University of Oregon
Transportation Services

Strategic Plan 2020-2025

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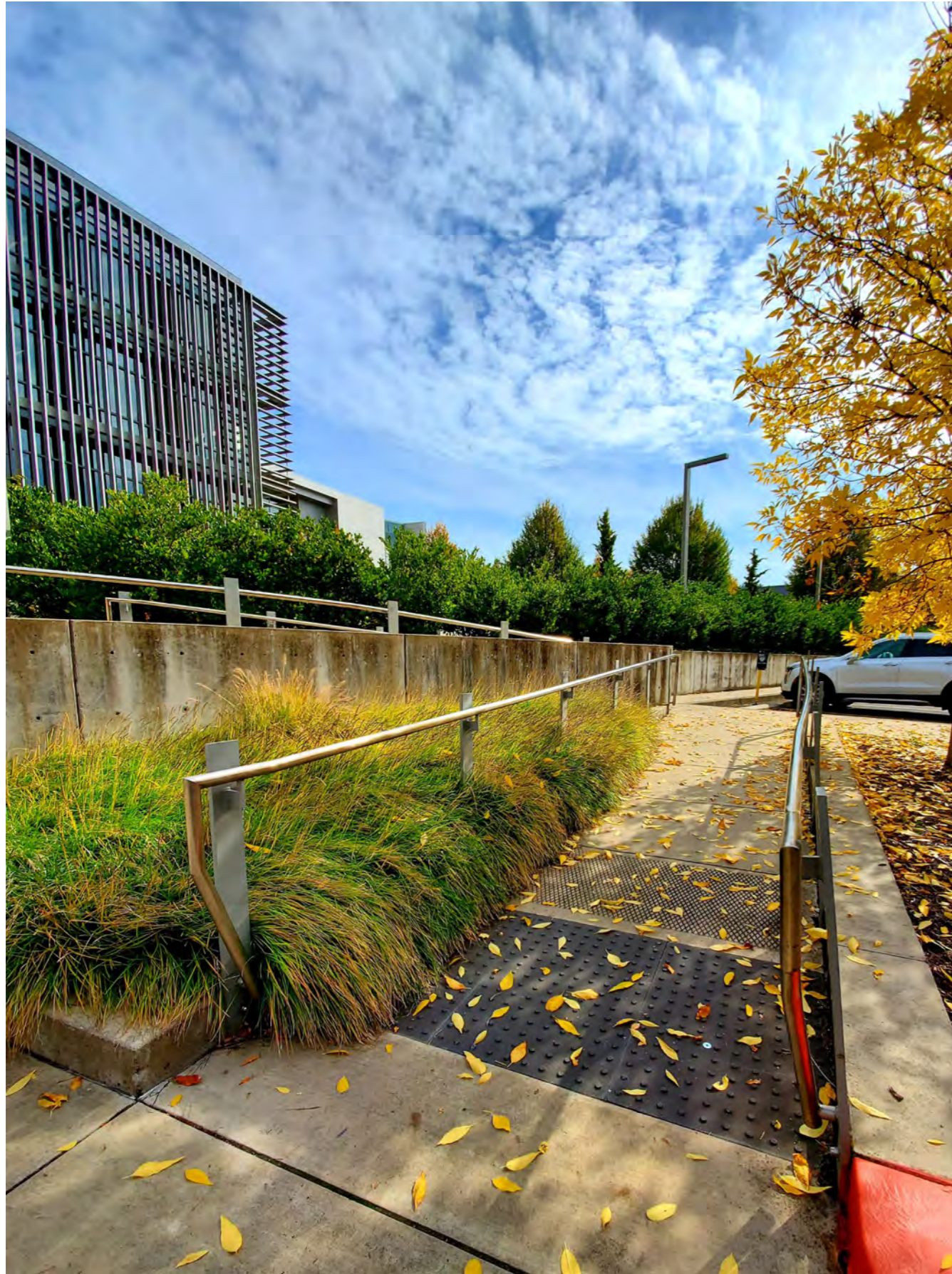
Executive Summary

University of Oregon Transportation Services developed this Strategic Plan to guide programs, investments, and overall customer service for the next five years.

This is the first plan of its kind since the department was created in 2013, with insights and recommendations informed by an extensive evaluation and stakeholder engagement process.

The department's mission statement and a transportation vision for the university are presented in Chapter 2, along with 5-year strategic goals, objectives, and action items which will be measured through annual reports to assure forward progress. The remaining chapters provide analysis, supporting data, and narrative that support the creation of the goals, objectives, and action items outlined in this chapter.

Chapters 3 and 4 assess current conditions, first of transportation programs and services on campus, then of the department's customer and stakeholder relationships. Each chapter identifies strengths, weaknesses, best practices, and strategic priorities. Chapters 5 and 6 identify action items and provide guidance for financial strategy, communications, data collection, and planning needs.

The most pressing challenge facing the department is an imbalance of parking supply and demand.

Parking inventory has experienced a net decrease in recent years, from over 4,000 spaces in 2014 to less than 3,500 spaces in 2019. Meanwhile, demand has increased steadily, at a rate of 5% each academic year. This imbalance creates risks for our ability to provide a quality customer service experience as well as to our revenue. Transportation Services is an auxiliary unit of the university and its current revenue model is based on collecting parking fees and fines. If campus continues to grow while surface parking is displaced, we expect shrinking revenue growth in the coming years.

Many times, challenges can present new opportunities.

The reduction of parking spaces has given us new energy and focus to promote a broader array of multimodal transportation options in addition to providing quality customer service to students, staff, faculty, and visitors who drive to and park on campus. With this in mind, the department changed its name in January 2019 from the Department of Parking and Transportation to Transportation Services.

The department is working to expand parking supply that meets customer needs, with the construction of the Millrace Drive Parking Garage in 2020 and an eventual expansion of Lot 54 east of campus, which aligns with the Campus Plan's vision to move parking toward the campus periphery. Additionally, we are focused on balancing parking demand through adjustments to pricing, operations, and technology.

Eight overarching strategic goals identify opportunities to fulfill Transportation Services' mission to provide access, mobility, and parking services in support of the campus.

Customer Service
Creating value for our customers and stakeholders, both on and off-campus.

Equity
Assuring equitable access and travel options for all of our stakeholders.

Fiscal Responsibility
Identifying sources and uses of funds which create value for stakeholders.

Safety & Efficiency
Supporting a transportation network which moves people and goods through campus efficiently while protecting needs of vulnerable populations.

Sustainability
Reducing our direct environmental impacts while facilitating the reduction of carbon-intensive modes in support of university sustainability goals.

Innovation
Serving as a leader in campus mobility by leveraging creative partnerships, programs, and services as well as emerging technologies.

Congestion Reduction
Reducing congestion in the campus core through investments, curb management, and pricing which shift auto parking to the periphery.

Asset Management
Assuring that transportation assets on campus are in a state of good repair.

This report will measure success through "key performance indicators" (KPIs) for each of its 8 overarching goals. These KPIs provide specifics, such as projected completion years, percent changes, etc. to accurately measure department progress. The department has chosen 2018 as its base year for future KPI reporting.

This Strategic Plan provides guidance for decision making.

Each chapter highlights "department priorities" -- actionable mitigation measures to best serve customers and address identified challenges. Although the planning horizon is five years, the next strategic planning process should begin in 2024 to ensure the department is proactively assessing and addressing expected challenges and opportunities.

Based on the analysis and input gathered during the planning process, department priorities were created to help focus the department's resources, including staffing efforts and funding. Each section of the plan describes department priorities. Priorities by section are included in the table below.

Department Priorities

OPERATIONS	Implement new parking management software system
	Evaluate and potentially implement Zonal Parking System
	Regularly monitor and adjust citations & appeals process
	Regularly monitor and adjust contractor & service vehicle parking needs
ASSET MANAGEMENT	Study and prioritize transportation assets and infrastructure needs
	Prioritize appropriate funding levels for infrastructure and assets
	Implement asset manamagement with campus parterns
TRANSPORTATION OPTIONS	Further develop department's brand
	Establish and manage stakeholder partnerships
	Develop new opportunities for transportation options
	Expand funding for Transportation Options
	Further evaluate and implement transportation programs on campus
FINANCE	Further explore campus Transportation Fee
	Increase permit rates over time
	Collaborate with academic research
	Pursue campus transportation-related grants when appropriate

COVID-19 effects on this Strategic Plan

In response to the COVID-19 global pandemic, the University of Oregon modified its operations in adherence to Governor Brown's Executive Order. Transportation Services, like all other departments across campus, has been significantly effected by these necessary operational changes. While the pandemic has resulted in budgetary impacts, this Strategic Plan represents a 5-year vision for the department. Transportation Services will continue to pursue the strategies in this plan over the 5-year planning period to the extent possible, as future COVID-19 operational impacts continue to evolve.

Introduction

01

University of Oregon Transportation Services developed this strategic plan to guide its programs and customer service over the next five years. This is the first plan of its kind since the department's creation in 2013.

The plan provides a department-wide mission and a transportation vision for the university and will help guide an eventual update to the Campus Transportation Master Plan. Evaluation of current services and extensive stakeholder engagement helped shape the development of goals, objectives and action items which will typically be measured on an annual basis to ensure forward progress.

