe parking environment on campus.

Employees of PTS

Charles Banks supervises the maintenance crew for the garages and surface parking lots. His 20 years of UT service include striping lots, painting curbs, installing parking and street signs, air-conditioning, electrical, framing and building. His outstanding leadership skills, dependability, and attention to PTS maintenance supports clean, well maintained surface lots and garages.

Charles Banks
Maintenance Supervisor
Improve efficiency of the University shuttle system.

- 2005/2006 PTS Strategic Plan Task
The UT shuttle bus system is a vital component to PTS. Transportation, in general, showed substantial increases in the cost of operation based primarily on the rising cost of fuel. Committed to holding the line on significant increases to students fees, PTS teamed with the UT Shuttle Bus Committee and Capital Metro to analyze possible route and schedule improvements. The results indicated that changes could be made to the overall route structure that would allow for better efficiency without sacrificing the quality of the service offered. Nearly 15,000 hours of service were eliminated, which allowed PTS to remain within the shuttle budget approved by the Student Fee Committee. While substantial hours were cut from service, consolidation and restructuring of routes ensured that all previous areas and stops continued to be served. This consolidation of hours allowed PTS to keep shuttle service hours during times of peak ridership.

Route improvements are made with a careful eye toward maintaining customer satisfaction. In the spring of 2006, PTS and Capital Metro conducted the sixth annual

In AY 05/06, UT shuttles had an annual ridership of 6,330,306.

In AY 05/06, the UT shuttle system included 1 inter-campus, 12 radial, and 3 circulator routes.
According to the 2006 Shuttle Bus Satisfaction Survey:

* 87% of those surveyed ranked the safety of the bus operations as good or excellent

* 81% of those surveyed ranked the bus driver’s behavior and courtesy as good or excellent

* 83% of those surveyed ranked the cleanliness and condition of the bus as good or excellent

* 71% of those surveyed ranked the availability of shuttle service information as good or excellent

* 76% of those surveyed ranked the availability of seats as good or excellent
Shuttle Bus Satisfaction Survey. The survey was designed to evaluate overall satisfaction, gather responses to the changes made to shuttle service, and solicit passengers’ future needs. Over two-thirds of those surveyed agreed that the operation of the UT shuttle buses was safe, drivers were courteous and well behaved, the buses were clean, information about the service was available, seats were available, and the correct destinations were served.

In addition to the UT shuttle system, PTS and Capital Metro teamed up to offer an alternative transportation option called the faculty/staff Fare-Free program. The program provides free Capital Metro mainline bus transportation to UT faculty and staff upon presenting a valid UT photo ID when boarding the bus. Capital Metro’s new fare box technology is able to accept UT ID cards as valid fare when swiped through the card reader. Using card reader data, PTS found an increase in the effectiveness of the faculty/staff Fare-Free program with active UT employee ridership increasing by 39% to 15,047 in AY 05/06.

As the university expands and changes into a predominantly pedestrian environment, the UT shuttle system will face new challenges. PTS will meet these challenges by aiding in efficiency increases of the shuttle bus system with each passing year.

Employees of PTS

Blanca Juarez joined PTS as a student worker. For over a year, she has held the position of Administrative Associate where two of her many responsibilities are processing Web CC’s, and cutting dashboards. Blanca enjoys working for PTS and says, “Working with PTS has allowed me to grow and become a better employee by providing me with the proper tools to take on new tasks.”
The transportation needs of the university community are becoming increasingly diverse as the campus slowly transforms into a large pedestrian-based community. A vital role of PTS is to design and implement services for customers who choose alternate forms of transportation. PTS accommodates this diversity with services including Texas Express, the Carpool and Vanpool programs, the E-bus, and Bike services.

In AY 05/06, Texas Express ridership increased 39% over the previous year. Discounted tickets of $25 to $35 (plus a ticketing fee) can be purchased online or over the phone through GetTix or at the University Co-op. During each semester, buses leave campus every Friday afternoon en route to two Houston destinations (northwest and downtown) and two Dallas destinations (Mockingbird and Richardson), returning to campus Sunday evenings. In AY 05/06, Texas Express ridership increased 39% over the previous year with an average of 57 Dallas passengers and 50 Houston passengers a week, and a total annual ridership of 3,708.
Promote, expand, and survey the UT Share, Vanpool, Carpool, Bicycle, Pedestrian, Texas Express, and Event Transportation programs.

