



# TRANSPORTATION SERVICES STRATEGIC PLAN AND MOBILITY MASTER PLAN UPDATE

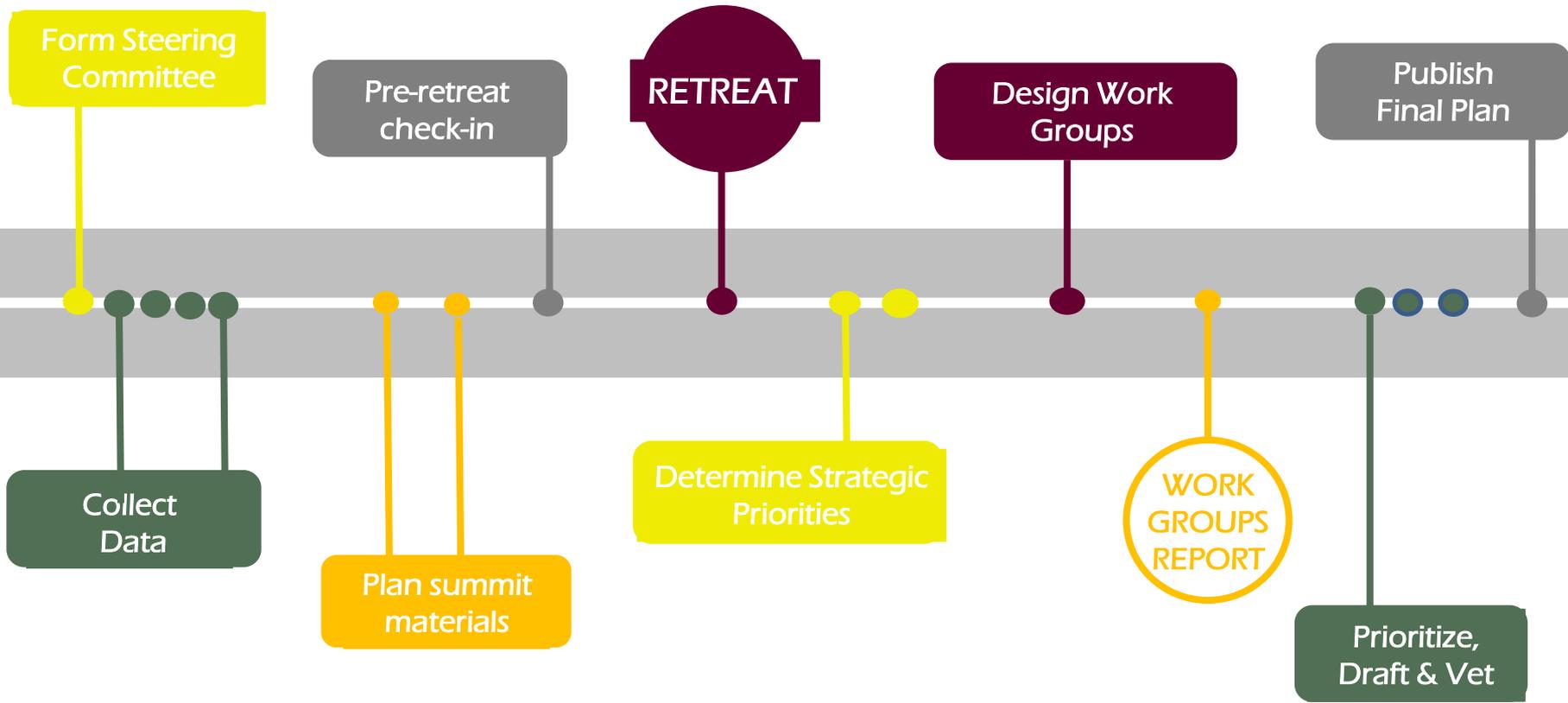
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*Debbie Lollar and  
Julie Villarreal*