Background

University of Oregon Transportation Services is an auxiliary unit in Finance and Administration's Campus Services group. Programs and services provided by Transportation Services include:

- ✓ Parking permit sales
- ✓ Parking enforcement
- ✓ Special event parking
- ✓ Park & ride services

- ✓ Parking citations & appeals
- ✓ Bicycle cage & locker rentals
- ✓ Bike impounds
- ✓ Driver certification

- ✓ ADA services
- ✓ Car share program
- ✓ Bike share program
- ✓ LTD Group Pass coordination

Transportation Services provides support and offers services to any and all who travel to and through the University of Oregon campus.

Automobile Parking

Transportation Services oversees a parking inventory of approximately 3,450, inclusive of all types of spaces. Parking is primarily available in open-air surface lots with the exception of the covered surface lot beneath the HEDCO Education building, which has 127 spaces, and the 13th Avenue Garage with 376 spaces on three underground levels.

At the time of this plan, the five-story Millrace Drive garage is being constructed which will include approximately 650 spaces. This garage will provide parking for the Knight Campus and replace some parking lost during recent campus renovations. Transportation Services designates lots for permit parking by employee, student, visitor, and pay-to-park. Department staff enforces all parking regulations, including permit requirements, Monday through Friday, 7am-6pm. In Fall 2019, Transportation Services began Saturday monitoring and enforcement of hourly paid parking, 24-hour reserved parking, ADA spaces, and safety-related violations (e.g., parking in a fire lane).

Bicycle Parking

The University of Oregon provides approximately 7,400 bicycle parking spaces on campus, the majority of which are publicly accessible bike racks. Secure bike parking includes 900 bike cage spaces, 100 bike lockers, and 300 courtyard spaces, just 15% of which are managed by Transportation Services. A large portion of secure bike storage on campus is managed by UO Housing for on-campus resident parking.

Transportation Services also rents secure bicycle parking spaces to students, staff, and faculty on an annual basis, and requires that bikes are registered in order to utilize these services. There is considerable inconsistency with regard to pricing, operations, and policy for secure bike parking across the different entities that manage spaces. The department is actively seeking to expand its inventory of secure bike parking spaces and to bring campus-wide consistency to secure bike parking.

Transportation Planning & Policy

Because transportation to, from, and through campus is central to university operations, there are several existing policies and planning documents that address transportation planning. These were evaluated as a starting point for the department's strategic planning process, and inform many of our goals and objectives.

Campus Plan

The University of Oregon Campus Plan contains overarching principles to inform decision-making. Principle 9 establishes transportation objectives that describe the central area of campus as a pedestrian and bicycle zone, while discouraging auto traffic. This principle also attempts to balance the responsibility of providing reasonable parking with encouraging active transportation modes such as walking, biking and transit that reduce parking demand. A Transportation Demand Management (TDM) plan is referenced in the Campus Plan to meet City of Eugene code provisions. Principle 9 states the TDM plan will establish benchmarks and monitor them annually. This portion of the Campus Plan also cross references the City of Eugene Transportation System Plan (TSP) and reaffirms the UO Long-Range Transportation Plan of 1973.

Long Range Transportation Plan

The UO Long-Range Transportation Plan, adopted by the Campus Planning Committee and UO President in 1976, sets guiding principles and policies to address transportation issues on the UO campus. Guiding principles and policies promote sustainable transportation concepts and discourage use of single occupancy automobiles. While this existing plan, in large part, aligns with existing UO environmental and sustainability policies, it is outdated, lacking detail, and in need of update. Transportation Services will lead this update process, in close coordination with Campus Planning and other stakeholders on and off campus.

UO Campus Physical Framework Vision Project

This plan was completed 2012-2014 to supplement the Campus Plan and bring greater specificity and information for decision making. Four growth scenarios within the plan portray prioritized areas for building sites, parking, connectors and open spaces. There is a general theme of limiting vehicle traffic within campus, and prioritizing pedestrian and bicycle access. Proposed surface and/or structured parking locations are primarily planned at the outer edges of campus.

UO Bicycle Plan

Published in 1991, this document establishes a policy and planning framework to promote and support cycling on campus and provides guidelines for education and enforcement. Transportation Services' work with Campus Planning and others to update the campus Transportation Master Plan will further address these topics, including bicycle parking facilities.

Bicycle Management Program

Established in 2002, the Bicycle Management Program is responsible for establishing and overseeing minimum bicycle parking requirements on campus, which are based on enrollment and evaluated via an annual inventory. The program provides guidance for acceptable styles and placement of bike parking facilities, capacity increases, and providing resources for cyclists on campus.

Comprehensive Environmental Policy

The UO comprehensive environmental policy establishes principles for ensuring campus operations and activities prioritize environmental stewardship. Guiding Principle 4 covers transportation, in that it commits the university to support and encourage students, employees and visitors to choose low environmental-impact commuting options.

Climate Action Plan 2.0

The UO Office of Sustainability developed the first Climate Action Plan (CAP) in 2010, updated in 2019. The plan includes an extensive greenhouse gas inventory and sets reduction targets for direct emissions (scopes 1 and 2) by 2024. As the university scales its efforts to measure and reduce indirect (scope 3) emissions, including the 8% of campuswide emissions from commuting, Transportation Services will place high priority on providing support for low-carbon travel options to, from, and through campus.

Operational Policies

There are current three university level policies relevant to Transportation Services' operation, all of which have been recently reviewed and updated to ensure they reflect current university practice:

- Parking (updated 2019)
- Vehicles (updated 2018)
- Bicycles and Other Personal Transportation Devices (updated 2019)

Strategic Planning Process

O2

This chapter describes the strategic planning framework for this plan. General definitions are provided below for the Mission Statement, Vision Statement, Goals, Objectives, Action Items, and Performance Measures.

Under its eight overarching goals, the department identified 23 objectives and 64 action items that it will pursue over the next five years. Each action item is classified under either a short, medium, or long-term horizon. Finally, performance metrics and a decision-making framework is outlined which will help guide department strategy into the future.

Strategic Framework

The department used the following framework, concepts, and definitions to establish its strategy and inform decision-making over the next five years.

Our strategic framework begins with an overarching mission statement to provide access, mobility, and parking services in support of the University of Oregon campus community. The team then developed goals, objectives, and action items with input gathered from stakeholder focus groups, department staff input, campus tabling events, individual interviews with stakeholders, and comparative research of best practices from comparable higher-education institutions. Performance measures use data-driven "key performance indicators" to demonstrate progress on department goals and objectives.

Mission Statement
- Explains the overarching role in which the department supports its customers

Vision Statement
- Describes how the department envisions the long-term future

Goals
- Aspirational in nature, reflect mission and values, and set the course for the department

Objectives
- Specific in nature and align with an overarching goal; each objective addresses goal implementation possibilities; are measurable over time

Action Items
- Itemized, specific tasks needed to meet the objective; describe the "who, what, when, where."

Performance Measures
- Provide a way to measure progress of a given task or action over time. Typically, this is done through data gathering, analysis, and/or tracking a task through to completion.

Mission Statement

UO Transportation Services provides access, mobility, and parking services in support of the campus.

Vision Statement

UO Transportation Services envisions a future where we are an industry leader in providing people and goods safe travel to and through campus with minimal impact to the environment while meeting campus operational needs.

Goals

Customer service

Sustainability

Equity

Fiscal responsibility

Safety and efficiency

Innovation

Congestion reduction

Asset management

Objectives

For each goal, the team defined related objectives that provide more specificity. The objectives are numbered based on their corresponding goal. The order of the goals and objectives do not reflect their priority.

Action Items

Each objective contains action items that help us progress toward overarching goals. A timeline is provided for each action item: short-term (1-2 years); medium-term (2-3 years); and long-term (4+ years).

Performance Measures

Performance metrics will be assigned to each action item and reported on each year in the annual report and evaluated based on its assigned timeline.

Goals, Objectives, Action Items

The team developed 23 objectives and 64 action items which specify the steps necessary to realize each corresponding goal. Each action items is then attached to a short (1-2 year), medium (2-3 year) or long term (4+ year) implementation timeline.

