I am pleased to introduce the third Annual Report of the Department of Parking and Transportation Services (PTS). Based on the departmental strategic plan, this report covers the PTS goals, tasks, objectives, and metrics and how they relate back to the day-to-day activities over the course of the last academic year. The department functions as a part of the Employee and Campus Services (ECS) portfolio under the supervision of the Vice President for Employee and Campus Services. Our intent is that our goals meld with those of ECS and the university so that we can better serve those who utilize our services.

The University of Texas at Austin (UT) is located in the heart of the city of Austin, Texas. We are a landlocked academic institution with limited parking options to serve an average of 70,000 people daily. The challenge to provide mobility and access for the campus is met by balancing supply and demand in an equitable manner in order to serve all those who use university facilities. PTS is an auxiliary service that is fully self-funded by fees charged for services rendered. For the 2004-2005 academic year (AY 04/05), PTS had 74 full-time and 49 part-time employees. PTS main offices are located in the Trinity Garage at 1815 Trinity, at the corner of Trinity and MLK, and in addition, each garage has its own office.

By providing mobility and access, PTS helps support the goals of teaching, research, and community service for the university. Through the core values of communication, adaptability, professionalism, integrity, and teamwork, PTS believes that it moved closer to its mission in AY 04/05. This Annual Report is intended to provide a better insight into our organization and to help guide you through each of our goals.

Bob Harkins, Ed.D.
Associate Vice President,
Campus Safety and Security
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
<table>
<thead>
<tr>
<th>Office Locations and Hours of Operation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Parking &amp; Transportation Services (PTS)</strong> 1815 Trinity</td>
</tr>
<tr>
<td>Cashier hours 7:45 a.m. - 4:45 p.m., M-F</td>
</tr>
<tr>
<td>Office hours 8:00 a.m. - 5:00 p.m., M-F</td>
</tr>
<tr>
<td><strong>Brazos Garage (BRG) 210 E. MLK Blvd.</strong></td>
</tr>
<tr>
<td>Operational hours 24 hours, 7 days/week</td>
</tr>
<tr>
<td>Office hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td><strong>Fleet Services Vehicle Maintenance Shop 1500 Manor Road</strong></td>
</tr>
<tr>
<td>Office hours 7:30 a.m. - 5:00 p.m., M-F</td>
</tr>
<tr>
<td>Shop hours 7:30 a.m. - 4:00 p.m., M-F</td>
</tr>
<tr>
<td><strong>Manor Garage (MAG) 2017 Robert Dedman Dr.</strong></td>
</tr>
<tr>
<td>Operational hours 6:00 a.m. - 11:00 p.m., M-Sat</td>
</tr>
<tr>
<td>Office hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td><strong>San Antonio Garage (SAG) 2420 San Antonio St.</strong></td>
</tr>
<tr>
<td>Operational hours 6:00 a.m. - midnight, 7 days/week</td>
</tr>
<tr>
<td>Office hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td><strong>San Jacinto Garage (SJG) 2401 San Jacinto Blvd.</strong></td>
</tr>
<tr>
<td>Operational hours 6:00 a.m. - 10:30 p.m., M-F</td>
</tr>
<tr>
<td>Office hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td><strong>Speedway Garage (SWG) 105 E. 27th St.</strong></td>
</tr>
<tr>
<td>Operational hours 6:00 a.m. - 11:00 p.m., M-F</td>
</tr>
<tr>
<td>Office hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td><strong>Trinity Garage (TRG) 1815 Trinity</strong></td>
</tr>
<tr>
<td>Operational hours 6:00 a.m. - 11:00 p.m., M-F</td>
</tr>
<tr>
<td>Office hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td><strong>27th Street Garage (TSG) 109 W. 27th St.</strong></td>
</tr>
<tr>
<td>Operational hours 6:00 a.m. - 11 p.m., M-F</td>
</tr>
<tr>
<td>Office hours 7:45 a.m. - 7:00 p.m., M-F</td>
</tr>
<tr>
<td><strong>Vending Services 1815 Trinity</strong></td>
</tr>
<tr>
<td>Office hours 8:00 a.m. - 5:00 p.m., M-F</td>
</tr>
</tbody>
</table>
**PTS Strategic Plan**

**Goal 1:** Develop campus parking and transportation services and programs for the university community that are of the highest quality, effective and efficient.

**Objective 1.1** Provide the highest quality parking services and programs to the campus.

**Task 1.1.1** Provide fair, consistent, and reasonably priced parking for the university community.

Metric:
- Develop and implement a staff and faculty customer service satisfaction survey for parking, shuttle, and all other services.
- 95% / 50% occupancy of parking spaces (school year / summer) on campus.
- Benchmark with peer institutions.

**Task 1.1.2** Provide parking for those with disabilities.

Metric:
- Develop and implement a staff and faculty customer service satisfaction survey for parking, shuttle, and all other services.
- Benchmark with peer institutions.

**Task 1.1.3** Provide parking for university sponsored special events.

Metric:
- Develop and implement a staff and faculty customer service satisfaction survey for parking, shuttle, and all other services.
- Benchmark with peer institutions.

**Objective 1.2** Improve the University of Texas transportation shuttle system.
Tasks 1.2.1  Improve shuttle efficiency and / or increase ridership on the University Shuttle System.

Metric:  
- Reduce or reallocate shuttle hours or cost by 10%.
- Survey rider satisfaction through the annual survey.
- Select a long term provider for the UT service.
- Add 5 new shuttle bus shelters to the UT System.
- Add lighting to new and current shuttle shelters as needed.
- Benchmark with peer institutions.

Objective 1.3  Reduce single occupant vehicles use by the commuting faculty, staff, and students, by encouraging the use of alternative transportation methods.

Task: 1.3.1  Increase Capital Metro mainline service ridership by faculty and staff to 2,000 daily.

Metric:  
- Obtain a valid count of faculty and staff ridership.
- Survey staff and faculty riders concerning customer satisfaction and safety.
- Benchmark with peer institutions.

Task: 1.3.2  Promote and develop the UT Share Vanpool and Carpool Program.

Metric:  
- Increase Van Pools by 10 vans.
- Increase Carpool program by 100%.
- Benchmark with peer institutions.

Task: 1.3.3  Write, publish and gain consensus for the UT Bicycle Program.
Objective 1.4

Ensure that all programs and services are safe, and are well maintained.

Task 1.3.4

Write, publish and gain consensus for the UT Share Pedestrian Mobility Program.

Metric:  

- Survey campus community to determine acceptance and effectiveness.
- Benchmark with peer institutions.

Task 1.4.1

Improve the University of Texas bicycles, pedestrians, and mass transit system.

Metric:  

- Survey bicyclists concerning safety and security.
- Publish and gain consensus for the UT Bicycle Safety Program and the Pedestrian Program.
- Add 40 new bike racks.
- Add 28 new bike lockers.
- Benchmark with peer institutions.

Task 1.4.2

Improve access and mobility to the University of Texas campus.

Metric:  

- Participate in planning of construction and renovation projects throughout campus.
- Develop and implement a staff and faculty customer service satisfaction survey for those with disabilities.
- Benchmark with peer institutions.

Task 1.4.3

Develop preventative maintenance program for garages and lots that includes an annual preventative maintenance plan for all garages and annual physical inspections of all garages and lots.
Task 1.4.4 Increase customer perception of lot and garage safety by improving:

- Emergency phones
- Security patrols in lots and garages.
- Access control in lots and garages.

