Case Study Double Take:

Two Approaches to Planning, Executing & Implementing

Debbie Lollar, Executive Director
Texas A&M University Transportation Services
Agenda / Table of Contents

• Review 2 Case Studies:
  • Mobility Master Plan
  • Strategic Plan

• Compare and contrast different approaches:
  • Planning
  • Executing
  • Implementing
Mobility Master Plan

Planning: Timing & RFP Process
Timing

- January 2020: Kickoff and collect data
- Spring 2021: Virtual engagement
- Fall 2021: In-person engagement and collect data
- Spring 2022: Final Report
- Summer 2022: Implementation kickoff
- Fall 2022: Subcommittee monthly collaboration and prioritization of recommendations
- Monthly 2023: Implementation team meetings
Timing

• Momentum
• Partnerships
• Need
• Growth
• Capitalize on life changes
• Readiness
  • Funding
  • Buy In
  • Commitment to taking action
    ………..even when it is hard
RFP Process
Informed by Guideposts

- From the campus and community
  - Campus Master Plan
  - Sustainability Master Plan
  - Regional plans by MPO, TxDOT, RMA

- From our Operations
  - Funding
  - Data
  - Engagement
  - Desired Outcomes

Operate a campus fleet that minimizes demand for fossil fuels.

Alternatively fueled vehicles improve air quality and support the University’s pledge to emit net-zero greenhouse gases. Alternatively fueled vehicles range from hybrid and electric vehicles to biodiesel and hydrogen vehicles.

![Chart showing percentage of alternatively fueled vehicles over time.](chart.png)
What do we want?

• Desired Outcomes
  • Culture change
  • Not one-size-fits-all
  • 5-10 year outlook
  • Prioritized list of recommendations
  • Estimated costs
  • Tangible, usable solutions
• Existing services, areas, ideas you want them to examine
• What we want them to not spend time exploring
Scope of Work

TAMU-TS is soliciting proposals from qualified vendors to conduct research, surveys, analyze, examine technology and current operations in order to provide a mobility plan (MP) focused on the near and mid-term of 10 years complete with benchmarks and goals. Management would also like an abridged look out 20 years with regards to significant developments or implementations during that time frame that will require prerequisite steps during the first ten years. MP shall include a basic timeline of those initiatives and when preparatory steps might logically occur. For example, funding models put in place during the first ten years may lead to some of the initiatives in the 2nd. The RFP will outline specific areas of interest to cover. Plan developers shall avoid time spent on plans for autonomous vehicles and other mobility options that will not be viable in this community within the prescribed timeline.
Expectations

…focus on protecting the environmental, historic and natural resources of the area, while providing for all modes of transportation

…serve the growing and changing needs of the community

…seek to implement policies that frame the future transportation network in an environmentally sensitive manner

…enhance transportation safety, minimize congestion, and preserve local character.

…develop a plan to help garner campus-wide commitment to getting people to and around campus without needing to drive personally-owned vehicles.

…a planning tool that outlines goals and policies for the transportation system and builds on existing data and analyses to develop recommendations to accommodate growth.
Goals

- A well-connected, coordinated network of efficient, safe and convenient multimodal transportation options implemented in an environmentally sensitive manner to improve accessibility, mobility and minimize congestion.

- Diminish greenhouse gases (GHG) released from university-related commuter transportation by reducing single occupancy vehicle trips to, from and around campus by shifting travel behavior towards more sustainable modes of transportation.
Goals

- Improve sidewalk and path accessibility, safety, and continuity of campus in aesthetically pleasing ways.

- A Transit Operation which builds upon its success providing student service and strives to support future needs of faculty and staff. ...which creates...alternatives to get from perimeter parking to their offices and around the campus during the day to attend meetings and manage business...The results shall be an on-campus service so dependable that a broad range of faculty and staff would consider it a viable daily alternative.
How do we want it?

- Site visit
  - Data collection
  - Research
  - Campus context
- Engagement
Mobility Master Plan

Executing: Getting Results

T2 EXECUTIVE FORUM
Getting Results

• Do our part
  • Invest our time
  • Don’t underestimate the consultant
Figure 112: Traffic volumes on Ross Street between Asbury and Ireland Streets
Field Observation

Modified Vehicular Entrance—Parking Lot 51
Field Observation

Temporary Curb Bump Outs - Bizzell Street and Polo Road

Enhanced Pedestrian Crossing—Parking Lot 51
Getting Results

• Do our part
  • Invest our time
  • Don’t underestimate the consultant
  • Review drafts and provide feedback
  • Don’t eliminate ideas we don’t like or don’t think will work
Getting Results

• Engagement
  • Facilitate and attend
  • Personally invite
  • Include SMEs on our team
Engagement

Figure 76: Current Issues and Challenges Percentage Summary

- Amenities and aesthetics: 2%
- ADA: 2%
- Autonomous vehicles: 4%
- Information and communications: 5%
- Infrastructure: 5%
- Stallings Garage: 11%
- Other: 16%
- Transit: 20%
- Safety: 36%

Figure 1: Quick Poll Question

What mode of Transportation did you use to get to campus today?