Goal 1: Customer Service: Provide efficient and effective customer service

Objectives	Action Items	Timeline
1A. Department staff communicates actions early, often, and clearly to campus stakeholders	1.1 – Develop department Annual Report, published at the beginning of each academic year	Short Term
	1.2 – Update department website on an annual basis	Short Term
	1.3 – Diversify outreach tactics (e.g. email, university-wide publications, presentations, etc.)	Short Term
	1.4 – Create email lists for various customer segments (e.g. permit holders, ADA user groups, event coordinators, etc.)	Medium Term
	1.5 – Create "Transportation Advisory Group" to provide relevant recommendations	Medium Term
1B. Customers are heard and understood	1.6 – Routinely engage in cross-department meetings, events, and programs to seek stakeholder input	Short Term
	1.7 – Conduct annual customer service survey, representing a diversity of customer input	Long Term
1C. Prioritize parking and travel needs of students, staff, and faculty	1.8 – Implement Contractor Parking Zone in underutilized, periphery lots, and establish a permit cap	Short Term
	1.9 – Measure, evaluate, and adjust service vehicle parking supply and demand	Medium Term
1D. Citation appeals are evaluated in a timely and thorough manner	1.10 – Implement new citation appeals criteria and Citation Appeals Board Bylaws	Short Term
	1.11 – Citation appeals are reviewed and completed within a three-week period	Short Term
1E. Campus events are supported with parking and transportation operations	1.12 – Update staffing and decision protocol for afterhours parking and transportation support	Long Term
	1.13 – Collaborate with event organizers to advertise and promote transportation options	Short Term
	1.14 – Update events validation with implementation of new parking management software	Medium Term
1F. Re-evaluate, map, and plan for visitor parking	1.15 – Place visitor parking in high demand locations with high turnover rates	Medium Term

Goal 2 – Equity: Create an equitable transportation system that reduces travel barriers to and through campus

Objectives	Action Items	Timeline
2A. Campus destinations are accessible to all customers	2.1 – Develop ADA Accessibility Plan with inventory of conditions, evaluation of compliance, implementation timeline, and prioritization of projects	Long Term
	2.2 – Coordinate Pavement Management Study to assess conditions and prioritize ADA improvements	Medium Term
	2.3 – Evaluate access shuttle demand and adjust available hours based on projected need	Medium Term
	2.4 – Work with UOPD to build accessible transport options into evening shuttle programs	Long Term
	2.5 – Collaborate with VP of Equity & Inclusion to facilitate vehicle-to-building assistance	Short Term
	2.6 – Include accessibility questions on annual commute survey to better understand needs	Short Term
2B. Offer a variety of parking location and price options	2.7 – Develop a Zonal Parking System that provides demand-based parking price options	Medium Term
	2.8 – Parking Zones should include appropriate target ratios to manage supply and demand	Long Term

Goal 3 – Fiscal Responsibility: Plan and operate a fiscally responsible transportation system

Objectives	Action Items	Timeline
3A. Fees, fines, and other revenue sources adequately fund existing operations, assist in funding capital projects, and systematically expand transportation options to reduce parking demand	3.1 – Conduct studies (e.g. Pavement Conditional Analysis) to budget capital improvements	Medium Term
	3.2 – Communicate in Annual Report how revenue is prioritized and spent	Short Term
	3.3 – Evaluate funding for all transportation-related services and make recommendation to campus leadership regarding efficient and effective use of funds and other resources	Long Term
	3.4 – Adjust fees, fines, and rates annually to approach market rate while reducing demand	Short Term
	3.5 – Evaluate all transportation-related services on campus, including those not managed by Transportation Services, for potential operational efficiency improvements	Long Term
	3.6 – Evaluate long term, reliable funding and operational efficiencies with UOPD and other campus partners for daytime and evening shuttle program.	Long Term
	3.7 – Collaborate with CPFM to monitor and adjust parking replacement fees charged to projects	Medium Term

Goal 4 – Safety and Efficiency: Provide a safe and efficient transportation network through campus

Objectives	Action Items	Timeline
4A. Provide safe travel options to vulnerable commuters, including people with ADA needs and those who walk and bike to campus	4.1 – Coordinate with UO Safety and Risk Services to identify key transportation corridors in need of lighting and other risk-reduction measures	Medium Term
	4.2 – Collaborate with VPFA to secure long-term, reliable fixed-route shuttle funding	Long Term
	4.3 – Launch day-time, fixed-route campus shuttle if sustainable funding is secured	Long Term
	4.4 – Collaborate with UO Bike Program to create campus Bike Safety Program that educates students, staff, and faculty on best practices	Short Term
4B: Timely and efficient delivery of goods	4.5 – Establish clear route-finding and loading zones for delivery vehicles through improved signage as well as pavement and curb markings	Medium Term
4C: Campus alignment with Vision Zero	4.6 – Collaborate with City of Eugene to reduce traffic-related deaths and serious injuries as outlined in the city's "Vision Zero" strategy	Long Term
	4.7 – Evaluate and maintain MUTCD-appropriate signage and pavement markings along designated transportation corridors on campus	Short Term

Goal 5 – Sustainability: Promote and facilitate sustainable travel options aligned with campus-wide goals

Objectives	Action Items	Timeline
5A. Increase transportation option programs and capital investments that support sustainable travel	5.1 – Evaluate utilization of EV charging spaces and project future levels of demand	Medium Term
	5.2 – Update carpool program to include incentives that encourage program participation	Short Term
	5.3 – Partner with carshare providers to promote alternative travel options from campus	Short Term
	5.4 – Engage with new students and employees through booths at events and orientations	Short Term
	5.5 – Investigate potential park and ride sites and implement park and ride services for travel to and from campus, either through owned and operated services or third-party partnerships	Medium Term
	5.6 -- Collaborate with UO Office of Sustainability to create a registry of campus-owned vehicles for the purposes of GHG measurement and future emissions-reduction programs.	Medium Term

Goal 6 – Innovation: Support campus travel with creative use of technology, communication, programs, and incentives

Objectives	Action Items	Timeline
6A. Pilot new transportation programs and initiatives on campus	6.1 – Collaborate with partner agencies to launch and integrate RideAmigos on campus	Short Term
	6.2 – Work with ride-hailing companies to coordinate safe operations on campus	Long Term
	6.3 – Coordinate with City of Eugene and other stakeholders to pilot shared micromobility	Short Term
6B: Use technology to aid in the convenience and efficiency of travel and parking options	6.4 – Implement new Parking Management software which includes license plate recognition technology	Short Term
	6.5 – Improve parking hardware technology as funding becomes available	Medium Term
	6.6 – Purchase and install digital signage which displays parking availability in garages	Medium Term
	6.7 – Monitor and establish policy for emerging modes and mobility technology (e.g. personal e-scooters)	Medium Term
6C: Establish campus transportation hub	6.8 – Study and identify location of a future intermodal transportation hub on campus	Long Term
6D: Serve as a campus transportation research lab	6.9 – Routinely engage with faculty and students on projects that explore new transportation efficiency ideas, methods, and infrastructure	Short Term

Goal 7 – Congestion Reduction: Reduce congestion to and through campus

Objectives	Action Items	Timeline
7A. Provide parking outside campus core	7.1 Coordinate with Campus Planning to identify and evaluate campus periphery locations for surface and/or structured parking lots	Long Term
7B. Establish pavement and curb management standards	7.2 – Designate industry standard colors, signage, and logos	Medium Term
	7.3 – Create clearly marked pickup and drop-off areas to reduce unnecessary congestion	Short Term
7C. Conduct multimodal traffic counts	7.4 – Coordinate with regional partner agencies to gather annual bike and pedestrian counts	Medium Term
7D. Balance overnight and commuter parking demand	7.5 – Primarily place overnight resident parking in periphery lots and place cap on permits	Short Term
	7.6 – Communicate with new students, staff, and faculty to promote modes that reduce parking demand	Short Term

Goal 8 – Asset management: Assure that transportation assets remain in a state of good repair and functionality

Objectives	Action Items	Timeline
8A. Identify and evaluate transportation capital project needs	8.1 – Collaborate with CPFM to conduct a Pavement Management Study to evaluate conditions and identify measures to increase longevity and prioritize improvements	Medium Term
	8.2 – Update Campus Transportation Master Plan to identify 20 year infrastructure and operational needs based on travel patterns, congestion, and parking supply and demand	Medium Term
8B. Bicycle and other personal transportation device assets are adequately planned for, maintained, and organized	8.3 – Evaluate campus bike parking utilization on an annual basis identify future needs	Short Term
	8.4 – Identify parking facilities for e-scooters and other small personal transportation devices	Medium Term
	8.5 – Explore solutions for final distribution of bicycle (and other personal transportation device) impounds	Long Term
	8.6 – Coordinate with UO Bike Program to routinely evaluate and replace bicycle repair station tools	Short Term

Performance Measures

Transportation Services will develop and publish an Annual Report in order to remain accountable to its commitments outlined in the Strategic Plan. This report will measure success through "key performance indicators" (KPIs) for each of its 8 overarching goals.

KPIs quantify and demonstrate to what extent an organization has progressed on achieving its strategic goals. To benchmark success, the department has set a baseline year of 2018, the beginning of the strategic planning process. Although published in 2020, the department began work on some of the plan's recommendations and assessments during 2019.

This data-driven approach allows Transportation Services to remain accountable to customers, partners, and stakeholders as the department seeks to fulfill its goals and commitments.