Metric: Survey the current numbers of emergency phones and patrols in lots and garages and then increase that number by 5% annually for the next 5 years.

- Install new access equipment for the garages.
- Increase enforcement in all surface lots.
- Benchmark with peer institutions.

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 Technologically sound and functioning properly.

Task: 2.1.1 Prepare and execute a balanced budget.

Metric: Attain 100% of projected permit budget numbers.

Task 2.1.2 Ensure that proper revenue control procedures are followed.

Metric: Undergo and successfully complete an audit by University Accounting.

- Benchmark with peer institutions.

Task 2.1.3 Establish a financial and statistical reporting
system across facilities, systems, and programs.

Metrics: • Review reports from all garages on revenue control and access.

• Account for all citations written and have a 75% collections rate on citations.

• Report all citation appeals and decrease appeal sustainment to less than 40%.

• Conduct monthly review of budget analysis and reconciliation reports.

• Produce monthly statistical information such as the PTS Numbers that Count.

• Benchmark with peer institutions.

Task 2.1.4 Incorporate the most current and useful technologies into all systems.

Metrics: • Develop a technology monitoring program.

• 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.

Metric: • 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.

**Metric:**
- Select architects and builders.
- Monitor construction.
- Final acceptance of the structure.

**Objective 3.2** Develop intra-campus shuttle and delivery service.

**Task 3.2.1** Provide an “on demand” transportation system for staff and faculty.

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

**Task 3.2.2** Provide an access van system for persons with disabilities.

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

**Task 3.2.3** Provide evening point to point student van system within 1/2 mile of campus.

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

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

**Metric:**
- 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
Task 3.3.1 Design, procure, and install wayfinding signage throughout campus.

Metric: Gain acceptance by the university community. Input from the staff, faculty, and students.

Tasks 3.3.2 Develop a Wayfinding sign maintenance program.

Metric: Inspect all university regulatory signs annually for serviceability.

**Goal 4:** Establish effective means to market with the campus community all parking, transportation, and service programs and policies.

Objective 4.1 Develop and implement an effective communications system to transmit departmental programs and services to the campus.

Task 4.1.1 Diversify and strengthen web communications.

Metric: • Count and evaluate the number of hits on the Web site.

• Count and evaluate the number of permits and citations paid on the web.

• Benchmark with peer institutions.

Task 4.1.2 Develop printed publications to announce and highlight departmental programs and services such as:

• The PTS Annual Report

• Brochures
• The University of Texas Parking and Traffic Regulations
• Permit Manual
• Conduct annual customer satisfaction surveys to evaluate effectiveness of printed material.
• Benchmark with peer institutions.

Task 4.1.3 Develop a departmental outreach program to interface between PTS and the campus such as:

- Orientations
- Campus wide staff, faculty, and student forums
- Grant interviews to print, radio, CCTV and commercial television media

Metrics:
- Present at all orientations.
- Present at all major campus forms at least annually.

Task 4.1.4 Provide campus wide alerts to changes or emergencies in campus traffic, parking, and transportation.

Metrics:
- Conduct customer satisfaction surveys to evaluate effectiveness of printed material.
- Benchmark with peer institutions.

Goal 5: Develop leadership, management, and customer service skills of departmental employees.

Objective 5.1 Encourage and cultivate leadership at all levels of the department.
Task 5.1.1 Provide leadership training opportunities throughout the department.

Metric:  
- Ensure that every manager and supervisor attends at least one university leadership development class annually.
- All managers and supervisors participate in 2 or 4 leadership “Brown Bag” departmental sessions.
- Opportunities for staff training will be recorded and evaluated annually.
- Leadership skill level and potential will be commented on during annual review.
- Note in the PTS Electronic Employee File.

Objective 5.2 Provide job skill training opportunities for the PTS staff.

Task 5.2.1 Provide customer service and skill training annually to the PTS staff.

Metric:  
- Opportunities for customer service training will be recorded and evaluated annually.
- Customer service satisfaction survey annually.
- Note in the PTS Electronic Employee File.

Task 5.2.2 Development and use of “Position Manuals” for each staff member.

Metric:  
- Conduct a peer review of our “Position Manuals” with a sister institution, another UT department, or another position within PTS.
- Position manuals will be reviewed annually by their direct supervisor and the results reported to the Director.
GOAL:
Develop campus parking and transportation services and programs for the university community that are of the highest quality, effective and efficient.
Developing high quality campus parking and transportation services and programs constituted the core of the department’s day-to-day activities. Parking and Transportation Services (PTS) focused on clear and well-maintained options for those requiring parking. By balancing the requirements of a diverse constituency, PTS met the needs of the university in regards to parking. A strong strategic plan complete with goals, objectives, tasks, and metrics allowed for a clear and focused path. This in turn led to the continued development and growth of various departmental programs including parking inventory, parking permit options, daily parking options, events, maintenance, and enforcement, each of which contributed to success in AY 04/05. These high quality programs provided a piece of the overall puzzle that makes up parking options at The University of Texas at Austin.

Parking Inventory

A primary function of PTS was to provide parking for those coming to campus each day. Parking spaces are provided in parking lots, parking garages, and on the street. There were 15,150 parking
spaces at the end of AY 04/05. This number shows an increase over the previous year’s inventory of 14,750, a result of spaces being returned from construction and the inclusion of spaces previously not included in the count:

- The largest increase came as a result of counting 123 spaces from the Physical Plant complex which previously had not been included.
- Construction was completed in Lot 26, north of San Jacinto garage at Chilling Station 4, resulting in the return of 98 spaces.
- Completion of the expansion of the Power Plant on East 24th Street returned 45 spaces.
- A complete survey of the campus over a 10-day period using two-person teams insured accuracy in space counts.

University construction projects continued to affect the number of spaces available. To keep parking and vehicular movement disruptions to a minimum, the PTS Event Coordinator worked closely with UT project managers during all project phases. Parking losses or disruptions for the year were:

- The construction of the Biomedical Engineering Building resulted in the loss of 65 Lot 15 spaces on University Avenue, most of which were relocated to a temporary lot.
- 55 spaces were lost in the eastern section of Lot 11 as construction of the Gregory Gym Aquatics Complex continued.
- The construction of the Nano Science & Technology Building former Lot 15 resulted
in the loss of 45 spaces, which were relocated to a temporary lot.

- Construction of the Child Development Center resulted in the loss of 10 spaces in Lot 110.

### Permit Parking Options

<table>
<thead>
<tr>
<th>Permit Type</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>faculty/staff surface parking</td>
<td>$ 120</td>
</tr>
<tr>
<td>AN</td>
<td>evening shift employees</td>
<td>$  30</td>
</tr>
<tr>
<td>C</td>
<td>student surface parking</td>
<td>$ 100</td>
</tr>
<tr>
<td>C+</td>
<td>C permit + night horn garage parking</td>
<td>$ 160</td>
</tr>
<tr>
<td>D</td>
<td>parking for faculty/staff with disabilities</td>
<td>$ 120</td>
</tr>
<tr>
<td>DC</td>
<td>parking for students with disabilities</td>
<td>$ 100</td>
</tr>
<tr>
<td>F (Garage)</td>
<td>faculty/staff garage parking</td>
<td>$ 348</td>
</tr>
<tr>
<td>F (Surface)</td>
<td>faculty/staff surface parking</td>
<td>$ 420</td>
</tr>
<tr>
<td>M</td>
<td>motorcycle parking</td>
<td>$  60</td>
</tr>
<tr>
<td>N</td>
<td>night horn garage parking</td>
<td>$  60</td>
</tr>
<tr>
<td>O</td>
<td>administrative</td>
<td>$ 672</td>
</tr>
<tr>
<td>R</td>
<td>UT dorm residence garage parking</td>
<td>$ 648</td>
</tr>
<tr>
<td>S</td>
<td>commuting student garage parking</td>
<td>$ 540</td>
</tr>
</tbody>
</table>

The majority of spaces on campus require the display of a university parking permit. The total number of permits issued by PTS was 26,995 (excludes event permits). Of this, 19,800 were surface permits (A, AN, C, D, DC, F, M, O) with the remainder being garage or mixed use permits (C+, F, N, R, S).