- 2005/2006 PTS Strategic Plan Task
There were 60 carpool programs registered with PTS in AY 05/06. The Capital Metro-administered vanpool program, which is supported and promoted by PTS, provides a Capital Metro van for 5 to 12 people to share the ride to work. This economical mode of transportation, where each member (excluding the driver) pays $25 per month, includes gas, maintenance, insurance, and the van itself. Vanpools traveling to main campus, Pickle Research Campus, and the Microelectronics & Computer Technology Corporation Building are eligible for designated “preferred” parking spaces and 12 courtesy entrances to the parking garages. Additionally, in cases of emergency or medical illness, all vanpool members are enrolled in the guaranteed-ride-home program, which includes reimbursement for up to 4 taxi rides.

The environmentally friendly PTS carpool program offers benefits for those choosing to share the ride to work or school. These benefits, which include a 1 month reduction in permit price per rider (excluding the driver), 12 free garage entries per person, and enrollment in the guaranteed-ride-home program, are available to any 2 or more students, faculty, or staff that share a vehicle.

Austin’s entertainment district attracts many Austinites, including those from the university community, to its unique nightlife. Rather than driving personal vehicles to the vicinity, the E-bus, created in conjunction with Capital Metro, provides a shared and safe alternative ride from student living areas to this popular destination. With the use of a UT ID, students, faculty, and staff enjoy this service for free, Thursday through Saturday evenings from 8:30 p.m. to 3:30 a.m., while those without a UT ID pay only $0.50 each way. To offer a more accommodating and efficient E-bus service, PTS increased...
the number of E-bus routes by adding an additional route in AY 05/06 serving the main campus. The original west campus and Riverside routes endured minor changes to provide safer and more efficient bus stops. In AY 05/06, the E-bus had an annual ridership of 146,141, which was an increase of 2,251 riders from the previous year.

As vehicle space is limited on campus, the use of bicycles has become a popular and efficient mode of transportation for many in the university community. Bicycle permits, which are valid for four years, help identify stolen bicycles, act as a theft deterrent, and give cyclists a voice on campus. Due to the ease of the online registration process, the number of bicycles registered was more than 3,500 in AY 05/06. The bike hub project, funded by a grant through CAMPO and TXDOT, continued to move forward with the possibility for students to use bike pumps and check out locks from Trinity Garage. New bike racks were installed throughout campus and 56 bike lockers have been assembled in the parking garages around campus. These bike lockers will be available for rent to students, faculty, and staff in the coming academic year.

PTS alternative transportation programs, notably bicycle registration and Texas Express, proved to be significant successes in AY 05/06. As parking moves to the periphery of campus, PTS will continue to address issues involving the increased need for alternative transportation.

**Employees of PTS**

Jacob Johnson joined PTS as an student intern in 2003. Upon his return in 2006, Jacob assumed responsibilities concerning alternative transportation including the bike program, carpool/vanpool programs, and the shuttle program. Jacob's personal support for alternative transportation shows that PTS employees are committed to providing quality customer-minded programs.
Establish a comprehensive University Fleet Management Office and Motor Pool.

- 2005/2006 PTS Strategic Plan Objective
On September 1, 2001, the state of Texas implemented a fleet management program which called for the improvement of accounting and reporting procedures, as well as mandated the disposal of underused vehicles. Due to this state instituted program, UT created the office of Fleet Management whose main purpose was to create and implement a plan to maintain university vehicles and fleet procedures. As a division of PTS, Fleet Management is continually expanding their services, including providing customer service at the Manor Road Automotive Shop, managing the state fuel card program for the university, and providing 15-passenger van training.

### Annual Vehicle Cost per Mile

![Annual Vehicle Cost per Mile Chart]

- **Cost Type**
  - Maintenance & Repair
  - Fuel

- **Vehicle Categories**
  - Sport Utility
  - Bus (>28 psgr)
  - Sedan
  - Minivan
  - Police Patrol Sedans (8601-14999)
  - Van
  - Truck (<8601)
  - Truck (15000 - 26000)
  - Bus (<15 psgr)
  - Truck (>26000)
Employees of PTS

Initially hired by Fleet Management in May 2002, Mark Smyth became a PTS employee as Fleet Management merged with PTS. Mark handles service requests on fleet vehicles, as well as various administrative duties. Recently, due to his work on fuel management reports for government use, Mark was offered a chair on the evaluation committee for future fuel management. Mark is just one of many PTS employees dedicated to making a positive difference in the years to come.

Vital statistics comparing size, age, utilization, and running expenses of active fleet vehicles for the last two fiscal years

<table>
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<th>FY06</th>
<th>DIFF</th>
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<td>State Fleet Cap</td>
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<td>Number Vehicles Purchased</td>
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<td>Fuel Cost/Mile</td>
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In AY 05/06, the average age of fleet vehicles was 11 years.