Performance Measures

Goal	Measure of Success	Key Performance Indicator (KPI)
1. Customer Service	Customer awareness of programs and satisfaction with the quality of our customer service	85% of customers report satisfaction with department in areas such as timeliness, technical knowledge, helpfulness, and professionalism on annual surveys by 2025.
2. Equity	Creation of ADA Transition Plan and beginning of implementation	ADA Transition Plan is published by 2025, and at least 10% of priorities and recommended improvements are implemented each year thereafter.
3. Fiscal Responsibility	Future funding needs are met by revenue projections	Funding for necessary services, programs, and infrastructure is assessed and prioritized annually, with reasonably likely funding sources identified for a 20-year transportation infrastructure project list by 2025.
4. Safety & Efficiency	Transportation assets are monitored regularly to determine that they are safe for all to travel through	By 2025, Transportation Services will establish and budget for priority transportation improvement priorities through the Campus Transportation Master Plan.
5. Sustainability	Transportation programs educate the campus community about safe travel and align with City of Eugene Vision Zero principles	By 2023, Transportation Services will support annual programs and events to educate the campus community on transportation safety, such as bike safety programs.
	Transportation Services serves as a leader in sustainable transportation on campus in reducing its own emissions from department operations	By 2025, the department will reduce emissions from Transportation Services-owned vehicles by 50% from 2018 baseline.
	Transportation Services provides support for its customers to choose sustainable travel options	By 2023, the campus commute survey "drive alone" rate as a percentage of total mode split will not increase year over year. By 2025, the percentage of commuters using shared and active transportation modes should increase annually.
6. Innovation	Expansion of programs and services enabled by emerging technologies, a culture of innovation, and academic research	Technology is benchmarked against industry standard regularly and department pilots one new program, service, or technology each year by 2025.
7. Congestion Reduction	Parking demand and supply are brought into balance that meets industry standard and operational needs	By 2022, the department has fully implemented a zonal parking system which balances supply and demand through pricing and oversell ratios.
	Congestion is minimized on campus to align with City of Eugene level of service standards	By 2025, conduct periodic traffic counts at priority intersections and, if necessary, pursue additional congestion reduction measures to align with city level of service standards.
8. Asset Management	Transportation assets are monitored periodically through pavement management study and remain in a state of good repair	Where necessary repairs are identified, prioritize capital projects accordingly and begin implementation of improvements by 2025.

Programs and Services Analysis

03

Transportation-related programs and services were analyzed on the University of Oregon campus, managed through Transportation Services and other departments. By the time a singular department to serve as a hub or home for transportation services was created in 2013 with the creation of Parking and Transportation (now Transportation Services), other departments had taken it upon themselves to fill operational gaps or create services to meet perceived needs. Analysis in this strategic plan highlights efficiencies that can be gained through bringing most or all transportation operations under one department.
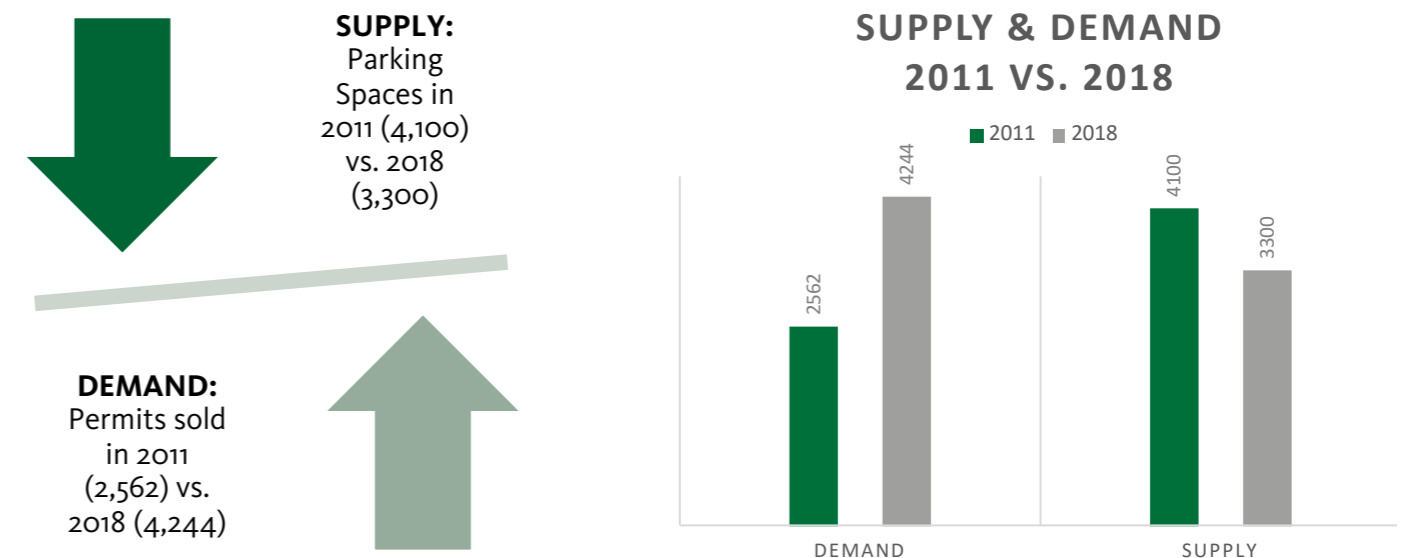
Operations

While Transportation Services has recently shifted to a more holistic view of campus transportation, automobile parking remains this department's primary operational activity and source of revenue. This section reviews current parking management services and policies and makes recommendations for strategic changes and improvements.

By identifying challenges and opportunities for improvement, Transportation Services can improve its customer service, increase operational effiieny, and secure long-term financial stability for the next five years.

Parking Management Strategy

Historically, the university has based its assumptions for parking management on student behavior and tendencies, creating challenges as the university grows and changes. Parking supply has become increasingly strained while demand continues to grow. The following analysis and recommendations were conducted with this constraint in mind.

SUPPLY: Parking Spaces in 2011 (4,100) vs. 2018 (3,300)

DEMAND: Permits sold in 2011 (2,562) vs. 2018 (4,244)

SUPPLY & DEMAND 2011 VS. 2018

(2011, 2018)

DEMAND	SUPPLY
2562 (2011), 4244 (2018)	4100 (2011), 3300 (2018)

The university has previously based parking supply on a negotiated city code requirement, partially based on the assumption that most students walk, bike, or take transit to and from campus. Because parking supply has historically exceeded city code requirements, these negotiations have not been revisited to account for a growing campus or shifting needs. As the figure above demonstrates, in recent years parking supply has continually decreased while demand increases annually.

Transportation Services seeks to right-size the university's parking system by balancing supply of permit spaces and demand for parking permits. Providing a greater variety of safe and convenient transportation options and strategically maintaining parking supply in priority areas will help the university to meet its operational needs while delivering a quality campus experience.

Parking Days & Hours

Historically, requirements for permit parking have been lot-specific and varied across campus, and have contradicted with surrounding city-managed metered parking. Transportation Services has standardized permit parking policy across campus in order to simplify the customer experience. As of the 2019-2020 academic year, parking permits are required Monday-Friday 7am-6pm, while pay-to-park, safety violations, and other policies are also enforced on Saturdays.

Reconciling inconsistencies in signage and enforcement and standardizing policy across campus can reduce citation rates for customers and improve overall department efficiency and efficacy. Additionally, monitoring and enforcement can ensure the department is generating revenue reliably as overall parking supply is reduced on campus.

Parking Updates

- Require payment on Saturdays for metered parking and pay-to-park spaces
- Increase Saturday enforcement staff to monitor lots and pay-to-park
- Greater monitoring and enforcement in critical access areas such as ADA parking, fire lanes, and reserved 24-hour spaces
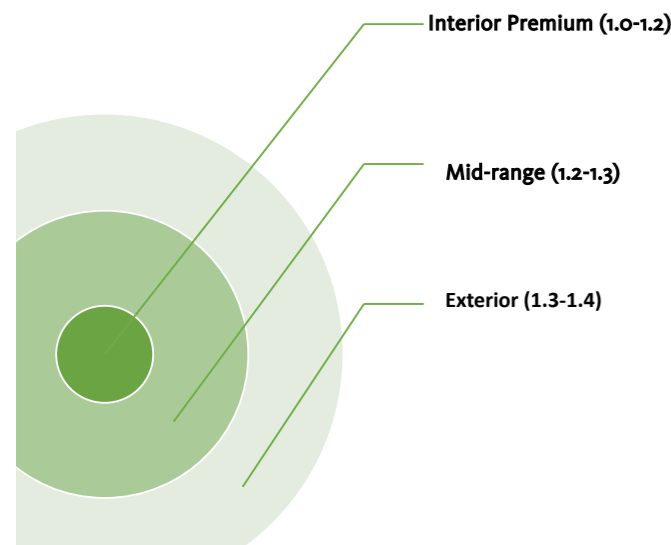
Demand-Based Permit Sales

Transportation Services offers a wide variety of parking permits to the campus community, including: faculty/staff, student (daytime, overnight), contractor/third-party service vehicle, carpool, special events, emeritus, custodial, twilight, retired faculty, and visitor.

A review of peer institution and local public lot pricing revealed that the university's monthly permits are priced below market rate, reflected in inflated demand for permits. From 2011-2018, student daytime permit sales increased by more than 60%, and faculty/staff permit parking sales rose nearly 50%.

Universities typically oversell parking permits by 20%-40%, because students and instructors often do not drive to campus every day, nor do they park all day long. However, as oversell approaches 1.4 permits for each available space, customer concerns over space continue to increase, as do congestion levels due to circling for spaces. In Spring 2019, the department oversold by 40%, or 1.39 permits per space.

Changes to permit pricing strategy will allow Transportation Services to better balance demand for permits with supply of parking spaces.