Faculty and staff were eligible to purchase A, AN, D, F, M, O, and N permits. These permits offered various parking options with the price generally driven by the convenience the permit provided. The AN, D, M, N, and O permits provided parking for those with specific needs.
The majority of faculty and staff permit holders purchased either an A or F permit. Surface lots and garages sold F permits providing parking in specific locations. Most of these areas sold out through the annual F renewal process but some locations, such as Manor and Trinity parking garages, offered F spaces throughout the year. A wait list process offered 818 permits for F parking that became available throughout AY 04/05.

A and AN permits provided general parking with no specific lot assignment. While the spaces within the core of campus tended to fill on a regular basis, several large east campus or remote lots that allow parking with any UT permit assured that parking always remained available. Bus service provided quick and easy access from these lots to the core of campus at no cost to faculty and staff.

“I received great service from PTS regarding the renewal of my surface-lot pass. Thanks.”

Comment from the annual PTS Parking Survey
Students were eligible to purchase C, C+, DC, M, N, R, and S permits. The C permit was the general surface permit for students. PTS sold C permits on an annual basis or throughout the year at a prorated cost. The DC permit allowed students with disabilities to access D spaces. Those living in on-campus university housing were eligible to purchase the garage R permit, which was offered either by the semester or for a nine-month term (September-May). Students who lived off-campus were eligible for garage S permits that were sold by the semester or for a 12-month term (September-August).

The R and S permits were issued through a renewal system, by transfers from other garages, an online draw system (R permits only) and through open sales. As in previous years, demand for these permits was high in many locations. Both Manor and Trinity garages however, offered both S and R permits throughout the year.

The N permit continued to be a popular option for students who needed flexible and convenient parking during the evening hours and all day on weekends. This permit provided access to any garage between the hours of 5 p.m. and 4 a.m. Monday through Thursday and 5 p.m. Friday to 4 a.m. Monday, with the intent of reducing congestion on the streets during the evening and on weekends. The weekend hours also provided additional parking options for university housing students who could park in garages around the dorms. The N permit experienced a 12% increase in sales over the previous year. The C+ permit provided general student surface parking in addition to garage access in the evening for greater parking flexibility. Sales for this combination permit increased by more than 7% over AY 03/04.
Daily Parking Options

Several parking options existed for those who either chose not to purchase a long-term permit or were ineligible to do so, such as visitors. These choices included daily garage parking, meter parking, garage debit cards, and various departmental and visitor parking options centered on validations and short-term scratch-off permits. Each of these options served specific audiences and played an important role in assuring that PTS met the parking needs of the campus.

Garage Daily Rates

<table>
<thead>
<tr>
<th>Duration</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-30 minutes</td>
<td>No Charge</td>
</tr>
<tr>
<td>31-59 minutes</td>
<td>$3</td>
</tr>
<tr>
<td>1 hour-1 hour and 59 minutes</td>
<td>$5</td>
</tr>
<tr>
<td>over 2 hours</td>
<td>$7</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

Faculty, staff, students, and visitors could park in the garages, for a fee, on a space-available basis. Daily parking rates ranged from no charge to $7 based on the time parked. The total number of parkers paying a $3-$7 daily rate in AY 04/05 was 428,727, a 6% increase over the previous year. In AY 04/05, the garages had 56,155 customers park for 30 minutes or less for no charge, representing a 36% increase. This is a great benefit for the university community and enables customers to drop off a book at the library, pick up something out of their office, or conduct other short-term business on campus without incurring a charge at the garage.

“I love UT garage parking! The day clerk was helpful and had accurate information when I first inquired about getting an access card.”

Comment from the annual PTS Parking Survey
Another great benefit for garage patrons is the reduced rate evening pricing structure. From 5:45 p.m. until close or midnight, depending on the location, parking was only $3. In AY 04/05, over 28,100 customers utilized evening pricing in the garages.

In the summer of 2004, PTS introduced the UT Share pass – a garage debit card that allowed occasional parkers to utilize the university garages at a reduced rate of $2 or $5. The concept was an incentive for faculty and staff to ride the bus, carpool, bike, or walk and use the UT Share pass for those occasions when they need to drive their car to campus. In AY 04/05, over 1,100 UT Share passes were issued. Use of the UT Share Pass increased from 7,043 in AY 03/04 to 49,230 in AY 04/05 – almost a seven-fold increase.

In addition to daily garage parking, metered parking was available across campus. Meters were placed to provide short-term parking in locations convenient for visitors. Meters on campus were operative 24 hours a day, 7 days a week. Maximum time was 45 minutes with a fee of 5 cents for every 3 minutes. Limited parking time created turnover and availability for those in need of short-term parking options. The addition of 12 new meters and extending the times in the day for which payment was required resulted in an increase in meter revenue from $10,573 to $55,522 over the past year.

“I LOVE the $2/day Share Pass option!! THANK YOU!!”
Comment from the annual PTS Parking Survey
Departments also had several parking options available for official guests and visitors. Validation stamps, encoders, access cards, and paper validations were available for garage parking. Departmental parking was flexible and affordable with rates nearly half off for the 99,172 departmental customers in AY 04/05, a 4% decrease from the previous year.

Validation Stamps were one of the ways a department could pay for visitor parking. The validation stamp was affixed to the visitor’s parking entry ticket and alerted the garage employee to process the visitor’s ticket at no charge. Validation stamps were offered to departments through an Inter-departmental Transfer (IDT.)

Another way that a department could pay for parking was through the pre-arranged paper validation. The paper validation was a coupon that was either created by the department or PTS and was given to the visitor while they attended the department function. At the conclusion of the event, the visitor took the paper validation and their entry ticket to the cashier for a no charge exit. PTS billed the department back for each paper validation collected.

Ticket encoders used by departments offered a hassle-free way for the department to pay for visitor parking. The visitor took the entry ticket to the department, where a contact ran it through the ticket encoder. By using the encoders, the guest did not have to come by the garage office and therefore, was able to just drive to the exit to leave the garage. At the end of the evening, PTS collected all of the encoded tickets and billed the department back for each ticket collected.

The Visitor Scratch-Off Permit (VSP) provided short-term parking options for departments with fewer than 4 guests at one time. For larger events, pre-planning with the Special Events Coordinator was required. The VSP was valid for one day and could only be purchased by university departments at a rate of $1 each. With the AY 04/05 introduction of event cards, which provided a more customer-friendly means of payment, VSP sales decreased by 14% from the previous year with a total of 6,522 sold.
Events

Official university event parking coordination and management is another important aspect of PTS operations. Event parking requires balancing the conflicting needs of multiple parties to provide the most equitable parking solution available. This requires cooperation across the department and management by the Special Events Coordinator. The enforcement section of PTS assisted with special events and provided parking services for all events held on campus. One full-time enforcement supervisor was dedicated to planning and scheduling guards to work event parking. The majority of the employees came from the enforcement section; however, the event pool was expanded by adding 50 student guards and UT employees from other departments. PTS coordinated more than 1,800 events with over a million attendees, supported by 15,384 employee hours.