# STRATEGIC PLAN

# Strategic Plan Overview – January 2022 – February 2023



# 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?

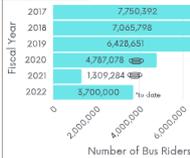


# Data Collection

### TRANSPORTATION SERVICES STAFFING



### BUS RIDERSHIP

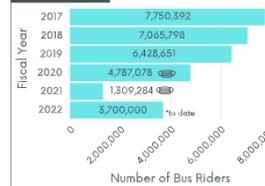


### TRANSPORTATION SERVICES STAFFING

	1988	2022
Total	266	561
Full-Time	16	171
Wage	N/A	66
Student	250	324

**58%** of our staff are students

### BUS RIDERSHIP



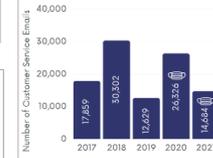
### BUDGET

	2017	2018	2019	2020	2021
Total Operating Revenues	\$44,047,775	\$46,457,662	\$48,318,575	\$44,618,938	\$48,068,035
Total Operating Expense, Capital Expense, and Debt Service	\$43,464,582	\$42,871,509	\$47,775,187	\$48,440,755	\$47,031,007

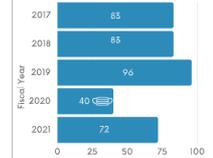
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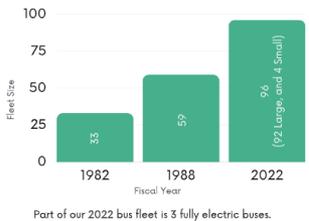
### EMAILS TO CUSTOMER SERVICE



### EVENTS CASHIERED



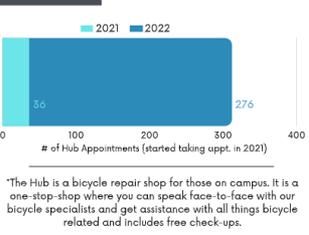
### BUS FLEET SIZE



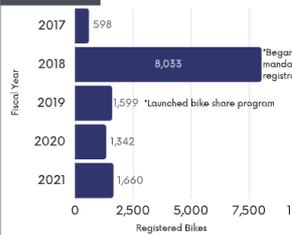
### BIKE SHARE TRIPS



### HUB APPOINTMENTS



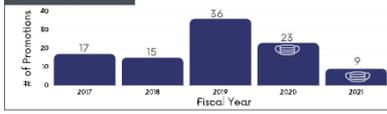
### REGISTERED BIKES



### INDUSTRY PARTNERS



### INTERNAL PROMOTIONS



### NEW EMPLOYEES ONBOARDED



### FUN FACT

The average age of bus drivers is **25!**

### TRAINING PROGRAMS

- Our parking officers go through an extensive 6-month training.
- The average length of time to train a bus driver is 10 weeks.
- 1,110 drivers have obtained a CDL through our program in the past 5 years.

### BUS ROUTES



### BOOT SERVICE

Instead of towing, we began boot service in the fall of 2016 for customers with "outstanding citations". Once the customer pays their citation then they can remove the boot, even after regular business hours.

are able to communicate



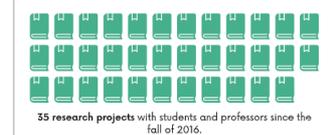
### SOCIAL MEDIA



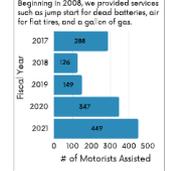
engagement events includes Howdy signs, and more.



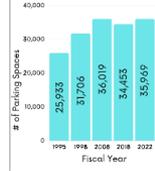
### RESEARCH PROJECTS



### MONTHLY ASSISTANCE



### PARKING SPACES MANAGED



### BICYCLE CONCIERGE PROGRAM

Launched in 2019, the Bicycle Concierge Program offers many services. These include; safe route to campus, bike maintenance assistance, and bike safety course.

