STRATEGIC PLAN
Strategic Plan Overview – January 2022 – February 2023

- Form Steering Committee
- Pre-retreat check-in
- Design Work Groups
- Publish Final Plan

- Collect Data
- Plan summit materials
- Determine Strategic Priorities
- Prioritize, Draft & Vet

WORK GROUPS REPORT
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?
Data Collection

Transportation Services Staffing

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2022</th>
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<tr>
<td>Full-Time</td>
<td>250</td>
<td>561</td>
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<td>Part-Time</td>
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<td>171</td>
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58% of our staff are students

Bus Ridership

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58% of our staff are students

Budget

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<tr>
<th>Year</th>
<th>2017</th>
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<td>Total Operating Revenues</td>
<td>$44,047,775</td>
<td>$44,457,662</td>
<td>$44,318,375</td>
<td>$44,016,726</td>
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<td>Total Operating Expense, Capital Expense, and Debt Service</td>
<td>$43,444,882</td>
<td>$43,317,509</td>
<td>$43,377,917</td>
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INDUSTRY PARTNERS

- TPTA
- IPM
- ACT
- Transportation Services
- CPTA

Industry partnerships with students and professionals since the fall of 2016.

Research Projects

- New research projects with students and professors since the fall of 2016.

Social Media

- Engagement: 2021-2022
- Engagement: 2022-2023

Evans Calendar

- Number of Events: 2017-2023
- Number of Events: 2022-2023

In-Depth Study

- The average age of bus drivers is 25.

Maintenance

- Average length of time to train a bus driver is 10 weeks.

- 1,100 drivers have obtained a CDL through our program in the past 5 years.

BUS SERVICES

- Off-Campus Shuttle
- On-Campus Shuttle

- Instead of towing, we began boot service in the fall of 2016.

- Increased ticket sales assistance, security, and public safety.
2006

TWO THOUSAND SIX

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

First in developing access parking

Changed lot specific permits from red/blue/yellow

My Parking Account introduced
Strategic Plan Retreat – April 2022
STRATEGIC PRIORITIES

1. Be a best place to live, work, and learn

2. Intentional and coordinated growth with our campus and surrounding communities

3. Improve customer experience with simple, transparent processes and new technology that is intuitive and user-friendly

4. Invest in sustainable multimodal mobility solutions and address infrastructure gaps
Steering Committee Analysis

• April – June
  • Retreat results compiled
  • Results analyzed
  • Identified themes became
    • Guiding Principles
    • Foundational Approach
    • 16 Goals
GUIDING PRINCIPLES

SAFETY
Every decision we make throughout the department maintains the safety of team members and our customers. We provide our team with the tools, time, and training they need to complete their jobs safely, creating a safe environment for our customers.

ENVIRONMENTAL RESPONSIBILITY
As we continue to meet the demands of our growing community, sustainability is centered in our decisions through the physical infrastructure, accessible services, and optimal staffing to support these initiatives.

ALIGNING OF PLANNING EFFORTS
As we continue to meet the demands of our growing community, sustainability is centered in our decisions through the physical infrastructure, accessible services, and optimal staffing to support these initiatives.

INCLUSIVITY & EQUITY
We strive to ensure the services we provide and team members we employ are representative of and accessible to the diverse communities we serve.
FOUNDATIONAL APPROACH

Data analysis highlighted 4 priorities and 16 goals that would guide the 9 post-retreat small groups which dove deeper into the topics. These small groups ranged from 8 to 15 people with the same intentional representation from the aforementioned stakeholders. Nearly 450 comments collected from the small groups helped refine the priorities and goals, then shape the strategies of the plan. Our foundational approach is critical to our future success and shows we:

SERVE:
Deliver world-class services

COMMUNICATE:
Listen, inform and educate

ENGAGE:
Work across campus and beyond to build lasting partnerships

INNOVATE:
Monitor the industry, embrace innovative ideas and adopt emerging technology
PRIORITY 1: BE A BEST PLACE TO LIVE, WORK, AND LEARN

GOAL 1: Create and maintain a culture of service, inclusion, and welcome in which everyone achieves their potential by being valued and striving for excellence.

SERVE

GOAL 2: Embody a culture that values safety and deliberate planning, coordination, and communication.

COMMUNICATE

GOAL 3: Engage employees to identify recruiting, retention, and recognition solutions.

ENGAGE

GOAL 4: Use industry best practices and technology to improve our processes and services that enhance employee efficiency, effectiveness, and well-being.

INNOVATE

PRIORITY 2: PROMOTE INTENTIONAL AND COORDINATED GROWTH WITH OUR CAMPUS AND SURROUNDING COMMUNITIES

GOAL 1: Leverage on-campus and community partnerships to safely serve our diverse population.

SERVE

GOAL 2: Engage customers to understand travel behavior, educate about options, and develop communication strategies.

COMMUNICATE

GOAL 3: Collaborate with campus partners and surrounding communities to evaluate existing transportation systems and services to identify opportunities for coordinated growth.

ENGAGE

GOAL 4: Utilize technological resources to improve our planning and mobility strategies.