Interior Premium (1.0-1.2)

Mid-range (1.2-1.3)

Exterior (1.3-1.4)

Sample zonal parking system (Not representative of UO Campus or official Transportation Services policy)

Balancing Demand

- ■ Create parking zones with higher prices for permits near the campus core.
- ■ Adjust pay-to-park time limits to increase turnover rate in pay-to-park areas (e.g., meters).
- ■ Cap sales of some permit types, such as student overnight, reserved, and contractor permits.
- ■ Incrementally increase permit prices to reflect local market rate.
- ■ Create park & ride services to incentivize peripheral lots while minimizing excess travel time for commuters.

Zonal Parking System

Zonal parking is a demand-based pricing strategy commonly used by peer institutions, in which permits are sold at different price points based on proximity to the campus core. A premium is placed on parking closest to the core, while permits are discounted for peripheral lots.

Zonal parking gives customers a range of price options and reduces congestion in the campus core by selling permits to those who most highly value centrally-located parking. Zones will be developed based on historical parking data and the ratio between the number of permits sold to the number of spaces available on campus. The strategic planning team recommends a three zone system: interior premium, midrange, and exterior. The ratios of permits sold to available spaces should increase as prices decrease and we approach peripheral lots, so that parking is guaranteed in higher-priced zones.

For example, OSU has a successful zonal parking system with 8 general use zones and 2 residence hall zones. Permits for interior zones also allow customers to park in lower-priced external lots.

Park & Ride / Daytime Shuttle

As more parking is moved to peripheral lots, Park & ride services can help minimize travel time between these lots and the campus core, in order to become viable replacement parking. Lower pricing and greater permit availability can provide an attractive option to permit-holders in the face of such changes.

Transportation Services piloted its first Park & Ride program in 2019, offering discounted permits for parking at Autzen Stadium. Further analysis is needed for daytime, fixed-route shuttle service that might connect additional periphery lots with central campus areas.
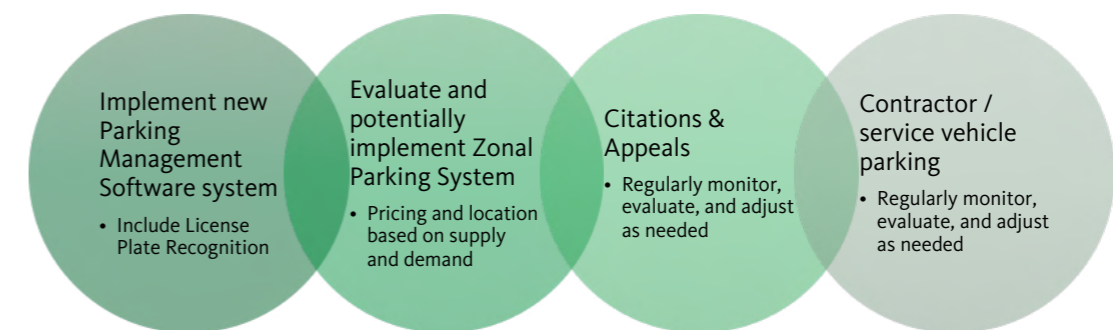
Parking Management Software

A new parking management software vendor was selected and went live in March 2020. The department's most recent software, TicketTrak, had become outdated and incompatible with its hardware systems. *A transition to updated parking management software will streamline both department operations and improve customer service.* For example, modern software features like license plate recognition eliminate the need for physical permits and ensure greater equity and efficiency in citation-issuance.

Transportation Services staff rolled out a Park and Ride pilot program at Autzen Stadium in 2019

Citations & Appeals

Transportation Services recently purchased new field enforcement hardware to simplify citation issuance. The department's outdated parking management software wasreplaced in March 2020. The new system is now compatible with the new hardware and offers data security improvements, more equitable and efficient enforcement, and better payment options.

Transportation Services recently updated its citation appeals criteria and process to provide for clearer decision making and transparency. Prior to 2019, citation appeals criteria was not well defined, and the Citation Appeals Board did not have clearly defined bylaws and direction. With the updated process, appeals must be submitted in writing within 10 calendar days of the citation issuance and must be submitted through the online portal. Appeal statements are reviewed by the department and are approved, denied or dismissed. The website now provides a list of reasons that are not valid reasons for improper parking (e.g., late to class, disagreement with or inability to pay, lack of parking space, lost citation), which should reduce the number of "frivolous" appeals. The updated criteria and process provide clear and objective standards by which decisions are made.

Contractor & Service Vehicles

Construction has placed additional strain on traffic flow and parking availability on campus. *In 2019 Transportation Services transitioned its flat $70/month contractor rate into a zonal system in order to push contractor parking to the campus periphery, and enacted 4-hour time limits on the use of service vehicle parking spaces.*

University and third-party service vehicles provide crucial maintenance and services on campus. Infrequently used university vehicles can often be found in reserved spaces, further reducing paid parking availability. These policy changes will be monitored and periodically reassessed to assure service vehicle needs are being met while prioritizing student, staff, and faculty parking needs.

Event Parking

Transportation Services must engage early and often with event organizers to understand parking and transportation needs, and identify transportation options that might reduce parking demands. An updated Campus Transportation Master Plan will identify infrastructure needs that support parking and transportation options for events.

As the number of parking spaces has been reduced, large events, especially athletic events in the afternoon or early evenings on weekdays, increasingly become more challenging for campus parking and traffic. Transportation Services needs to work closely with UO Athletics to ensure that staff, faculty, and student parking needs are served as well as event attendees.

Event Parking Support

- ■ Support & encourage transportation options, accessibility, and active transportation
- ■ Support shuttling to and from Autzen Stadium
- ■ Develop curbside management best practices and polices for ride-hailing services
- ■ Incorporate bus and large vehicle turn-around capabilities along popular campus corridors.

Department Priorities

This strategic plan provides an opportunity to identify key targets to improve efficiency and deliver on the department's mission and goals. A zonal parking system will help to balance parking supply and demand while providing a greater variety of price options for customers. Other operational needs include clear, objective standards for citation, appeals, and enforcement procedures. The department should create consistent and standardized processes with updated technology, an essential piece of efficient and effective parking management, customer service, event management, and the appeals process. Finally, contractor parking and service vehicle parking should be evaluated, monitored, and adjusted as needed.

Implement new Parking Management Software system
- Include License Plate Recognition

Evaluate and potentially implement Zonal Parking System
- Pricing and location based on supply and demand

Citations & Appeals
- Regularly monitor, evaluate, and adjust as needed

Contractor / service vehicle parking
- Regularly monitor, evaluate, and adjust as needed

Asset Management

In addition to process, policy, and procedural improvements, Transportation Services will improve its operational efficiency through effective management and implementation of transportation capital assets. In this section, assets refer to pavement and street signage, parking infrastructure, curb space, and bicycle infrastructure.

Capital Improvement Plan & Transportation Master Plan

Campus Planning and Facility Management (CPFM) maintains a 10-year Capital Improvement Plan to forecast and budget major current, planned, and potential campus investments and infrastructure. Historically, transportation infrastructure improvements have been tied to large-scale campus improvements, such as the new Millrace Drive Parking Garage, necessitated by the Knight Campus.

Transportation Services recognizes the importance of long-term transportation planning and investments in order to mitigate future costs. The department aims to serve as a partner to CPFM and others on campus to plan for the maintenance and improvement of transportation assets on campus. Using a systematic approach to transportation planning and holistic view of transportation needs across campus, the department can offer vision and insights as capital projects are underway.

The department can take a first step toward this goal by updating the university's long-range Transportation Master Plan (1976). This Strategic Plan will serve as a reference point for the Master Plan update – aligning operational and service needs with transportation infrastructure. Similar to how Transportation System Plans (TSPs) are developed and used for cities and counties in Oregon, an update to the long-range Transportation Master Plan should be developed for a 20-year planning horizon, with a transportation infrastructure project list included, outlining possible funding sources for identified projects.

Sample Capital Investments

✓ Curb & pavement management

✓ Secure bike parking facility improvements

✓ Surface lots and structured parking

✓ Smart parking management systems and associated hardware

✓ Electric vehicle charging units

✓ Fleet vehicles, with a focus on electrification

Every $1 spent on short-term maintenance of infrastructure saves $4 in future costs.[1]

[1]Kahn, M. E., & Levinson, D. M. (2011). Fix It First, Expand It Second, Reward It Third: A New Strategy for America's Highways. The Hamilton Project. Retrieved from https://www.brookings.edu/wp-content/uploads/2016/07/02_highway_infrastructure_kahn_levinson_paper.pdf

Pavement Management

Test concrete for structured parking

Transportation Services will conduct a Pavement Management Study for campus parking facilities in order to identify maintenance needs, and could partner with CPFM for an evaluation of street conditions. Such studies will establish standards to better maintain asphalt and concrete infrastructure and help guide investments to prolong the lifespan and value of existing pavement and infrastructure around campus.

Transportation Services will work closely with CPFM as it updates its Capital Improvement Plan and other plans and studies to assure that transportation infrastructure is maintained to a high standard and budgeted for. As resources become available, the department may seek engineering assistance to test the quality and lifespan of current asphalt.