Future fleet services under evaluation include an on-demand faculty/staff shuttle system and an additional shuttle service on the main campus for the disabled. Another program under consideration is a university-wide life cycle program that aims to reduce the age of the fleet, operating costs, dependence on foreign oil, and overall emissions by taking advantage of newer technologies. Fleet management will continue to lead the way in developing innovative programs with high standards of excellence to better serve the university community.
PTS makes use of all available communication resources such as the internet, publications, and television in an effort to effectively inform the university community of available programs, policy changes, and parking disruptions. The growing demand for parking and transportation information is evident with the increase in PTS Web site visitation. In AY 05/06, the PTS Web site had nearly 2.2 million pageviews, marking a 25% increase over the previous year. As seen in the graph, pageviews increased significantly in every category of the PTS Web site. In addition, the Web site had an average of nearly 2,000 visitors per day, a considerable increase from 1,500 the previous year.

The PTS Web site, www.utexas.edu/parking, confirmed 2,198,242 pageviews in AY 05/06.
Increase effectiveness of current communications systems to deliver information on departmental programs and services.

- 2005/2006 PTS Strategic Plan Objective
In AY 05/06, PTS printed 68,000 brochures at a printing cost of $16,000 to the department.

PTS uses e-mail efficiently to send its most audience-specific form of communication. Through PowerPark queries, PTS generates lists of e-mail addresses specific to permit holders for a particular lot or garage. This allows e-mail notifications to be sent only to affected permit holders when their lot or garage has a parking disruption. For traffic or transportation disruptions that affect the entire community, PTS sends e-mail notifications to anyone affiliated with the university.
In AY 05/06, PTS sent 79 permit or audience-specific e-mails and 88 university-wide e-mails.

Another resource, the university television circuit, is employed to regularly run slides with information concerning parking announcements and alerts for individuals on campus. In AY 05/06, slides pertaining to sporting events, intersession parking, permit sales, and policy changes could be seen on university televisions throughout the campus.

Aside from the various communication tools and resources, PTS relies on personal interaction with the university community to accomplish many goals. Specifically, PTS is involved in a community outreach program as well as certain university committees. By attending orientations and marketplaces for new students, parents, athletes, and employees, PTS can accurately inform the entire community of the various parking and transportation options. PTS also lends its support to committees which serve as an advisory board for departmental budgeting, rules and regulations, and future projects. These committees function as the liaison between customer groups and university administration, effectively providing services that benefit both customers and the university.

Employees of PTS

In 2005, Gloria Collins was reappointed to electronic publications specialist, where she creates brochures, flyers, ads, and maps, in addition to the PTS Web site. Gloria says, “The great challenge we face is getting one of the largest student populations to and from campus daily. Challenges like this bring our department closer together and create a team environment at PTS.”

Gloria Collins
Electronic Publications Specialist
PTS is driven to continue organizational excellence by further developing leadership, management, and customer service skills and by providing opportunities for growth, innovation, and enrichment.

A large part of leadership development is focused on training. Training can be broken down into three major areas: specialized training for individual growth, technical training to advance the department’s resources, and leadership development for managers and supervisors. Training sessions consist of both formal classes presented by institutions of higher education as well as through industry-specific conferences attended by staff members.

In Ay 05/06, PTS employees had the following specialized training: creative problem solving and flexibility, communication, interpersonal skills, resolving conflicts, and teamwork.

In the past year, PTS had an increase in employees, most notably in the student worker category. As a result of this, PTS developed new orientation sessions to handle increased staff and to train them more effectively. The department switched to a new software system called Flex to track permits and citations. Classroom instructions were developed for all levels of employees in order to accommodate the change in software and the need to rapidly familiarize the staff with the new software. Specialized training for supervisors and managers were held in round table discussions with Lisa Rivera-Milne of Human Resource Services in employee counseling and interaction.
Continue developing leadership, management, diversity, and customer service skills within the department.

- 2005/2006 PTS Strategic Plan Goal
PTS employees had the following technical training: new Flex system, mainframe training, server/programmer licenses (Oracle, Java).

In accordance with the department’s ongoing commitment to employee development, PTS had two SLICE Award winners in AY 05/06. The SLICE Award is given to members of the Vice President for Employee and Campus Services portfolio who reflect service, leadership, innovation, creativity, and excellence in their daily work and actions. The PTS staff members who received this award were Abe Vasquez, enforcement supervisor, and Mark Smyth, fleet services specialist.