INNOVATE
PRIORITY 3: IMPROVE CUSTOMER EXPERIENCE WITH SIMPLE, TRANSPARENT PROCESSES, AND NEW TECHNOLOGY THAT IS INTUITIVE AND USER-FRIENDLY

GOAL 1: Implement technology that helps customers and visitors have seamless campus transportation experiences.

GOAL 2: Create engaging campaigns to collect feedback, raise awareness, and increase excitement about our services to meet the needs of a diverse population.

GOAL 3: Use technology and evolving partnerships to promote our services and offerings.

GOAL 4: Build our website, applications, and technology to serve the growing needs of our campus and community.

PRIORITY 4: INVEST IN SUSTAINABLE MULTIMODAL MOBILITY SOLUTIONS AND ADDRESS INFRASTRUCTURE GAPS

GOAL 1: Provide dynamic and safe mobility solutions to meet our customers’ changing needs.

GOAL 2: Dialogue with customers to identify infrastructure gaps and communicate mobility solutions.

GOAL 3: Facilitate partnerships to expand campus and community mobility solutions.

GOAL 4: Simplify technology and processes to enhance understanding, customer experience, use of mobility solutions, and address infrastructure gaps.
Focus Group Meetings

• April – June
  Data Analysis by steering committee
• June – September
  • 9 Focus Group Meetings with volunteers from retreat and department interested in providing input on more concentrated topics
  • Developed 48 Strategies to support the Goals
PRIORITY 1: BE A BEST PLACE TO LIVE, WORK, AND LEARN

GOAL 1: Create and maintain a culture of service, inclusion, and welcome in which everyone achieves their potential by being valued and striving for excellence.

SERVE

STRATEGIES:
1. Value employees by paying competitive rates, offering promotional opportunities, and providing retention, wellness, work-life balance, and recruitment incentives; make Transportation Services THE place to work.
2. Create formal development plans for employees and enhance career preparedness for students.
3. Incentivize and reward employee excellence, dedication, and safety.
4. Recruit and retain team members who are dedicated to creating an equitable and inclusive working environment.
5. Provide training opportunities and develop a departmental knowledge base to prepare team members to be the next leaders in the department.

GOAL 2: Embody a culture that values safety and deliberate planning, coordination, and communication.

COMMUNICATE

STRATEGIES:
1. Foster superior coordination and multi-dimensional communication among internal units to ensure our department effectively, efficiently, and safely serves the growing campus community.
2. Develop and implement practices for timely coordination, planning, and communication with our partners that support safety and benefit employees through wellness and work-life balance.
3. Promote dialogue throughout the department to ensure employees have input in the decision-making process.

GOAL 3: Engage employees to identify recruiting, retention, and recognition solutions.

ENGAGE

STRATEGIES:
1. Leverage existing Texas A&M programs and explore ways to promote work-life balance, recruitment, retention, and recognition.
2. Streamline our business processes to improve efficiency and accessibility of our world-class services to the campus community.

GOAL 4: Use industry best practices and technology to improve our processes and services that enhance employee efficiency, effectiveness, and well-being.

INNOVATE

STRATEGIES:
1. Promote innovative, efficient practices and technology to optimize effectiveness and make services more inclusive and accessible department wide.
2. Leverage existing technology and explore new ways to attract, recruit and retain talented team members.
3. Adopt innovative strategies and technology that make planning and operations more efficient.
Strategic Plan Final Review and Draft

- April – June
  Data Analysis by steering committee
- June – September
  Focus Group Meetings with volunteers interested in providing input on more concentrated topics
- September – December
  Drafting by leadership team
- December – January
  Leadership Workshops to get feedback about draft plan elements
- February
  Final Draft
What’s next for the Strategic Plan?

- Roadshows
  Get the word out and get feedback
- Implementation
  Implementation Teams
- Monitor to ensure ongoing progress
- Report out
View Plans & Provide Feedback

https://transport.tamu.edu/plans
## Mobility Master Plan Overview

<table>
<thead>
<tr>
<th>Time</th>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>2020</td>
<td>Kickoff and collect data</td>
</tr>
<tr>
<td>Spring</td>
<td>2021</td>
<td>Virtual engagement</td>
</tr>
<tr>
<td>Fall</td>
<td>2021</td>
<td>In-person engagement and collect data</td>
</tr>
<tr>
<td>Spring</td>
<td>2022</td>
<td>Final Report</td>
</tr>
<tr>
<td>Summer</td>
<td>2022</td>
<td>Implementation kickoff</td>
</tr>
<tr>
<td>Fall</td>
<td>2022</td>
<td>Subcommittee monthly collaboration and prioritization of recommendations</td>
</tr>
<tr>
<td>Monthly</td>
<td>2023</td>
<td>Implementation team meetings</td>
</tr>
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Mobility Master Plan Scope

Mobility analysis includes:

- Engagement
- Transit and Microtransit
- Cycling and Walking
- Placemaking, Micromobility, and Curb Management
- Transportation Demand Management (TDM)
- Parking Demand
- Peer Review
Mobility Master Plan Objectives