Of all events hosted by the university, home football games provided some of the greatest parking challenges. Preparations for a home football game were coordinated with the University of Texas Police Department (UTPD) Event Coordinator. A typical game day required 134 event guards (55 PTS, 35 student, 21 UTPD, 18 Physical Plant, and 5 UT System guards) and 28 Travis County Sheriff Officers (TCSO) averaging 1,620 staff hours per game.

Prior to home games signs were placed along affected streets, lots and garages to alert patrons to parking restrictions for the upcoming games. E-mail notifications were sent with additional information regarding any relocation or parking restrictions that will be in effect. The night before the game, set-up crews place cones, barricades, and sign boards to assist with traffic control. Pre-game day briefings were held with all supervisors to assure that communications, scheduling, and procedures were in place.

On the actual game day, briefings were held at 6 a.m. for all those involved with game day parking. The campus was divided into districts and each district supervisor received an instructional packet.
These assisted with briefing relief guards and student employees who generally reported later in the day. Traffic flow changed depending on the time relative to the game. By limiting traffic flow to one-way on streets such as San Jacinto and Robert Dedman, traffic flowing into campus could be controlled easier and congestion was reduced. For security reasons, as the game approached traffic control points were activated, which limited access to the stadium area. To decrease traffic in the stadium area people were encouraged to park in remote locations with Capital Metro operating two routes to/from the university.

For those with disabilities, vehicles with either ADA placards or license plates were passed through the traffic control points. Once verified that the ADA patron was in the vehicle, they were parked in a location near the stadium. On average, 250 ADA patrons were accommodated each home game.

As with home football games, PTS placed particular emphasis on parking for persons with disabilities for all on-campus events. ADA regulations do not specify the number of parking spaces needed for event venues and thus, to guarantee adequate parking for ADA guests, a study was conducted of each event venue on campus. This study looked at all venues by seating capacity and available parking spaces. From this study, specific guidelines were established that set a standard for spaces provided per event venue.

In addition to surface parking, the seven garages also offered various parking options for events. The garages had very good year-over-year growth in events. PTS actively sought out events on and around campus that presented parking needs, such as concerts at the Erwin Center, performances at Bass Concert Hall, and various sporting events on campus. Excluding football parking for Longhorn Foundation (a UT athletics fund-raising organization), 91,950 patrons utilized the garages for special event parking on campus during the year for an increase of 7% over AY 03/04.
Maintenance

With over a million event attendees annually and thousands of staff, students, and visitors parking daily on campus, the parking garages and surface lots require constant maintenance. Under the Parking Enforcement Manager, PTS has a maintenance section of one supervisor and eight staff responsible for maintaining seven garages and numerous surface lots, as well as two smaller garages in the Alumni Center and Communication Center. For both garages and surface lots, PTS has developed a plan for physical inspections and preventative maintenance.

The annual parking survey indicated 82% of those surveyed think PTS did a good job of keeping lots clean and in good repair. PTS resurfaced the Sid Richardson surface lots during the summer break at a cost of $29,622. Pictured above is a “before” and “after” view of a hole in the LBJ lot created by large trucks bringing in exhibits. The hole was patched before the lot was resurfaced and re-striped.

While the need for surface lot maintenance can be determined by PTS supervisors, garages require annual inspections by outside parking specialists and structural engineers to ensure their safety. PTS established a plan of garage reviews and a rotation that provides preventative maintenance for each garage at least every 7 years. Evaluations of garages were completed by a professional parking engineer trained in identifying parking structure maintenance requirements. In AY 04/05, preventative maintenance was completed on 2 facilities, San Jacinto Garage and Brazos Garage. Both garages received a thorough cleaning of the

"the man that keeps the garage clean does an outstanding job in my opinion"

Comment from the annual PTS Parking Survey
deck surfaces, re-striping where needed, lighting evaluation and remediation as needed, and complete structural and functional assessment and repair. The annual parking survey indicated that 92% of those surveyed believe the condition of the garages was satisfactory.

PTS was responsible for maintaining the campus curbs and signs. In AY 04/05, approximately 350 gallons of paint were used to paint curbs, parking lines, crosswalks, gates, ballards, fire plugs, and trash cans. A new power cart and striping machine were purchased to make painting the curbs faster and more efficient.

The maintenance section also contributes to the bike program through impounds and lock cuts. Abandoned bikes were impounded and held at the police department until claimed or auctioned with surplus property. In addition to impounds, maintenance provided lock cut service free of charge to registered bike owners.

Parking Enforcement

Apart from overseeing all maintenance operations, the Parking Enforcement Manager supervised the parking enforcement attendants and kiosk guards. The primary focus of enforcement was customer friendly service, patrolling of surface parking spaces, and the issuance of valid citations.

Enforcement patrolled the campus surface lots and streets to ensure those who hold parking permits had parking access and issued citations to those who illegally park. Enforcement operated three shifts per day, seven days a week, except on observed university holidays. Campus was subdivided into districts with a ticket writer assigned to each. Ticket writers patrolled for parking violations, timed cars parked in loading zones, counted empty/full spaces in the surface lots, and ran license plates through the hand-held
devices to see if the car was on the multiple offender, or boot list. All enforcement guards had radio communication with each other and the UTPD Dispatcher. An integral part of the enforcement function was placing immobilization devices, or boots, on vehicles with four or more billed and unpaid citations. PTS also booted any car displaying a lost, stolen or altered parking permit. In AY 04/05, PTS booted 395 vehicles, collecting $95,056 in citation revenue.

Enforcement was also responsible for issuing citations. Citation and appeal statistics were tracked according to each ticket writer by month. This enabled the supervisors and manager to know how effectively the campus districts were being covered and the quality of the citations issued.

As a service to the campus community, enforcement provided the Longhorn Auto Assistance Program (LAAP). LAAP provided both battery assistance and locked key assistance at no charge. In AY 04/05, enforcement performed 472 locked key assists and 743 battery assists. PTS learned from the annual parking survey

"I would like to thank the energetic, personable and patient young men who rescued me when I locked my keys in the car . . . for they are truly exceptional. Their dedication is a credit to your department."

Lawrence M. Caylor
Director, University Library - The University of Texas Pan American
that 73% of respondents were unaware of this service. In the future, efforts will be made to better market this service.

Enforcement served campus visitors and guests by staffing the kiosks at the six main entrances to campus, the Thompson Conference Center, the LBJ Library, and two kiosks at the Pickle Research Campus. The campus kiosks served as the gateway to the university community. Guards provided information, maps, assistance on parking locations and campus destinations, and directed ADA patrons to convenient parking. The Visitor Parking brochures were made available from the kiosk guard 24/7 and ten thousand were distributed throughout year.

PTS also supported campus activities and events such as Longhorn Halloween candy collection and Orange Santa toy collection at the kiosk stations. The Orange Santa hat sale, to benefit UT employees and students with special needs during the holiday season, was popular and was planned for wider marketing in 2005.