OSU's Pavement Materials and Structures Lab conducts research and testing of emerging technologies like permeable pavements, rubber asphalt, warm-mix asphalt technologies, recycled asphalt pavements, recycled concrete, and alternative cement binders, which can reduce concrete use, a major contributor to greenhouse gas emissions. Transportation Services can leverage a partnership with its peer university to deliver on both asset management and sustainability goals.

Curb and Sidewalk Management

In order to ensure safe, efficient, and multimodal travel to and through campus, the university must ensure that curbs and walkways are managed and standardized. According to the university's commute survey, walking is the most prevalent commute mode among students. Thus ensuring safe and accessible pedestrian travel to, from, and through campus is paramount. Maintaining pedestrian infrastructure in a state of good repair includes managing pavement as well as lighting, signage, curb markings, and crosswalks. Transportation Services can support pedestrian safety on campus at all hours.

ADA Parking

As parking moves to the periphery in accordance with the Campus Plan, Transportation Services will place special focus on ADA parking to ensure a high standard of compliance, accessibility, and equity.

The department will assess asphalt quality and maintenance in order to provide safe driving and walking surfaces throughout the university. Additionally, as parking moves away from central campus, daytime shuttle services could assure equal access across campus.

Before: Cracked pavement causes potentially unsafe conditions on campus

Pay-to-Park

Pay-to-park spaces serve visitors and those who drive to campus infrequently. Quick turnover rates mean they can be placed in high-demand zones on campus and generate revenue to fund capital investments and critical transportation programs. In the future, the location of pay-to-park machines should be evaluated in context of a zonal parking system. ***Pay-to-park spaces should be strategically placed in premium locations to increase turnover and revenue while minimizing congestion impacts.***

Bike Parking & Impound

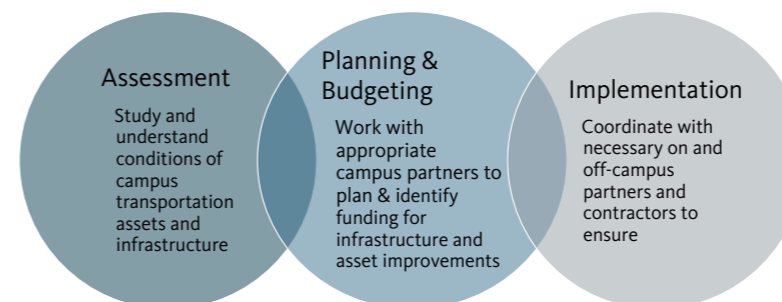***After:*** The same space after repairs

On average, 150 bicycles are impounded each summer with low retrieval rates. Unclaimed impounded bicycles are sold at public auction. Transportation Services recently updated impoundment processes and policies in order to increase efficiency. Department policy has previously required bicycle registration through Project 529. However, regulation and enforcement for this policy have proven difficult. The department has since removed this requirement and updated impound procedures.

Bike Impound Reduction Strategies

■ Expand bike storage to prevent theft

■ Bike share education to reduce student bikes on campus

■ Partner with UOPD & UO Housing to promote registration

■ Reduce impound time to increase turnover

■ Donate impounded bikes to local nonprofits

Assessment
Study and understand conditions of campus transportation assets and infrastructure

Planning & Budgeting
Work with appropriate campus partners to plan & identify funding for infrastructure and asset improvements

Implementation
Coordinate with necessary on and off-campus partners and contractors to ensure

Transportation Options

This chapter will provide an overview of the range of transportation options currently available at UO, analyzing the effectiveness and delivery of these programs. It will provide recommendations for developing and managing future opportunities and technologies in a way that benefits the entire UO community.
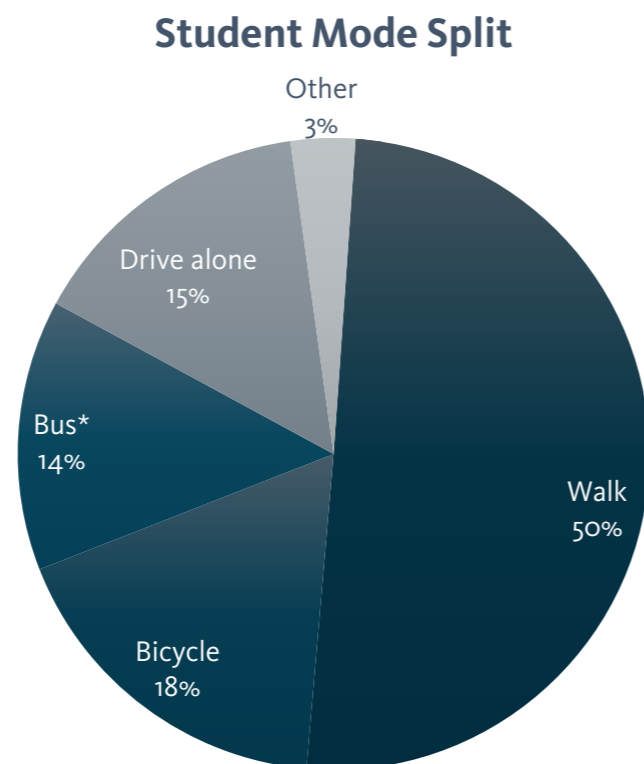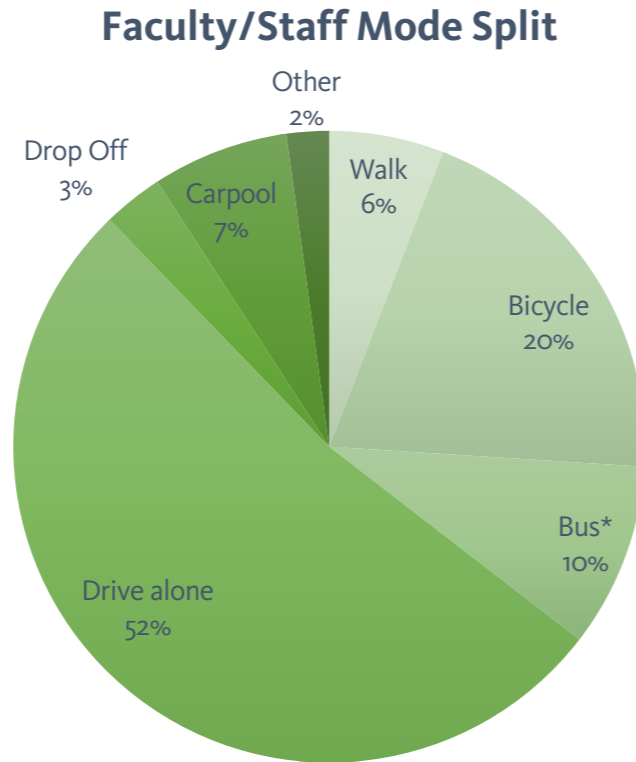
Program Analysis

There are two primary constituencies who regularly travel to and from campus: (1) students and (2) faculty/staff. The "mode split" charts on this page reference data from the annual Campus Commute Survey, which asks respondents to report their primary mode of travel to and from campus. Transportation Services needs to understand the differing needs and motivations among staff and students in order to provide quality support and services to these groups.

Faculty and staff are most reliant on driving, though the drive alone rate of 52% is much lower than the 2017 Lane County estimate of 71% . Parking management, carpool programs, and mode-shift incentives are critical to support this constituency. However, parking availability will be further reduced in the core of campus in accordance with the UO Campus Plan. Park and ride programs, such as potential satellite parking at Autzen Stadium, can play a key role in assuring ample parking for staff and faculty in peripheral and/or offsite lots while providing convenient access to core campus facilities.

Student mode split is more stratified, as 77% of students live within 3 miles of campus. Bike programs, parking, registration, and infrastructure are key to supporting the 18% of students who cycle. Partnership between University and LTD is critical to support the 14% of students using transit system, especially in light of recent changes to LTD's fare management system, and its Transit Tomorrow initiatives . To support the 50% of students who walk to campus, the department should coordinate with Campus Planning and the City of Eugene to advocate for adequate lighting, pathways, and infrastructure. Additionally, the department should look to further development of shuttle programs and safety initiatives to foster safe and convenient pedestrian travel on campus.

The many modes listed in the "Current Campus Transportation Options Landscape" have emerged in an ad hoc manner without centralized coordination or management. Transportation Services strives to support all modes through dedicated staffing and communication. Programs serve many different stakeholders and sometimes lack consistent information across campus channels. UO has taken a reactionary approach to new mobility options in the past, resulting in missed opportunities for advocacy and contract negotiations so that these options can better serve the campus community.

In taking a holistic and strategic approach, Transportation Services can deliver on its mission to provide access, mobility, and parking services in support of the campus community and its visitors through safe, efficient, and sustainable transportation options.