- Drive Alone: 51%
- Carpool: 6%
- Transit: 12%
- Bike: 20%
- Walk: 10%

How many times a week do you use a bike to get around campus?

- More Than 3 Times: 25%
- 1 - 2 Times: 21%
- Not at All: 54%
Engagement
Engagement

Figure 6: Chamber Transportation Committee Mural

To me, success for the transportation mobility master plan looks like...

A plan that has

A fear I have about this project is...

Funding. We are not a significant investment.

No change occurs.

I think we can harness these fears by...

Just take routes on roads. Just improving the roads.

Figure 7: Regional Congestion Group Mural

To me, success for the transportation mobility master plan looks like...

A plan that has a number of options and incentives to get people to choose them.

The only option will be to reduce the demand in the areas.

People will be resistant to try new modes.

I think we can harness these fears by...

An invitation to change culture. That can take decades.

A plan that has allowing us to change the culture.

I think we can harness these fears by...

Another invitation to change culture. That can take decades.

A plan that has allowing us to change the culture.

Figure 8: Transportation Services Leadership Mural

To me, success for the transportation mobility master plan looks like...

A plan that has achievable.

The plan has and attainable goals.

I think we can harness these fears by...

Another plan that has a way to show the community.

I think we can harness these fears by...

Another plan that has a way to show the community.
Stakeholder Engagement Highlights

- Safety
- Infrastructure design, maintenance and connection
- Significant conflict points due to large traffic volumes of vehicles, pedestrians and bicycles
- Transit service improvements
Mobility Master Plan

Implementing: Outcomes & Taking Action
Outcomes
Design Principles

- Restrict vehicle traffic
- Concentrate bus service at key access points
- Develop continuous and connected bicycle facilities
Implementation Plan

• Implementation Framework
• Potential costs and impacts by:
  • Project type
  • Timeframe
  • Funding type
  • Priority
**Figure 147: Potential costs and impacts by project type**

<table>
<thead>
<tr>
<th>Projected Costs and Impact by Type</th>
<th>Total Cost</th>
<th>Max. Daily Users</th>
<th>Max. Spaces Saved</th>
<th>Avg. Daily Users</th>
<th>Costs/User/Year</th>
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</thead>
<tbody>
<tr>
<td>1. Transit Service</td>
<td>$9,329,000</td>
<td>1,670</td>
<td>2,090</td>
<td>1,414</td>
<td>$660</td>
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<tr>
<td>2. Walking Improvements</td>
<td>$3,410,000</td>
<td>350</td>
<td>440</td>
<td>320</td>
<td>$1,070</td>
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<tr>
<td>3. Biking Improvements</td>
<td>$1,725,000</td>
<td>300</td>
<td>380</td>
<td>280</td>
<td>$620</td>
</tr>
<tr>
<td>4. Vehicle Traffic</td>
<td>$590,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>5. Carpool &amp; Vanpooling</td>
<td>$688,000</td>
<td>130</td>
<td>160</td>
<td>125</td>
<td>$550</td>
</tr>
<tr>
<td>6. TDM Support</td>
<td>$8,618,000</td>
<td>1,950</td>
<td>2,440</td>
<td>1,338</td>
<td>$640</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$24,360,000</strong></td>
<td><strong>4,400</strong></td>
<td><strong>5,510</strong></td>
<td><strong>3,476</strong></td>
<td><strong>$700</strong></td>
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</table>

**Figure 150: Potential costs by priority and timeframe**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Timeframe</th>
<th>Short-term</th>
<th>Mid-term</th>
<th>Long-term</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>High</td>
<td>Short-term</td>
<td>$1,565,000</td>
<td></td>
<td></td>
<td>$16,880,000</td>
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<tr>
<td>Medium</td>
<td>Mid-term</td>
<td>$4,710,000</td>
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<td></td>
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<tr>
<td>Low</td>
<td>Long-term</td>
<td>$10,605,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$4,894,000</strong></td>
<td><strong>$6,966,000</strong></td>
<td><strong>$12,505,000</strong></td>
<td><strong>$24,365,000</strong></td>
</tr>
</tbody>
</table>