• Right-size transportation options based on anticipated future demand (post-pandemic future)

• Allow for a variety of feasible mobility options for all users

• Encourage campus users to choose travel modes other than single-occupant vehicles

• Improve access and decrease congestion

• Support financial stability of auxiliary
Guiding Principle: Transportation Mode Hierarchy
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%
Field Observations, Analysis with Modifications

Figure 112: Traffic volumes on Ross Street between Asbury and Ireland Streets
Field Observations, Analysis with Modifications
Mobility Master Plan Highlights

• Creating multifunctional plazas to sort out conflicts
• Solving design details to make it easier to walk
• Connecting and continuing bike routes
• Creating respite spaces for re-charge or microclimates
• Upgrading Aggie Spirit bus service with a few improvements
<table>
<thead>
<tr>
<th>Item</th>
<th>Walking Improvement Initiatives</th>
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</thead>
<tbody>
<tr>
<td></td>
<td><strong>Near Term</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Pause/Signal Study</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Complete</strong></td>
</tr>
<tr>
<td>27</td>
<td>Raise pedestrian crossing between Lot 100 and Physical Education Building (about 750 sq. ft. of pavement).</td>
</tr>
<tr>
<td>28</td>
<td>Build connection to sidewalk from Lot 100 (100 feet). Add 4 to 6 trees to demarcate crossing and direct pedestrian traffic from parking lot.</td>
</tr>
<tr>
<td>29</td>
<td>Add bus shelters and benches on each side of the street to increase passenger comfort and transit service wayfinding.</td>
</tr>
<tr>
<td>30</td>
<td>Provide direct walking route between Reed Arena and Student Recreation Center. Provide midblock pedestrian crossing (painted crosswalk) across Olsen Blvd. Add pedestrian activated Rapid Flashing Beacon (2) to alert drivers.</td>
</tr>
<tr>
<td>31</td>
<td>Raise pedestrian crossings on Lot 102, in front of Reed Arena, to continue pedestrian route (2 x 320 sq. ft.). Add pavement texture or different pavement across Lot 104 to continue route to Student Recreation Center (200 feet).</td>
</tr>
<tr>
<td>32</td>
<td>Reduce curve radius at corners to slow down turning vehicles. Add planters (14-18), improved paving and striping to protect pedestrians.</td>
</tr>
<tr>
<td>33</td>
<td>Extend medians to create a refuge for pedestrians and slow vehicle turn movements (improved paving and striping protected with planters).</td>
</tr>
<tr>
<td>34</td>
<td>Eliminate southbound left turn lane from Bizzell to Polo—increase size of median (150 feet x 11 feet) to reduce crossing distance of SB lanes for pedestrians.</td>
</tr>
<tr>
<td>Item</td>
<td>Biking Improvement Initiatives</td>
</tr>
<tr>
<td>------</td>
<td>-------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td><strong>Bizzell Street &amp; Polo Road Intersection</strong></td>
</tr>
<tr>
<td>35</td>
<td>Add new striping and signage to demarcate bike lanes along Bizzell Street and continue across Polo Road intersection (about 1,800 feet).</td>
</tr>
<tr>
<td>36</td>
<td>Add plastic bollards to protect bike lanes from vehicles along Bizzell (200 plastic bollards); add bike ramp on northeast corner to connect lane with bike route through University Drive and College Avenue intersection.</td>
</tr>
<tr>
<td></td>
<td><strong>Near Term</strong></td>
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<tr>
<td></td>
<td><strong>Pickard Pass</strong></td>
</tr>
<tr>
<td>50</td>
<td>Address blind corner of path going to Recreation Center with channelization of walking and pedestrian paths. Install planters (3-4), plastic bollards (15-20), and painted markings to reinforce separation of modes and safety at blind corner.</td>
</tr>
<tr>
<td>51</td>
<td>Mark the bike path on pavement at the end of Pickard Pass where it meets the Kyle Field plaza, to provide guidance to cyclists and pedestrians and continuity of bike route to connect with bike lanes on Gene Stallings and Joe Routt Boulevards (about 300 feet).</td>
</tr>
<tr>
<td></td>
<td><strong>Complete</strong></td>
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<td></td>
<td><strong>Vehicle Traffic Management Strategies</strong></td>
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<td></td>
<td><strong>Lot 47/51 entry and exit changes</strong></td>
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<td>62</td>
<td>Redesign southern entrance to Lots 47/51 so that drivers can turn right or left onto Bizzell when exiting. Open gap on Bizzell Street median to allow entry and exit of vehicles to/from Lots 47 and 51.</td>
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## Budget for Capital Costs

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

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What’s next for the Mobility Master Plan?

- **Roadshows**
  Get the word out and get feedback

- **Implementation**
  Monthly Implementation Meetings

- **Monitor for ongoing progress**

- **Report out**
Mobility Master Plan Takeaways

- Alignment with campus development
- Implementation
- Commitment
View Plans & Provide Feedback

https://transport.tamu.edu/plans