**Transportation**

In addition to our parking objective, PTS’ goal to provide high quality service to the campus includes two objectives concerning alternative transportation programs. The primary transportation program at the university is the UT Shuttle System which is complimented by a variety of smaller programs including: Capital Metro city buses, E-Bus, Texas Express, carpools, vanpools, biking, and walking.
Shuttle System and Capital Metro City Buses

PTS improved the shuttle system and worked in conjunction with the UT Shuttle Bus Committee and Capital Metro to analyze route and schedule improvements. This group eliminated underutilized service, making the service more efficient. The primary efficiency standard for the UT Shuttles was riders-per-hour. As system efficiency improved, the riders-per-hour has consistently increased for the past several years.

It is important, however, that any efficiency improvements made to the system do not interfere with customer satisfaction of the service. PTS conducted the fifth annual survey of the UT shuttle riders and overall customer satisfaction remained high in nearly every category.

The faculty/staff fare-free program was another alternative transportation option that was tracked by more accurate technology. Effective in September 2004, Capital Metro’s new fare box technology was able to accept UT ID cards as a valid fare when swiped through the fare box card reader. This data provided a baseline for establishing future ridership goals and comparing utilization from year to year.

To provide riders a more comfortable wait, PTS worked with Capital Metro to place shelters at bus stops located throughout campus. In AY 04/05, shelters were added to the following locations:

- San Jacinto at 23rd St.
Texas Express

In addition to the UT shuttle and mainline bus services, PTS provided additional transportation services that enabled students to access Austin, Houston, and Dallas without a personal automobile. Texas Express charter bus service provided weekend transportation between the UT campus and Houston (Northwest and Downtown) and Dallas (Mockingbird and Richardson). Service was operated in partnership with Star Shuttle & Charter and tickets were made available through GetTix (online, over the phone, and at Pinky’s Wireless locations). Service was exclusively available to UT students, faculty, staff, and their friends and family at the discounted rate of $25 - $35 (plus a nominal ticketing fee). Weekend ridership averaged 81 passengers with 42 to Dallas and 39 to Houston, up five percent from the previous year.
E-Bus

The E-Bus was another transportation program that supported a car-free lifestyle at UT and provided a safe ride from popular student housing areas to and from Austin’s entertainment district. Service was available Thursday – Saturday evenings during the academic year from 9:00 p.m. – 3:30 a.m. The West Campus E-Bus served West Campus and Main Campus and the Riverside E-Bus served the numerous private apartment complexes in southeast Austin Riverside area. UT students, faculty, and staff rode the E-Bus at no charge by presenting a UT ID upon entering the bus. Without a UT ID, the charge was 50 cents each way. For the two previous years the cost of the service was split 50/50 between the university and Capital Metro, however, in AY 04/05 Capital Metro assumed full responsibility for the E-Bus service. Total ridership was 143,890 passenger boardings, with a per evening average of 1,547 passenger boardings. While the number of routes stayed constant at two, ridership increased 44% from AY 03/04.

Vanpools

PTS and Capital Metro cooperatively promoted the vanpool program (administered by Capital Metro) which provided a safe, reliable ride to and from campus for UT commuters. The program allowed 5 to 12 individuals to commute daily to the main campus, the Pickle Research Campus, or the MCC Building in a Capital Metro van.

Vanpool members could save money, save time, extend the life of their vehicle, reduce stress, improve the environment, park free of charge in a “preferred” campus parking space, receive courtesy parking in a UT garage twice per semester, and receive free enrollment in the guaranteed ride home program which
provided reimbursement for four emergency taxi rides home due to personal illness or emergency.

The service was available for $25/month for those commuting within the Capital Metro service area, and there was an additional charge for every mile traveled outside of the service area. The drivers were enrolled free of charge in exchange for the added responsibility of driving and maintaining the vanpool vehicle. There were four UT employee Capital Metro vanpools in operation for AY 04/05.

Carpools

Another ride share opportunity promoted by PTS was carpooling. Two or more people sharing the ride to work qualified as a carpool. Carpool members were offered the following incentives to share the commute with a fellow co-worker or student: reduced permit fees, shared expenses, relaxation, reduced pollutants, courtesy parking in a UT garage twice per semester, and free enrollment in the guaranteed ride home program which provided reimbursement for four emergency taxi rides home due to personal illness or emergency. Carpool registration for AY 04/05 continued to show a steady increase.

Additional Transportation

An important component of transportation program in the campus master plan was pedestrian mobility. PTS began working with student government on the issue of pedestrian mobility and produced a draft map of primary pedestrian corridors in red, secondary pedestrian...
corridors in orange, and areas of lighting concern in yellow. In the future, PTS will work with student government and the campus security committee to further implement pedestrian improvements in the main and west campus areas.

The bicycle program is another facet of the transportation program. In September 2002, PTS took over bike registration from UTPD. Faculty, staff, and students could register their bikes online and were issued a bike decal that was valid for four years. Over 2,000 bikes were registered with PTS at the close of the academic year.
To offer the highest quality service, PTS advanced plans for a bike hub. The hub was funded by a grant from CAMPO and TxDOT and during AY 04/05, PTS purchased bike locks, pumps, tools, racks, and bike lockers that would be available to the bicycle community at a centrally located bike hub and each university parking garage.

VENDING

PTS managed vending machines throughout campus, the proceeds of which funded special projects for students, faculty, and staff and were not part of the PTS budget. Soft drink sales across the nation and on UT campus have been flat in recent years. Total vending sales declined in 2004 by more than $20,000, leading to the negotiation of several new vending contracts.

The AVS snack vending agreement came to an end in December 31, 2004. New contracts were entered into with Canteen and Lone Star Ice Cream as of January 1, 2005. A comparison of vendor sales for AY 04/05 is illustrated by the chart below. The combined commission of Canteen and Lone Star Ice Cream outperformed its AVS counterpart. Moreover, snack sales increased significantly from $92,811 in AY 03/04 to $119,892 in AY 04/05 (an increase of 29%).
Other measures implemented in response to the turn in soft drink sales included increased auditing of sales locations and increased attention to customer refund response times. Machines which continually malfunctioned were replaced and new vending locations were secured. In the future, PTS envisions more centralized vending locations in high traffic areas to better utilize machines and support faster product turnover.

As in vending, the measurement of AY 04/05 numbers against previous year’s numbers was a widely used metric throughout
PTS operations. Furthermore, PTS added a series of new metrics to ensure that the objectives of the strategic plan were met. These sought to measure progress and success while also identifying any areas where improvement might be required. Metrics were established for all phases of the department. The primary measurement tool for AY 04/05 was the customer satisfaction survey. Surveys were developed and administered for shuttles, surface parking, special events, and garages. While the shuttle survey has been conducted annually since AY 99/00, AY 04/05 marked the initiation of the garage, surface, and special events surveys. Each survey incorporated questions about customer service, safety, business processes, and other items that related back to the various subdivisions within PTS.

Over 5,000 faculty, staff, students, and visitors responded to the parking surveys. Of those responding, 62% were faculty or staff, 37% were students, and 1% were visitors. The survey period ran from April to May of 2005 and gathered specific information about permits, parking areas, enforcement, appeals, safety, maintenance, and communications. Responses were evaluated to determine effectiveness of services provided and to establish a baseline for continued improvement of current and future activities.

"You do an excellent job. Very proactive. Very informative . . . Keep up the good work!
Gene Kincaid, UT faculty member and happy customer."

Comment from the annual PTS Parking Survey

"I have to commend you all for responding so promptly whenever I have a question . . . thanks!"