☹️ = numbers were affected by COVID-19

☹️ = numbers were affected by COVID-19



1988 1989 1990 1991 1992 1995

# 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

My Parking Account introduced

Changed lot specific permits from red/blue/yellow

First in develop access parking



**1988**  
NINETEEN EIGHTY EIGHT  
The Department of Parking, Traffic & Transit Services created  
46 Number of budgeted employees transferred to the newly formed department from Physical Plant, Bus Operations & Linenarty Jobs  
390 Total student workers  
12,000 Number of parking spaces managed



**1999**  
NINETEEN NINE  
HR...  
425

**2000**  
TWO THOUSAND  
Depart...  
Transport...

**2010**  
TWO THOUSAND  
Alber...  
and...  
manag...

**2013**  
TWO THOUSAND THIRTEEN  
Electric vehicle charging introduced to campus

**2014**  
TWO THOUSAND FOURTEEN  
Syle Field Transit Plan was implemented in partnership with Texas A&M Transportation Institute  
Destination Aggregator mobile app launched



**1995**  
NINETEEN NINETY FIVE  
First Geographic Information System (GIS) mapping specialist hired  
Full-time



**2000**  
TWO THOUSAND  
Population

**2005**  
TWO THOUSAND FIVE  
IT D...  
tabl...

**2006**  
TWO THOUSAND SIX  
Parking...  
Year...

**2007**  
TWO THOUSAND SEVEN  
Underg...



Donors for Citations searched



The Hub opened providing bike repair and riding education services to the campus community; new home for Wheeler Wednesdays





# 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

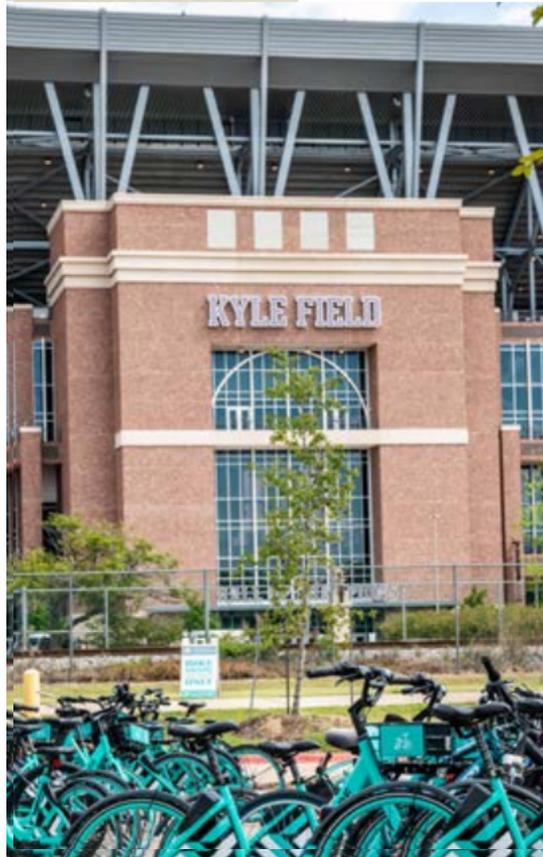
As we continue to meet the demands of our growing community, sustainability is centered in our decisions through the physical infrastructure, accessible services, and optimal staffing to support these initiatives.