SLICE Award Winners
2006

Mark Smyth
Fleet Services Specialist

Abe Vasquez
Enforcement Supervisor
The department has committed to improve the quality of training and development functions in order to advance the goals of both the department and individuals working for the department. A new CD training library is being introduced this coming year as well as a leadership book reading by all benefited staff members.

PTS employees had the following leadership development: Managing @ UT, 4 Roles of Leadership, 7 Habits of Highly Effective People, 4 Disciplines of Execution, and Building Trust.
Work with vendors to maintain state-of-the-art machines, services, and product variety.

- 2005/2006 PTS Strategic Plan Objective
Vending services of PTS is responsible for managing the distribution of snacks and beverages to the university community. While PTS manages the business, the proceeds are disbursed through the university budget to fund numerous student organizations. With over 430 locations across campus, students, faculty, staff, and visitors consumed more than 1.2 million individual selections during AY 05/06. The use of a Microsoft Access database enabled vending services to reconcile four different commission reporting systems submitted by vendors, sometimes from remote corporate locations. The verification of these reports was accomplished through the continued sampling of factory-set registers of individual machines.

In AY 05/06, vending services reported a record-high total annual commission amounting to $367,000.

Vending services continually strives towards the achievement of exceptional customer service. With this in mind, vending services incorporates database technology which has effectively and drastically reduced the turn-around time on refund requests from six to eight weeks down to three to four days. This liberates time for personnel to contact customers via e-mail or telephone and address any issues, such as repair requests. In AY 05/06, the total amount of vendor reimbursed refunds amounted to $611 on 467 requests. Additionally, 619 repair requests were handled through the department.
Practical management of vending machines includes managing the amount of energy use. With this in mind, the university partnered with the City of Austin in 2004 to install more than 300 energy misers. Energy misers rely on motion detectors to minimize the operation of vending machine compressors to the actual time of consumer usage. The sensors accomplish this by permitting the machine compressors to cycle down during extended periods of inactivity. Initially, a simple Velcro device was used to attach each miser to the machines. Over the years, some of the installations had come loose, and in other cases, machines had been moved or replaced without having the energy misers reinstalled. This year, PTS collaborated with the UT Energy Task Force, which is comprised of UT engineering students, to compile a survey with the objective of identifying the machines with haphazard energy miser installations. Due to the
survey responses, PTS met with Facilities Services officials to construct a plan to upgrade the energy miser installations. Facilities Services has systematically upgraded many of the energy miser installations by mounting the misers on the wall using robust hardware fabricated by various zone maintenance shops. Proving to be a solution to both issues, the upgraded installations are both clean in appearance and independent of the movement of individual machines. The energy efficient misers alone have been calculated to produce a vital 25% reduction in energy, resulting in a significant reduction in energy costs to the university.

Vending services faces interesting challenges ahead. The snack and soft-drink industries represent a fully saturated market. Therefore, future revenue growth is dependant upon the number of retail outlets. Even as the number of buildings increases, the number of students and staff remain relatively stable, and thus, it is unreasonable to expect a continued double digit revenue expansion. The university will be seeking proposals that offer improved financial reporting, assistance with the recycling of containers, and help in devising new methods of product delivery. As the university evolves to a pedestrian-oriented campus, the use of large trucks will become increasingly difficult. Long-term vending planning will focus on finding innovative and efficient solutions for the delivery of materials to the campus. Beyond local concerns, it is hoped that the solutions found at the university can be used at other locations across the country, thereby fulfilling the departmental and university objective of innovation and leadership.
During AY 05/06, PTS provided high quality service through the continuation of strong programs, the refinement of procedures, and the constant development of new ideas to better serve the PTS customer base. The overall bottom line of the budget was met again, as permit sales and daily parking were major revenue sources. Garage parking was in high demand and despite the best efforts of the staff, the permit wait list continued to increase, notably in areas of north campus.

Event parking and coordination grew tremendously and the further development of event staff allowed PTS to absorb the increased demand with no loss in service to customers. Once again, the shuttles played a vital role in transporting a large number of faculty, staff, and students to campus and efficient operation provided much needed relief for parking across campus. Both enforcement and maintenance staff each showed tremendous dedication to their tasks, contributing to improved parking for all permit holders and visitors across campus. Vending services had a record-breaking year in commissions leading to an increase in funding for various projects and student initiatives across campus.

By continuing to follow a strong strategic plan and by remaining dedicated to the PTS vision, the way has been paved for success both today and into the future. With the continued loss of surface parking and the further development of garages, PTS faces many challenges. By virtue of a capable, well-trained, diverse staff, exceptional leadership from the Associate Vice President of CSS and the Vice President of ECS, PTS is prepared to meet the needs of the ECS portfolio and the campus as a whole.