Comment from the annual PTS Parking Survey
Samples of the results of these surveys found that approximately 71% of respondents indicated satisfaction with services provided, with 88% finding the garage staff to be knowledgeable and courteous. Nearly 95% of respondents found the online permit applications easy to use, while 70% found the appeals process to be fair and balanced. The surveys also gauged factors that influenced choices made by those parking at the university, with 62% saying that location/convenience was the deciding factor when choosing a garage in which to park. The tone of the responses was very positive and the continued development and implementation of these surveys will allow PTS to maintain and improve services.

PTS and Capital Metro conducted a survey in the spring of 2005 of approximately 8,300 university students, faculty, and staff. The survey was designed to evaluate overall satisfaction, gather responses to the changes made to the shuttle service for AY 04/05, and solicit passengers’ future needs. Questions focused on frequency of use, operation, levels of service, convenience, future considerations, and communication. The majority of the survey responses (5,315) were gathered in person by student surveyors at shuttle bus stops and on-board routes and 2,975 surveys were collected through an online survey. Survey results for the question and comments section were analyzed as a whole and by route and the results were used in making decisions for AY 05/06 service. Eighty-nine percent of respondents were frequent riders, riding daily or two to three times per week. 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. Over two-thirds of respondents also agreed or strongly agreed that shuttle bus frequency should be increased, however, only thirty percent of respondents were willing to pay for increased service.

In addition to surveys, PTS also developed a series of benchmark statistics to measure efficiency. Examples of benchmarks that were used included lot occupation, web usage statistics, and counts from shuttles for faculty and staff. Statistical based goals were also developed for bike registrations, car and vanpools, the budget, and the collection of citations and appeals. In the future, PTS plans to develop and implement a peer university survey that will help establish benchmarks in various areas. This type of exercise will allow accurate and specific goals to be measured in an efficient manner.

The use of metrics allowed PTS to accurately track the effectiveness of how goals were met. Further development and refinement of the strategic metrics should provide even better information for the department. PTS firmly believes that progress cannot be gauged without the ability to measure the department’s activities and as such will continue to develop and implement metrics each year.

**Summary**

Throughout AY 04/05, PTS found various ways to both maintain the high standards for parking and transportation services set by the previous year and, in many instances, exceed them. PTS was able to balance parking spaces lost to new construction projects with those gained by the completion of construction projects from the previous year. While permit sales were down, daily parking was up,
demonstrating a considerable need for flexible parking. PTS met these needs by offering the combination C+ permit, the UT Share Pass, and more metered spaces, all of which enjoyed their greatest success in AY 04/05. Surveys showed high approval ratings for garage and surface maintenance, shuttles, customer service, and online permit applications. The tremendous success of the E-Bus and Texas Express substantiated PTS transportation as the route to minimizing the need for student vehicles, a trend PTS will continue to promote in service to the movement towards a pedestrian-friendly campus.
**Goal:**

Provide accurate accountability and compliance for all resources and services of the Department.
PTS established a financial goal to ensure the integrity of the accounting system and to make certain that the budget was understood so that operations were efficient and cost-effective. While this goal was primarily linked back to the PTS accounting team, regular meetings and involvement of management staff ensured that all aspects of departmental business were included in the development and monitoring of financial systems. Regular meetings were held with key personnel so that financial data relating back to citations, billings, permit sales, and expenses could be tracked and monitored throughout the year. Statistical and financial reports were generated through the PTS operating systems and these provided information that allowed for the tracking of sales, usage statistics, issuance of citations, and other key components that influenced the overall financial picture.

The most important financial aspect was the desire to create
a budget that could be met. Meetings to review and analyze data were held across the department and this information was collated and used in creating a budget that met the needs of the department. Through constant diligence, PTS was able to meet all bottom line budget numbers for AY 04/05.

To help ensure that the budget projections were met, PTS established control and monitoring procedures for all departmental financial areas. These controls covered a wide gamut and ranged from internally created reports, worksheets, manuals, and policies to canned reports from the various computer operating systems. The first step in assuring financial integrity involved training front-line personnel and securing adequate resources for them to meet the needs of the department. All employees received standard university financial training along with departmental training for the various systems and reports. Each position maintained a desk manual that outlined policies and procedures. In addition, management used various departmentally designed spreadsheets to assist in accurately tracking financial transactions for the purpose of balancing and statistical analysis.
The department has made great strides in integrating new and advanced technologies into day-to-day functions. PTS’ parking management software PowerPark Classic, where permit sales, citation payments, and appeals are tracked, is moving from a client/server based system to a more modern web/server based system. The new management software, PowerPark Flex, is written in ASP language and allows for greater flexibility with different organizations. The software is customizable so understanding, usability, and training are all improved.

With the new system, PTS’ server structure will undergo major reforms. PTS is moving to a full failover production environment without downtime. Servers will run in tandem with database and Web functions balanced across servers to provide increased speed and redundancy. PTS will become one of the premiere technical sites on the university’s campus.

In order to preserve financial integrity and effectively manage all aspects of garage operations, PTS utilized a statistical tracking system which was incorporated within garage parking software. The McGann system allowed revenue management, facility us-
age tracking, and trend identification, which provided excellent long-term planning. An example of this is the entry/exit report that shows the peak entry time for garages is between 7 a.m. and 8 a.m., exit time is between 4 p.m. and 5 p.m., and that between 11 a.m. and 2 p.m. the garage has the most customers. Reports like this enabled planning for parking demands brought about by the Blanton Museum of Art opening and prediction of additional projected business and absorption into the normal operation of the garage.

CITATIONS AND APPEALS

Financial accountability required statistical reporting systems across all programs. One of the more important programs tracked was the issuance and resolution of citations. PTS had an 87% resolution rate on all citations issued for AY 04/05. PTS implemented a systematic citation billing system, which assured that every possible measure was taken to obtain the revenues due the department.

<table>
<thead>
<tr>
<th>AY 04/05 Citations</th>
</tr>
</thead>
<tbody>
<tr>
<td># Issued</td>
</tr>
<tr>
<td>61,001</td>
</tr>
</tbody>
</table>

In AY 04/05, PTS issued 61,001 citations for a total value of $1,615,647. Of this total, 18% were appealed. Of the 11,139 appeals, 41% were changed to warnings, 33% were upheld as valid,
22% were reduced in fine, and 4% were voided for citations shown to be invalid.

The PTS information technology staff also improved citation collection efforts. They analyzed the way citations are processed and made modifications to the billing, DMV, and duplicate customer matching systems that increased the ability to collect outstanding debt to the university. The billing cycle decreased from 147 days to 42, allowing PTS to send citations to a collections agency more quickly, which yielded improved response from customers. The data received from the DMV was processed much more efficiently than ever before, giving PTS the information it needed to bill correctly. Lastly, the mainframe database and processes within PowerPark were used to match customer duplicates. This process cleaned up the database while assisting efforts in collecting university debt.