## 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.

**SERVE**

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

**COMMUNICATE**

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

**ENGAGE**

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

**INNOVATE**

### **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.

**SERVE**

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

**COMMUNICATE**

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

**ENGAGE**

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

**INNOVATE**

# 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:**

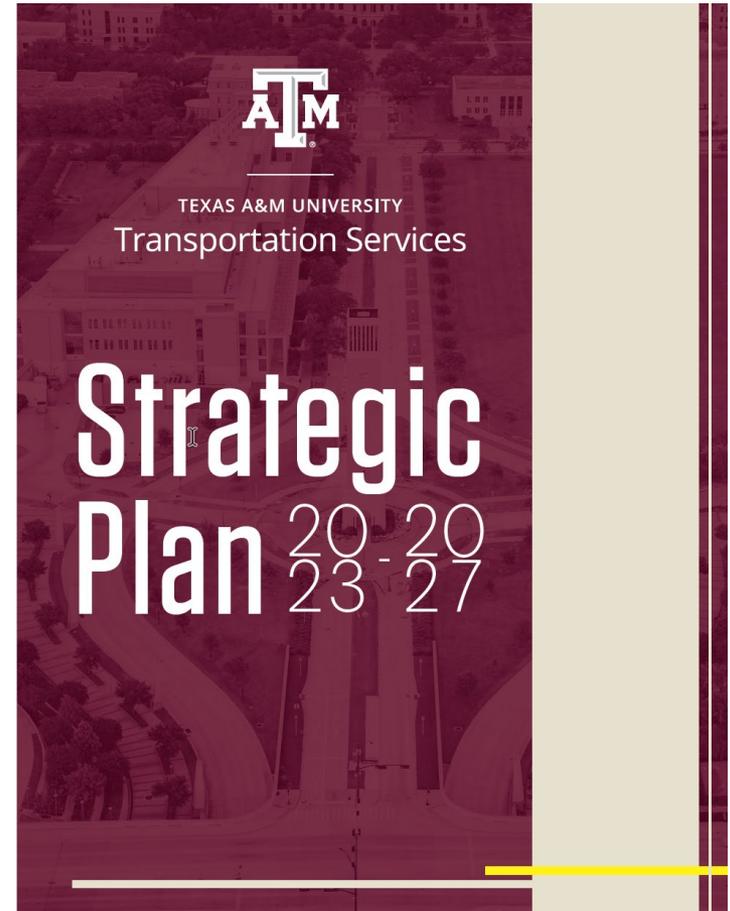
1. Promote innovative, efficient practices and technology to optimize effectiveness and make services more inclusive and accessible department wide.
2. Leverage existing technology and explore new ways to attract, recruit and retain talented team members.
3. Adopt innovative strategies and technology 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
-

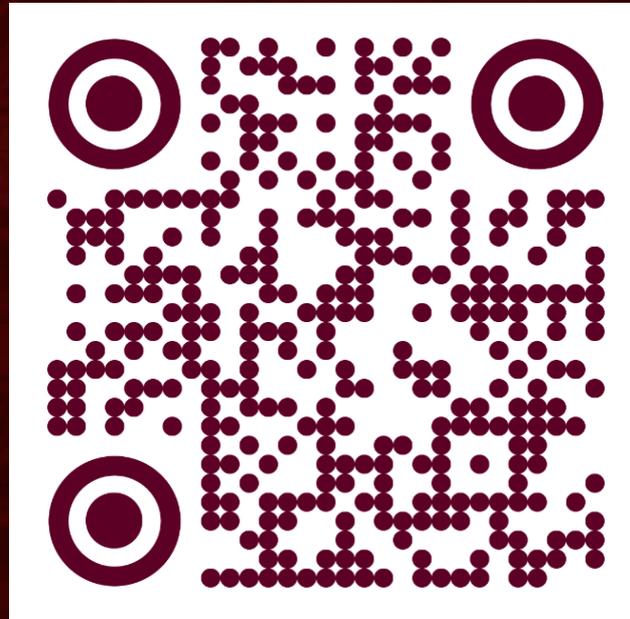
# What's next for the Strategic Plan?