**Figure 148: Potential costs by timeframe and funding type**

<table>
<thead>
<tr>
<th>Funding Type</th>
<th>Short-Term Subtotal</th>
<th>Mid-Term Subtotal</th>
<th>Long-Term Subtotal</th>
<th>Total Costs</th>
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<tbody>
<tr>
<td>Capital</td>
<td>$2,995,000</td>
<td>$1,780,000</td>
<td>$1,200,000</td>
<td>$5,975,000</td>
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<tr>
<td>Operations</td>
<td>$1,898,000</td>
<td>$5,183,000</td>
<td>$11,304,000</td>
<td>$18,385,000</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$4,893,000</strong></td>
<td><strong>$6,963,000</strong></td>
<td><strong>$12,504,000</strong></td>
<td><strong>$24,360,000</strong></td>
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</table>
Taking Action
# Taking Action: Budget for Capital Costs

**TDM Study and Infrastructure, Repair of Lots and Streets**

<table>
<thead>
<tr>
<th></th>
<th>Modified Budget</th>
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<tbody>
<tr>
<td></td>
<td>FY 2023</td>
</tr>
<tr>
<td>Capital Costs</td>
<td>$ 3,600,000.00</td>
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<tr>
<td>Street Repairwork</td>
<td>$ 4,200,000.00</td>
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<tr>
<td></td>
<td>$ 7,800,000.00</td>
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<tr>
<td>TDM Study &amp; Infrastructure</td>
<td>$ 250,000.00</td>
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<table>
<thead>
<tr>
<th></th>
<th>FY 2027</th>
<th>FY 2028</th>
<th>FY 2029</th>
<th>FY 2030</th>
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<tbody>
<tr>
<td>Capital Costs</td>
<td>$ 3,526,062.50</td>
<td>$ 3,702,365.63</td>
<td>$ 3,887,483.91</td>
<td>$ 4,081,858.10</td>
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<td>Street Repairwork</td>
<td>$ 1,050,000.00</td>
<td>$ 1,102,500.00</td>
<td>$ 1,157,625.00</td>
<td>$ 1,215,506.25</td>
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<tr>
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<td>$ 4,576,062.50</td>
<td>$ 4,804,865.63</td>
<td>$ 5,045,108.91</td>
<td>$ 5,297,364.35</td>
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<td>TDM Study &amp; Infrastructure</td>
<td>$ 500,000.00</td>
<td>$ 500,000.00</td>
<td>$ 750,000.00</td>
<td>$ 750,000.00</td>
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Taking Action

Share the Plan

- With people on our team
- Publicly on our site
- Advisory committee
- Key stakeholders
- Campus community & administrators
Taking Action

Select and act on recommendations:

• Easy and hard items
• Prioritize
• Assign people to accomplish them
• Assign deadlines
Taking Action

Our approach:

- Everything called out has been identified as a problem area
- The proposed fix may not be the exact outcome, but gives framework
- Problem areas have repetitive characteristics
- Also apply fixes to areas not called out in report
Taking Action

Keep meeting:

- With our team
  - Progress updates
  - Select next projects
  - Retain engagement

- Provide updates
  - Publicly on our site
  - Advisory committee
  - Key stakeholders
  - Campus community & administrators
Strategic Plan

T2 EXECUTIVE FORUM
Strategic Plan Overview

- Form Steering Committee
- Pre-summit check-in
- SUMMIT
- Design Work Groups
- Publish Final Plan
- Collect Data
- Plan summit materials
- Determine Strategic Priorities
- WORK GROUPS REPORT
- Prioritize, Draft & Vet
Strategic Plan

Planning

T2 EXECUTIVE FORUM
Transportation Services is an empowered team of professionals dedicated to providing efficient, dynamic and innovative fleet, parking and transit services to the community. We support the teaching, research and public service mission of Texas A&M University, with focus on customer service and communication.
SOAR is a powerful framework for strategic planning.

SOAR takes a positive approach to uncover the best of an organization and determine how to get more of that!
SOAR Process for Strategic Planning

- **STRENGTHS**: What do we excel at?
- **OPPORTUNITIES**: Where could we leverage our strengths?
- **ASPIRATIONS**: What should our future look like?
- **RESULTS**: How will we measure success?
SOAR: Well-Established and Widely Used

- Developed by research faculty at Case Western in late 1980s
- Based on positive psychology and Appreciative Inquiry
- Used successfully since 1988 by a broad range of sectors
Constructionist Principle

Human systems are first imagined, and then created, by those who work within them. This “construction” is ongoing.

Words create reality: the language we use to talk about our organization affects how the organization develops.