Faculty/Staff Mode Split

- Other 2%
- Walk 6%
- Bicycle 20%
- Bus* 10%
- Drive alone 52%
- Carpool 7%
- Drop Off 3%

Student Mode Split

- Other 3%
- Walk 50%
- Bicycle 18%
- Bus* 14%
- Drive alone 15%

Current Campus Transportation Options Landscape*

Program	UO Department	Details
Bike registration	Transportation Services	Encouraged, but no longer required on campus.
Bike parking	CPFM / Transportation Services	Annual bike parking counts conducted through CPFM and Transportation services. Includes bike racks, cages, and lockers available for rent.
UO Bike Program	UO Outdoor Program	Offers bike education courses, services, rentals
LTD Student Pass	ASUO	Contract renewed yearly, paid through I-Fund. Students access LTD services by showing UO ID.
LTD Staff Pass	PCS / BAO / Transportation Services	Contract negotiated by PCS and funded through employee payroll and personnel costs. Allows staff and faculty to access most LTD services by showing UO ID.
Access Shuttle	Transportation Services	Daytime, pre-scheduled service, ADA compliant
Safe Ride Shuttle	UOPD	Night-time service for students on request
Designated Driver Shuttle	UOPD	Night-time service for students on request
Campus Shuttle	UOPD	Fixed-route, evening service
Bikeshare	Transportation Services/ CPFM / UO Bike Program	Launched in April 2018. Multi-agency partnership with data sharing agreement in place.
Carpool	Transportation Services	Carpool parking passes available through Transportation Services. Looking to develop and promote carpool-matching service through RideAmigos.
Park & Ride	Transportation Services	Transportation Services is assessing potential programs and partnerships in anticipation of reduced parking availability on campus.
Ridehail	Uber and Lyft	Uber and Lyft launched in Eugene in September 2018. Agreement to geo-fence for designated pick up zones on campus.
Carshare	Transportation Services	Carshare has been available on campus via ZipCar as of the 2019-2020 academic year. Transportation Services manages the contract and placement of carsharing vehicles.
E-Scooter Sharing	Transportation Services	Transportation Services has updated university policy for micromobility vehicles on campus and will serve as a partner to the City of Eugene for any future pilots or programs.

Evaluating New Transportation Options

- ■ Consult with peer institutions for best practices
- ■ Maximize use of data available about campus stakeholders
- ■ Collaborate and consult with university and city leadership and stakeholder groups
- ■ Negotiate for affordability, accessibility, safety, and reliability of service
- ■ Engage in data-sharing agreements, cross-promotion, and periodic program reviews

*As of department review in 2019. Subject to changes.
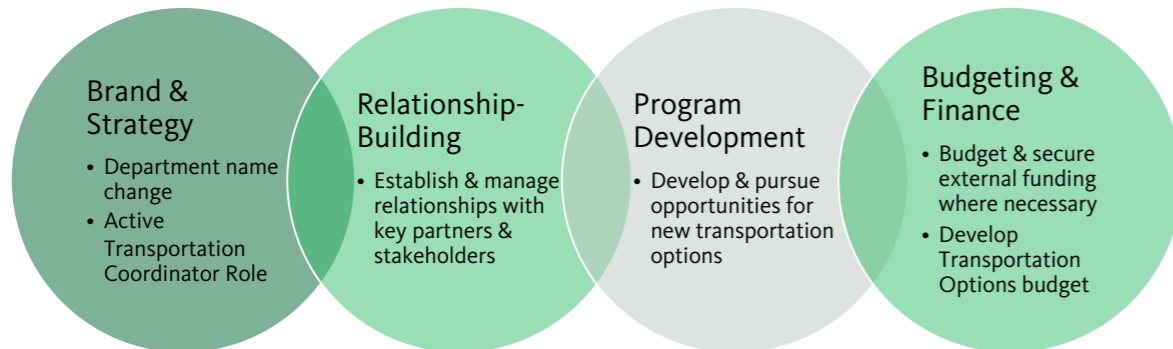
Department Priorities

Transportation Services strives to provide safe, efficient, and sustainable options for all who travel to and through the UO campus. **To develop a robust transportation options program, the department should prioritize the following.**

Brand and Strategy: The department's recent name change from Department of Parking & Transportation to Transportation Services reflects a shift in mindset and adopting a multimodal view of transportation on campus. The department recently created a new Active Transportation Coordinator role to cultivate and manage transportation options programs.

Relationship-Building: In order to effectively manage programs and services, Transportation Services will need to cultivate relationships across campus, service providers, and community partners. To build relationships with customers and ensure it is providing needed services, the department will engage its communications strategy (Chapter 6.2) to market programs and invite feedback.

Program Development: Transportation Services will take an active role in the management and facilitation of existing programs and identify and develop new opportunities to improve mobility to and through campus. Transportation Services will develop a framework for assessing new mobility options and establish specific performance goals and metrics for existing programs (e.g. goals for reducing single occupancy vehicles, carpool program enrollment, number of new bike parking spaces, etc.)

Budgeting and Finance: Develop department budget for transportation options support. Identify and secure additional funding sources, including grant funding for pilot programs in partnership with academic researchers.

Brand & Strategy
- Department name change
- Active Transportation Coordinator Role

Relationship-Building
- Establish & manage relationships with key partners & stakeholders

Program Development
- Develop & pursue opportunities for new transportation options

Budgeting & Finance
- Budget & secure external funding where necessary
- Develop Transportation Options budget

Updating department signage to reflect the 2019 name change, from "Parking & Transportation" to "Transportation Services"

Advertising for "UO Transporation Day," a semiannual event educating the campus community about transportation options

Carpool

Past efforts to create carpool-matching and incentive programs at UO have not attracted high participation rates. Updating technology and incentives to launch, promote, and support a robust carpool-matching program has the potential to reduce parking demand on campus, provide an improved commute experience, and reduce greenhouse gas emissions from solo driving.

Past Efforts

Carpool Matching: In 2005, AlterNet Rides was the first attempt to emphasize carpooling and relieve pressure on parking spaces on campus, replaced by DriveLess Connect in 2012. DriveLess Connect users could log trips and help match with people of similar commute routes. In 2017, 166 UO students and faculty used DriveLess Connect -- representing less than 5% of permit-holders. Data collection on DriveLess Connect is limited to just two years, so long term trends are unavailable.

Carpool Incentives: Discounted carpool permits were sold beginning in 2005, but department staff found these permits difficult to enforce. Customers could purchase a discounted permit and still drive alone most days. The department currently sells carpool permits at the regular price and splits the cost among permit holders who carpool. Transportation Services is exploring how new parking mangement and enforcement technologies might verify and incentivize truly shared rides.

Desired Carpool Platform Features

- Cloud-based user interface
- Real-time data & insights
- Trip-matching and routing
- Incentives & rewards
- Multimodal trip planning

RideAmigos

In 2019, the state of Oregon obtained a statewide license for cloud-based ridematching software RideAmigos, available to UO employees through LTD's commuter services program Point2point. This new software has the potential to modernize and increase participation in the university's carpool program.
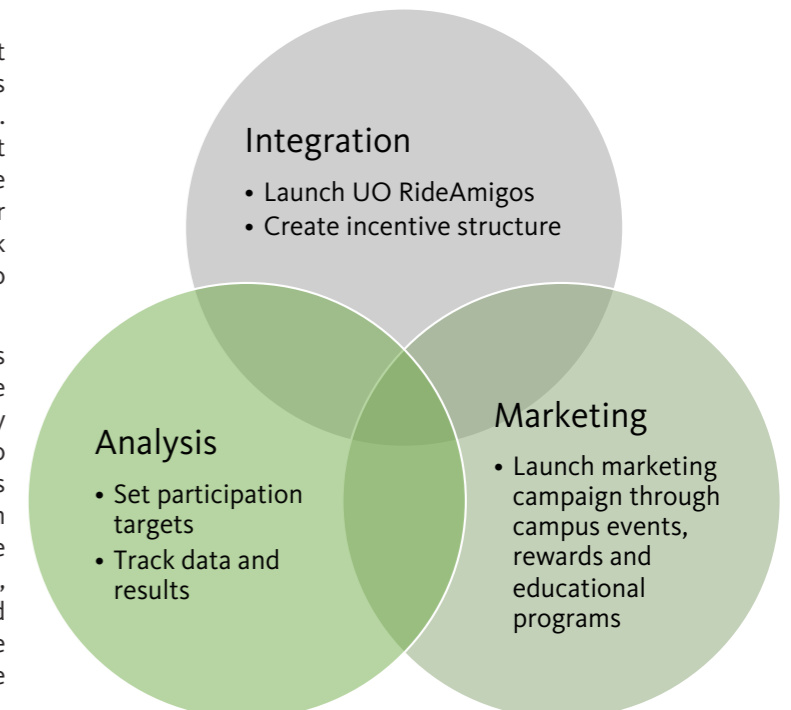
The University of Arizona and University of Maryland hve both been successfully using this software to reduce parking demand on their campuses. University of Arizona's Transportation Services promoted the launch of this platform with strategies like a complimentary breakfast for commuters who signed up for RideAmigos.

RideAmigos offers multimodal transportation dashboards, certified "real-time" transportation survey tools, and mode-shift incentives. Users can seamlessly connect, communicate, and log trips through the app. Employers create a custom site through RideAmigos, therefore infusing trust through the university brand. A carpool program enabled by modern technology like RideAmigos and supported by Transportation Services policy and promotion has the potential to reduce permit demand on campus and improve the commuter experience.

Department Priorities

Improvements in carpool software technology present an opportunity to improve customer service as well as program administration through data and analytics. RideAmigos will make it easier for customers to connect with others and log trips. Administratively, this software provides Transportation Services the capability for real-time reporting in order to analyze usage and track results, and allow the department to adjust service to meet demand.