- 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

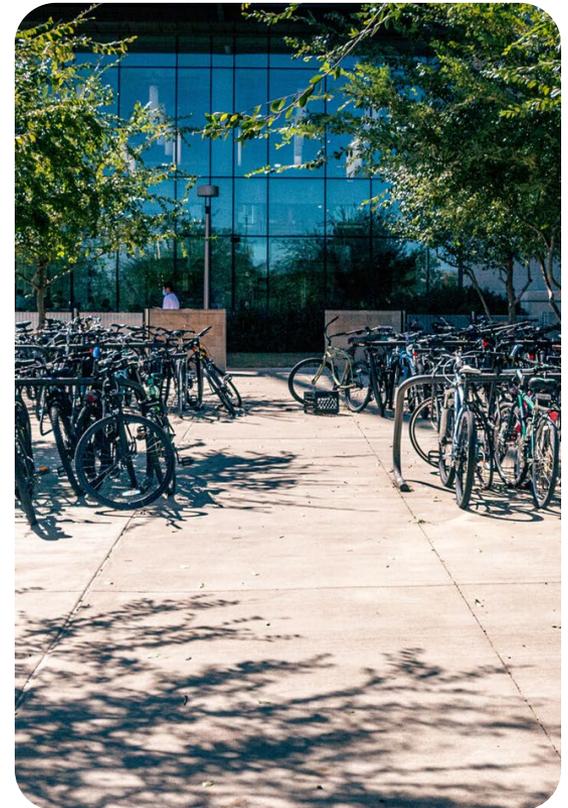
# Mobility Master Plan Overview

- 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
-

# 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

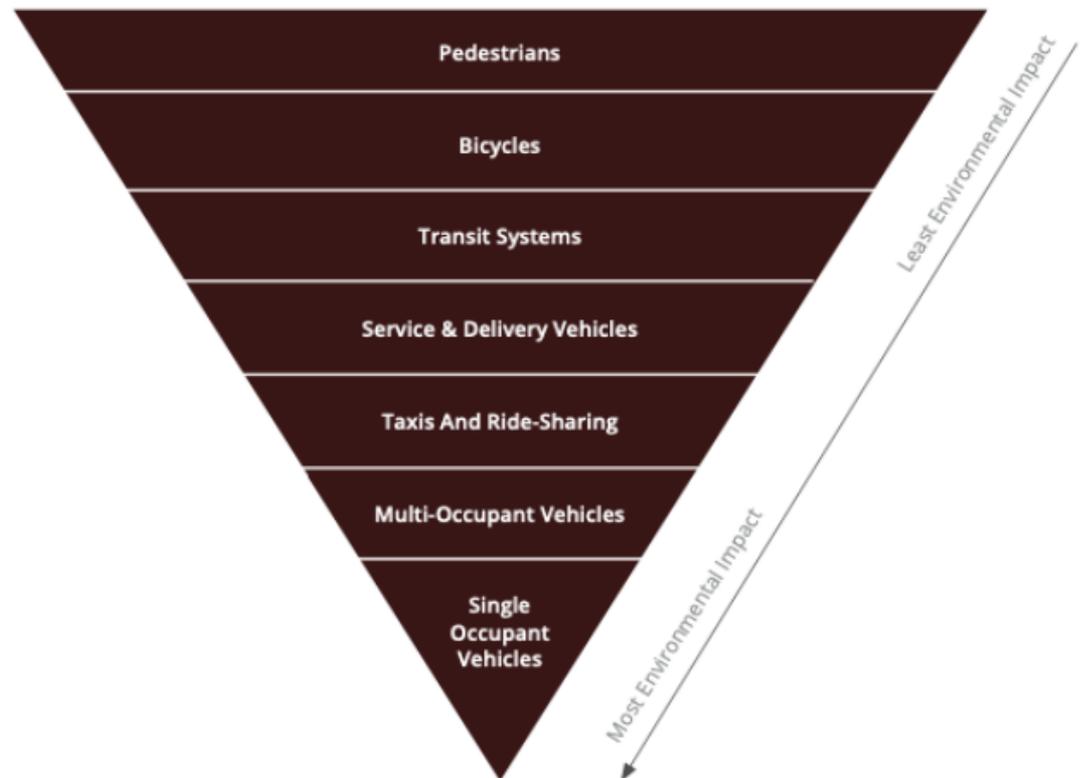


# Mobility Master Plan Objectives

- 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

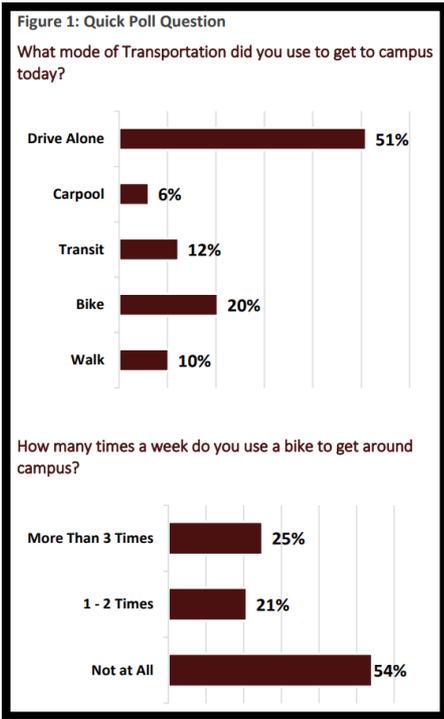
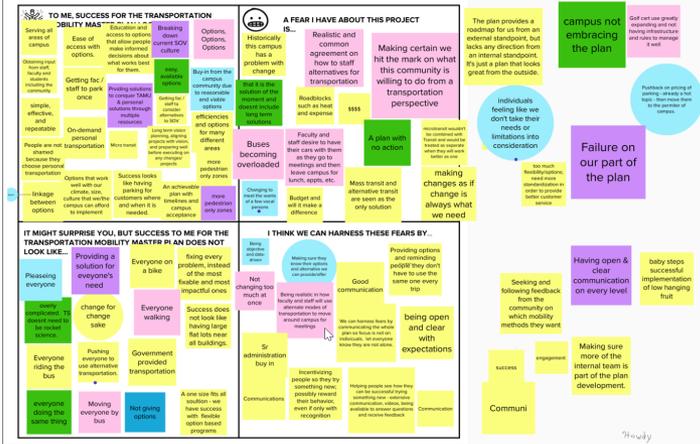
Figure 31: Transportation Mode Hierarchy