PTS has worked with Law Enforcement Systems (LES), a collections agency based out of New York City, for 3 years. LES provided adequate service in the collections business. PTS furnished data for all citations exceeding the 42-day billing period to LES. Once turned over to them, DMV checks were performed along with skip tracing to locate and bill delinquent customers. They billed customers a maximum of three times, adding a fee to the overall amount each time a letter was sent. PTS did not send citations to collections when the customers were found to be associated with the university. Instead, PTS allowed the barring system and mechanisms within the university to collect delinquent citation fees.
Meetings were regularly held to generate the FY 04/05 budget with great consideration given to the needs of the department. This forethought, along with improved tracking systems and citation collection methods led to PTS meeting its budget and providing accurate accountability for all resources of the department. Budget numbers were better tracked by increased training for employees responsible for said data and through expanding technology. Due to the efforts of PTS information technology and LES in streamlining citation billing, 75% of citations were paid, contributing to the financial success of PTS in AY 04/05. As PTS integrates to PowerPark Flex, citation tracking and billing is expected to further progress for a promising financial future.
Goal:
Implement the parking and transportation aspects of the University Master Plan and Transportation Study.
This year, PTS conducted a thorough analysis of all faculty and staff on campus, determining where they work and park in order to find which areas of campus have the greatest demand for additional parking. Campus mail addresses were cross-referenced with current permits to determine where a garage would best be utilized. Currently, there are approximately 800 customers on at least one of the garage waiting lists and there continues to be a high demand for parking on both the north and south areas of campus. Research and analysis enabled improvement to services for existing customers and plans for new garage locations.

This year’s analysis was used for the planning and implementation of the design and construction of the eighth parking garage on campus. This garage is being developed in conjunction with the Professional Educational Conference Center (PECC) and is located on the south end of campus, between University and Whitis. The initial planning on this facility, coordinated through the VP for Employee and Campus Services, includes many departments on campus such as Architectural and Engineering Services, Executive Education Center, Parking and Transportation Services, and the Campus Club. The PECC garage will hold approximately 600 vehicles and will serve the needs of the PECC as well as the south end of campus. Construction on this facility is expected to be completed in 2008.

"The campus master plan will preserve our traditional public spaces and extend that sense of harmony while making sure that The University serves the growing needs of new generations."

Larry Faulkner
President and Regents Chair in Higher Education Leadership
On March 1st, 2005 Fleet Management Administration was transferred to PTS as a first step in a series designed to expand and improve the portfolio of services to the campus. PTS envisions the establishment of a fully functioning motor pool that oversees the procurement, reporting, maintenance and disposal of all university vehicles. This office could also include a rental or lease component,
an on-demand shuttle service for faculty and staff, a disabled shuttle service, an evening student shuttle service, and additional services as needed.

The development of a motor pool is an essential part of PTS’ long-term strategic plan. This summer, a university vehicle survey established a baseline of current usage. Survey results will be analyzed with the assistance of an outside consultant to make recommendations for the motor pool in an effort to improve overall utilization of these assets.

After the motor pool is established, PTS will develop new services which will make life easier for customers and reduce costs to the university as a whole. Other surveys will be needed to establish the size of future shuttle and courier service offerings.

Fleet Vehicle Age by Class
(Sep 1, 2004 - Aug 31, 2005)

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<th>4-7</th>
<th>8-11</th>
<th>12-15</th>
<th>16-20</th>
<th>21+</th>
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<td>0</td>
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<td>0</td>
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<td>5.5</td>
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<tr>
<td>Sport Utility</td>
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<td>10</td>
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<td>10</td>
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Below are some noteworthy statistics about the university’s 2005 fleet:

- At the end of the fiscal year the fleet totaled 624 vehicles
- The average age of the fleet was 10.5 years
- Annual maintenance and repair costs average $929 per vehicle
- The fleet drove 2,457,903 miles averaging 3,938 miles per vehicle
- The average miles per gallon for all vehicles was 11.4

**Wayfinding**

Another area with expansion possibilities is wayfinding. PTS has worked closely with the Wayfinding Committee in regards to signage around campus. The goal of the Wayfinding Committee is to efficiently direct visitors to the best place for them to park, and then to get them to their final destination once they get on campus. Since the master plan of this university is moving us towards a pedestrian-friendly campus, the primary initial destination for visitors will be the parking garages. From there, directional signs and information centers will help the visitor get to their ultimate destination.

The completion of the Blanton Museum in the spring of 2006 will give the university the first opportunity to get prototype signs up around the garages. Signs included in the Blanton project for the Brazos Garage will be a visitor information center kiosk, garage identifier signs, and an interactive garage directional sign that will have an electronic message.
display. Once these prototypes are launched, PTS aims to move forward in getting all garages signed according to Wayfinding Committee recommendations. PTS fully supports the idea of a pedestrian-friendly campus and will implement the Wayfinding Committees recommendations in order to support the master plan of the university.

**SUMMARY**

In the future, parking will migrate toward the perimeter of campus, making connections to different areas of campus a primary concern. PTS anticipated this concern by launching plans for an intra-campus shuttle service and by determining usage of university vehicles in an effort to pool resources together. To accommodate for the future loss of surface spaces and promote migration of parking to the perimeter of campus, PTS determined optimal locations for a future garage by analysis of faculty and staff parking trends and office locations across campus. Garages will not only be the principal parking option for faculty and staff but for visitors as well, bringing the issue of wayfinding to the forefront in current and future garages. PTS addressed this by working with the Wayfinding Committee to test proposed signage standards on the Brazos Garage.
**GOAL:**
Establish effective means to market with the campus community all parking, transportation, and service programs and policies.
One of the ways that PTS fulfilled its purpose of being customer-focused was through marketing efforts. As the success of programs was dependent upon customer awareness, PTS effectively educated the community through all available avenues including community outreach, the PTS Web site, e-mail notifications, university television slides, print media, and parking committee meetings.

Community Outreach

Community outreach was instrumental in strengthening PTS’ core value of communication. To better serve the university community, PTS participated in 10 orientations for new students, parents, athletes, and employees. At orientation, a PTS representative gave a 30-minute to an hour presentation about parking and transportation options on campus. The forum attended most throughout the year was the marketplace, where PTS hosted a booth that allowed interested passersby to ask questions and receive brochures, maps, and flyers. PTS attended 15 marketplaces lasting around four hours apiece. These included parent meetings; Longhorn Saturday, an outreach session with the purpose of educating prospective students and their parents; and Rise and Shine, a program to educate high school juniors and their parents. Through orientations and marketplace
forums, PTS reached more than 1,000 attendees throughout the year.

**Web Site**

While marketing through personal interaction such as community outreach was an important means of communication, the PTS Web site was the most effective communication tool, as it reached the greatest number of people. Features on the PTS home page included both “Announcements” and “Construction” sections keeping customers informed of daily events and activities that impacted parking and transportation. There was also a “Popular Links” section that highlighted the online services provided such as permit registration and renewals and citation appeal.

In AY 04/05, PTS began using the web analytics package Urchin to track the utilization of its Web site. Within a given date range, Urchin provided the number of pageviews, i.e. successful complete loads, for each category.

**Web Site Pageviews by Category**

- Parking: 27%
- Transportation: 19%
- Maps: 26%
- Home: 18%
- Appeals/Citations: 4%
- Services: 2%
- About PTS: 2%
- Fleet: 1%

<table>
<thead>
<tr>
<th>Category</th>
<th>Pageviews</th>
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<tr>
<td>Parking</td>
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<td>Transportation</td>
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html page under the **www.utexas.edu/parking** route. By assigning a category and sub-category to each html page, PTS calculated the distribution of pageviews accordingly. For example, the category of “Transportation” included the sub-category “shuttle”, which included all pages relating primarily to the shuttle system. Parking and transportation were nearly equally represented as the largest pageview categories, comprising 53% of the total. The “Maps” and “Home” categories were also significant contributions with “Home” including such sub-categories as rules and regulations, announcements, and sporting events.