When we change the way we talk, we change ourselves and our organization.
Poetic Principle

Like poetry, organizations can be seen and understood from multiple perspectives.

Logic and linear thinking can only take us so far. Metaphor, imagery & stories are powerful means to awaken possibilities for organizational development.
Positive Principle

Every person, every organization has a positive core that has propelled its past success.

Seeking the positive core enlivens and inspires.

The more positive focus we bring to our organizations, the more innovative and effective the people.
Anticipatory Principle

We pay attention to what gives us energy.

We grow in the direction of the images and thoughts we hold.

The more positive and hopeful our image of the future, the more positive our present-day action.
Inquiry is an intervention.

Change starts to happen the moment we start asking questions.

The questions we ask are fateful.
Wholeness Principle

Organizations are a complex nexus of relationships.

Bringing multiple constituencies together builds collective capacity and deepens buy in.

Diversity sparks creativity and innovation.
Strategic Plan

Executing

T2 EXECUTIVE FORUM
Steering Committee

- Summit planning
- Data collection
- Distillation of priorities from the summit
Data Collection

TRANSPORTATION SERVICES STAFFING

<table>
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<tr>
<th>Year</th>
<th>Total</th>
<th>Full Time</th>
<th>Wage</th>
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<tr>
<td>1986</td>
<td>250</td>
<td>16</td>
<td>N/A</td>
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<tr>
<td>2022</td>
<td>561</td>
<td>171</td>
<td>66</td>
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</table>

58% of our staff are students

58% of our staff are students

BUDGET

Total Operating Revenues

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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</thead>
<tbody>
<tr>
<td>$44,047,775</td>
<td>$46,437,662</td>
<td>$48,131,576</td>
<td>$46,416,536</td>
<td>$42,871,509</td>
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Total Operating Revenues, Capital Expense, and Debt Service

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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<tbody>
<tr>
<td>$43,464,582</td>
<td>$42,871,509</td>
<td>$47,775,187</td>
<td>$48,440,755</td>
<td>$47,818,007</td>
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BUS FLEET SIZE

- 2018: 38
- 2019: 43
- 2020: 43
- 2021: 45

BUS APPointments

- 2020: 276
- 2021: 240

BIKE SHARED TRIPS

- 2018: 34,464
- 2019: 699,624
- 2020: 54,039

5 Year Summary

- 2018: 34,464
- 2019: 699,624
- 2020: 54,039

INDUSTRY PARTNERS

- TPTA
- WAFA
- ACT
- CPTA
- TDM
- IPM

INTERNAL PROMOTIONS

- 2017: 98
- 2018: 86
- 2019: 64
- 2020: 64

NEW EMPLOYEES ONBOARD

- 2020: 107
- 2021: 124

BUS ROUTE

- On-Campus: 26
- Off-Campus: 15

BIKE SHARED

- 2020: 12
- 2021: 10

SCORING SYSTEM / REPORTS

- 1 = UNFIT
- 2 = FLUID
- 3 = MAJOR MAINTENANCE

BIKE REPAIRS

- 2020: 2,276
- 2021: 2,276

RESEARCH PROJECTS

- 55 research projects with students and professors since 2016

SOCIAL MEDIA

- Total: 1,348,672
- Engagement: 2020-2021

EVENTS COMPLETED

- 2020: 16
- 2021: 9
- 2022: 7

RESOURCES AFFECTED

- 2020: 39
- 2021: 67
- 2022: 59

- shuttle and timed services
- VIT: 15% increase in service levels for students and faculty during the fall of 2018
- Introducing the Bike and Cargo Program in the fall of 2020
2006

At a glance

36,000: number of parking spaces managed
79: size of fleet

Fleet fuel metrics:
- 410,278 gallons Diesel
- 384,731 gallons Unleaded
- 2,593 gallons Biodiesel

My Parking Account introduced

Changed lot specific permits from red/blue/yellow
Strategic Plan Summit
Strategic Plan

Implementing

T2 EXECUTIVE FORUM
Creating the Plan

- Data from the summit
  - Priorities
  - Opportunities
  - Aspirations
  - Golden Ideas
- Small Groups
- Crafting/Drafting
- Management Team Workshops
- Crafting/Drafting
What’s next for the Strategic Plan?

• Implementation
  • Assign leads
  • Create action plans
  • Measure and communicate progress

• Get the word out
  • Employees
  • Summit participants
  • Constituents
  • Administrators
Strategic Plan Takeaways

• Not a usual approach
• Appreciative Inquiry
• Broadly Inclusive
• Commitment
Q&A

T2 EXECUTIVE FORUM