Mobility Plan Hierarchy

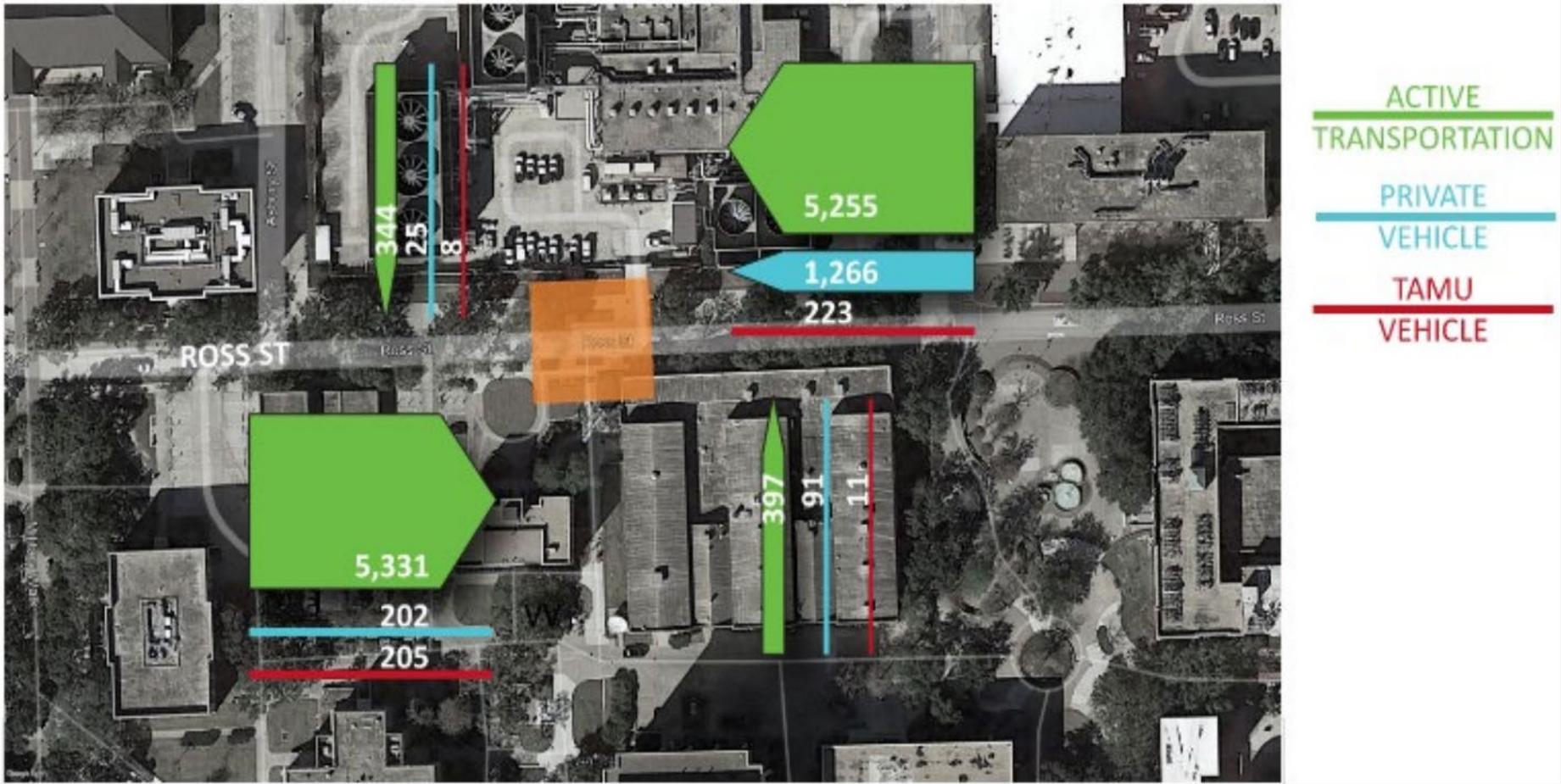


Figure 12: Transportation Services Leadership Team Mural



# Field Observations, Analysis with Modifications

Figure 112: Traffic volumes on Ross Street between Asbury and Ireland Streets



# Field Observations, Analysis with Modifications



Temporary Curb Bump Outs - Bizzell Street and Polo Road



Enhanced Pedestrian Crossing—Parking Lot 51



t 51

# 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
-

Item	Walking Improvement Initiatives
	Penberthy Crossing at Physical Education Building <b>Near Term</b>
27	Raise pedestrian crossing between Lot 100 and Physical Education Building (about 750 sq. ft. of pavement).
28	Build connection to sidewalk from Lot 100 (100 feet). Add 4 to 6 trees to demarcate crossing and direct pedestrian traffic from parking lot.
29	Add bus shelters and benches on each side of the street to increase passenger comfort and transit service wayfinding.
	Reed Arena Pedestrian Paths <b>Pause/Signal Study</b>
30	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.
31	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).
	Bizzell Street & Polo Road Intersection <b>Complete</b>
32	Reduce curve radius at corners to slow down turning vehicles. Add planters (14-18), improved paving and striping to protect pedestrians.