Aside from category distribution, Urchin was used to track monthly and semester trends. From the fall semester to the spring semester, Web pageviews increased by 42% from 495,313 to 703,622 with pageviews totaling 1,754,372 for AY 04/05 (an average of 4,806 pageviews per day). Based on the average sessions, or series of hits by a single visitor within a given time frame throughout the day, an average of approximately 1,400 users visited the Web site per day. The most popular pages were those pertaining to the shuttle system, garage parking, and parking maps. The greatest changes over the
course of the year were seen in boot information, announcements, citation payments, the annual report, and student parking, all of which increased for the spring semester within a range of 94% to 130%.

E-mail Notifications

Once information about a parking/traffic disruption or service/policy change was posted to the Web site, e-mail notifications were sent out. While e-mails regarding traffic disruptions were sent campus-wide, e-mail notifications referencing parking disruptions in particular lots or garages were only sent to permit-holders of said lot/garage through e-mail address lists generated using PowerPark queries. This prevented PTS from sending superfluous e-mails to the university community while informing the relevant parties. PTS sent out a total of 104 e-mails in AY 04/05.

University Television Slides

PTS also creates slides for all university televisions to inform individuals on campus of parking announcements and alerts. A total of 19 slides went up in AY 04/05 for sporting events, permit sales, policy changes, and job fairs.

Print Publications

Like other avenues of communication, print publications aimed to inform external customers about parking and transportation
but went beyond this goal with the purpose of informing internal customers as well. PTS produced four main publications to notify PTS personnel and university administration of policy changes and current statistics pertinent to parking and transportation: *Numbers That Count*, *Parking and Traffic Regulations*, the *Permit Manual*, and the *Parking Changes* brochure. While three of the publications are printed annually in late August or early September, *Numbers That Count* was published three times in AY 04/05 with fall, spring, and annual editions.

Although greater emphasis was placed on internal customers than in previous years, PTS persisted in focusing print publications on an external audience such as students, faculty, staff, and visitors to the university. External publications included: *Faculty/Staff Parking*, *Student Parking*, *Visitor Parking*, *Shuttle Services*, *Bike UT*, and *Appeals* brochures; and the *Parking & Transportation Services Guide* (orientation flyer). PTS printed nearly 60,000 brochures in AY 04/05, 3,000 more than in AY 03/04. Moreover, with careful analysis of orders and usage estimates from previous years, PTS was able save $4,500 by making a single order for all brochures printed by University Printing Services, those seen in the chart below.
Brochures were distributed to: kiosks, garages, various colleges and departments, dorms, the Texas Union, the Flawn Academic Center, the Office of Admissions, the International Office, the Student Services Building, University Health Services, Student Government, UTemps, athletics meetings, and were also mailed with permits.

In addition to other print publications, services were traded with the Daily Texan to advertise PTS programs and services in the student newspaper.

Parking Committees

While PTS worked with several committees across campus, the primary committee that it supported was the Parking and Traffic Policies Committee. The Parking and Traffic Policies Committee served as an advisory board for departmental budgeting, rules and regulations, and future projects. The committee also functioned as a liaison between PTS customer groups and university administration.
Parking, transportation, and service programs and policies were marketed to the campus community through all available avenues in AY 04/05. Through community outreach, over a thousand new and prospective students, parents, faculty, and staff were informed of parking and transportation options on campus. The PTS Web site reached hundreds of thousands of students, faculty, staff, and visitors. To avoid inundating the university community with excessive information, PTS used e-mail notification to target audiences specific to the message and used less intrusive communication tools, such as university television slides, to reach a more general audience. Print publications also met a wider audience of internal and external customers as they were more cost-effective in AY 04/05 than in the previous year due to more accurate usage estimates. Parking committees served internal and external customers by placing emphasis on parking and transportation policies and their effects on the university community.
Goal:

Develop leadership, management, and customer service skills of departmental employees.
In order to provide quality products and excellent customer service to PTS customers, both internal and external, a leadership goal encompassing many of the training offerings of other university departments has been implemented. PTS believes that leadership development is inherent to employee satisfaction and longevity.

PTS capitalized on the leadership training classes offered by Human Resource Services (HRS) and the Professional Development Center (PDC), as well as programs offered by non-university entities, enabling diverse, training for all PTS employees. Additionally, a series of brown bag lunches, initiated by the Director, allowed the employee group to discuss varied leadership methods and successes evident in the workplace. Recognition of the importance of leadership training and skill development ensures that current and future PTS personnel will be adequately prepared for future challenges in a changing work environment.

"I have been extremely pleased with the courteous staff at the Trinity Parking Garage."

Comment from the annual PTS Parking Survey

PTS also participated in training classes through HRS to improve customer service skills, to expand communication and interpersonal
skills, and to resolve conflicts. All training is vital to the continued growth of our employees, so the services available to attain PTS’ vision, purpose and core values is provided.

HRS Training classes taken by PTS employees included: dealing with difficult behaviors, strategic problem solving, building trust and morale in the workplace, business writing, and building a positive work group.

PowerPark Training included: UT vehicle permit processing, payment research using Query Manager, customer locating based on an e-mail address, citation invoicing procedures, Mainframe training, Recreational Sports membership verification, fee bill payment verification, and electronic identification numbers.

As a result, PTS employees have been recognized with awards and continue to achieve departmental and personal goals. As a recipient of the Staff Excellence Award, Mr. John Garza, the PTS guard at the 24th Street kiosk, was recognized for his outstanding customer service to our campus community. Ms. Gloria Collins, the PTS electronic publications specialist, was awarded with the SLICE Award for her Service, Leadership, Innovation, Creativity, and Excellence, as well as her dedication and excellent customer service skills.

**SUMMARY**

PTS firmly believes the success of all programs and services
begins with content employees and their abilities to serve the public. As such, HRS training promoted a positive work environment and PTS technical training prepared employees to better serve the public. PTS also developed leadership through discussions and brown bag lunches as a means to strengthen the department for future challenges.
During AY 04/05, PTS had great success in operations. The overall bottom-line budget was met and permit sales remained a significant contributor to revenue. The garages showed strong growth in transient and night utilization. Exciting new programs were developed while established programs continued to provide benefits for PTS customers. The implementation of new surveys allowed for the department to better measure effectiveness and provided valuable tools for improvements in the future. The shuttle bus and alternative transportation programs consistently served as leaders among peer university programs. The initial incorporation of fleet services began and PTS is excited about the growth and development of this portion of the department in the future.

By establishing a strong strategic plan for AY 04/05, PTS was able to complete the majority of goals and objectives set forth. Through well-defined metrics, the department could adequately measure success and determine areas requiring more focus in the coming years. For the future, PTS will invoke creative strategies to remain a national leader in quality parking services.

Through goal, objective, and metric refinements, PTS will strive for improvements and ensure that the departmental goals align with those of Employee and Campus Services as well as the university. The department will serve its base by meeting the daily needs of both internal and external customers. PTS looks forward to meeting the challenges of future growth and development within the department, the ECS portfolio, and the university community.
John Wesley Dean, age 63, passed away on Thursday, August 11, 2005. During his lifetime, John was devoted to serving his country as a Marine for 22 1/2 years. He worked as a guard for UTPD and PTS until his death. John Dean was infamous on campus as the “little old man on the scooter”. He made the Daily Texan in the editorial cartoon seen below.