33	Extend medians to create a refuge for pedestrians and slow vehicle turn movements (improved paving and striping protected with planters).
34	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.

<b>Item</b>	<b>Biking Improvement Initiatives</b>
	<b>Bizzell Street &amp; Polo Road Intersection</b>
	<b>In Progress</b>
35	Add new striping and signage to demarcate bike lanes along Bizzell Street and continue across Polo Road intersection (about 1,800 feet).
36	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.
<b>Item</b>	<b>Biking Improvement Initiatives</b>
	<b>Pickard Pass</b>
	<b>Near Term</b>
50	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.
51	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 Rott Boulevards (about 300 feet).
<b>Item</b>	<b>Vehicle Traffic Management Strategies</b>
	<b>Lot 47/51 entry and exit changes</b>
	<b>Complete</b>
62	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.



# 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



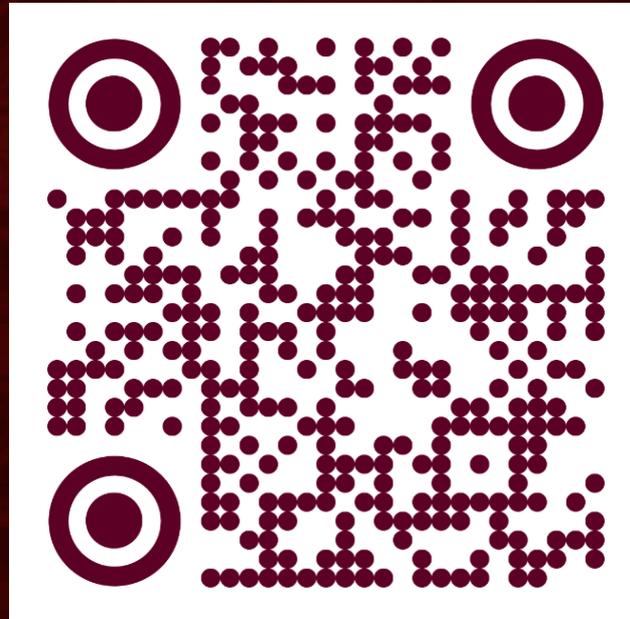


Transportation Services  
Strategic Plan & Mobility Master  
Plan Update  
Spring 2023





## View Plans & Provide Feedback



<https://transport.tamu.edu/plans>