Now that it has identified technology improvements and policy updates, the department needs to promote carpooling as a viable transportation option, particularly to faculty and staff who are most likely to drive to work. Providing information and support to commuters through internal marketing channels, Transportation Services will promote carpooling as a viable transportation option that is convenient, cost-effective, and more sustainable than driving alone. Targets should increase carpool permits sold and the number of active participants, and reduce strain on parking supply while encouraging sustainable transportation modes.

Integration
- Launch UO RideAmigos
- Create incentive structure

Analysis
- Set participation targets
- Track data and results

Marketing
- Launch marketing campaign through campus events, rewards and educational programs

Shuttle Programs

Four shuttle programs operate on the UO campus with differing audiences, funding sources, and management. With a common goal to improve safety and mobility on campus, these programs often serve vulnerable and protected groups. Shuttle programs have experienced changes in funding and management, with high demand and variable service levels.

Collaboration across campus stakeholders is crucial to create a long-term, unified vision for these programs to create a safe environment for all on campus.

Historic Shuttle Programs*

	SAFE RIDE	DESIGNATED DRIVER SHUTTLE	CAMPUS SHUTTLE	ACCESS SHUTTLE
Mission	"Our mission is to provide inclusive, safe, and accessible alternatives to traveling alone at night."	"Our mission is to offer an alternative option to those who may otherwise endanger themselves and others on the road."	Designed to provide an alternative to Safe Ride and DDS, reducing unmet volume ("turnaways") from those programs	Accessibility and compliance with the Americans with Disabilities Act
Logistics	-Nighttime point-to-point shuttle on request for groups of up to 3 -Student-staffed -4 vehicles operated regularly; 1 ADA available upon request	-Nighttime point-to-point shuttle on request -Accommodates up to 10 passengers per vehicle -Student-staffed -Does not generally travel through campus	-Nighttime fixed-route -Runs every 15 min, real-time location available through UOregon App -2 vehicles; student-staffed -16 stops through campus and/or very near to campus	-Day time scheduled service; recurring scheduling permitted -2 vehicle fleet; department-staffed
Hours	Start time varies by term; Sun-Thurs until 12am; Fri-Sat until 2am	7 days per week; 10pm-2am	7 days per week; 6pm-1am	Mon-Fri 7am-5:30pm
Reservations	Voicemail reservation; first come first serve	Dispatch begins at 10pm; route optimized via GIS	Not required	Scheduled service by phone or online form.
Managed	UOPD (since 2017); admin still takes place in the EMU	UOPD (since 2017)	UOPD (launched in 2017)	Transportation Services
Funding	ASUO Incidental-Fee FY 2019 Budget: $295,000	ASUO Incidental Fee FY 2019 Budget: $218,000	By President, FY 2017-20 FY 2019 Budget: $180,000	General Fund FY 2019 Budget: $185,000

Access Shuttle Analysis

Transportation Services staffs, manages, and operates the UO Access Shuttle, which is free for eligible members of the UO campus community with short and long-term mobility challenges. Services are available Monday through Friday from 7:00am to 5:30pm and can be reserved on a one-time request or recurring basis as needed.

However, after 5:30pm, many campus community members are left without transportation access. UOPD's evening shuttle services include one ADA vehicle through the SafeRide program, but funding and operational restrictions mean demand outweighs supply for these evening services. There is a need for expanded day and evening shuttle services that address this gap.

Additionally, the policy on escorting passengers from the access shuttle to the final destination is unclear. The department would like to work with partners on campus to develop a program that helps students who need assistance traveling to their eventual destination. In conjunction with UOPD's evening shuttles, Transportation Services would like to improve shuttle services to provide transportation to more students and employees while promoting safety and inclusivity.

Evening Shuttle Analysis

The Designated Driver and Safe Ride shuttles were operated by ASUO until 2017, when management moved to UOPD with a focus on improving campus safety. The fixed-route Campus Shuttle was launched soon after, in part to alleviate other two programs' inability to meet the volume of requests due to capacity and in part to be responsive to series of petty crimes that took place near to campus. While each is free to UO community members, each program has a distinct branding and operating structure, with separate policies, staffing, and funding sources.

• **Funding:** Safe Ride and DDS are funded separately through the ASUO I-Fee. UOPD is required to go before an ASUO Senate committee annually to request funding. The Campus Shuttle has no consistent funding, with one-time funds provided and renewed by the Offices of the President and the VPFA.

• **Level of Service:** Quality and level of service provided are dependent on rider satisfaction as well as the share of target population served. High turnaway rates and limited accessibility options indicate a need to increase resources and capabilities to meet demand for evening mobility services. Saferide owns just one ADA shuttle -- the only accessible vehicle available after 5:30pm. It is not in regular rotation, so drivers have to return to base to retrieve it, resulting in delayed service times.

• **Data Collection:** While the historical data these programs have is difficult to compare data across years and programs. In 2018, UOPD and Campus GIS created a dispatch, GPS tracking, and reporting system for DDS and Campus Shuttle. This data-driven platform has already improved transparency, user-friendliness and turnaway rates for both programs. Starting in 2019, the Campus Shuttle has begun collecting ride- and rider-specific data to better understand rider behavior and gaps in services.

Real-time Campus Shuttle location available in the UOregon app
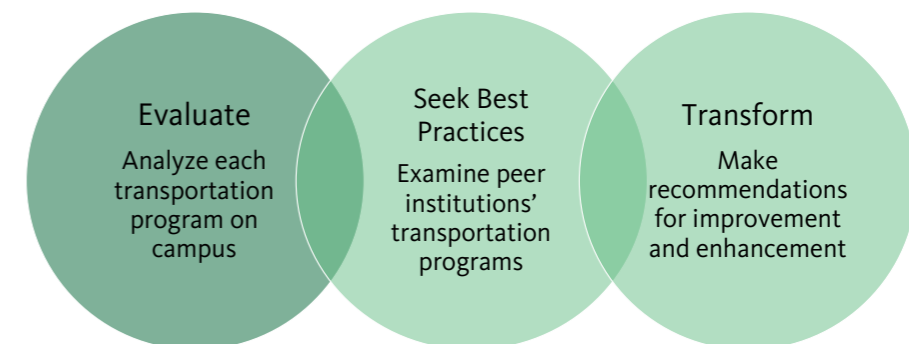
Department Priorities

The university community could benefit from an overall strategy that supports a range of reliable, safe and efficient transportation modes. While much of this already exists, it is provided through separately managed programs. As illustrated on page 23, examples include the carpool program, LTD bus pass, and bike share, as well as the daytime Access Shuttle and UOPD's evening shuttles. Because these programs are not managed collaboratively, the university may be missing opportunities related to efficiency, customer service, marketing, and cost-effectiveness.

Transportation Services' ultimate goal is to improve mobility to and through campus at all hours, which supports university-wide goals related to access and safety. While this chapter takes a high-level overview of evening shuttle programs, additional analysis is needed through the upcoming update of the Campus Transportation Master Plan. Such analysis might include an in-depth look at the data available on each of the various transportation programs on campus, finding out such things as:
• what populations and how many individuals are using each;
• what changes might make each more or less attractive, effective, and efficient;
• the budgets for each program and how much is allocated to staffing and administration; marketing and promotion; vehicles, software and other infrastructure;
• how integrated the programs are with each other;
• what innovations are in use (e.g., ride-hail services, ride-sharing programs, etc.).

Campus Shuttle returns to bolster the UO Rides app (Source: Around the O, 2018)

Analysis of these programs might also include a review of how transportation services are provided for, administered and paid for at peer institutions, especially those with similar geographical attributes, population size, weather, public transportation, etc. Similar aspects to the list above could be explored. An initial review of the four public Pac-12 institutions most similar to UO in terms of student population size and percentage of students living on campus shows a range of programs and funding models:

	INTRA-CAMPUS SHUTTLE	ON-DEMAND SAFETY SHUTTLE	TRANSIT PASS	BIKE SHARE	CAR SHARE	TRANSPORTATION FEE
Oregon State University	5 routes Mon-Fri 7AM-7PM 6th route goes to 1AM	Student-operated, 7 days/week, on-demand via mobile app	Yes	Yes, with City	Yes	No
University of Colorado- Boulder	4 routes, times vary. Day and evening offered	Student-operated, 7 days/week, on-demand via mobile app	Yes	Yes, with City	Yes	Mandatory fee covers access to public transit and bike rental system
University of Utah	Day and evening, one system	Weekday evening program, on-demand via mobile app	Yes	No	No	Mandatory transportation fee covers shuttles and access to public transit
Washington State University	On-demand accessibility shuttle	Thu-Sat evening program, volunteer-run	Yes	Yes	Yes	Mandatory transit fee covers negotiated bus routes

Evaluate — Analyze each transportation program on campus

Seek Best Practices — Examine peer institutions' transportation programs

Transform — Make recommendations for improvement and enhancement

Market Analysis

04

Audience Segmentation

It is important that Transportation Services understand who its customer base is, their motivations, and their needs. This analysis divides department customers into two major segments: internal and external. While internal and external customers have different needs, so too do different stakeholders within those categories.

This section is a starting point in determining how the department might best serve these customers segments over the next five years.
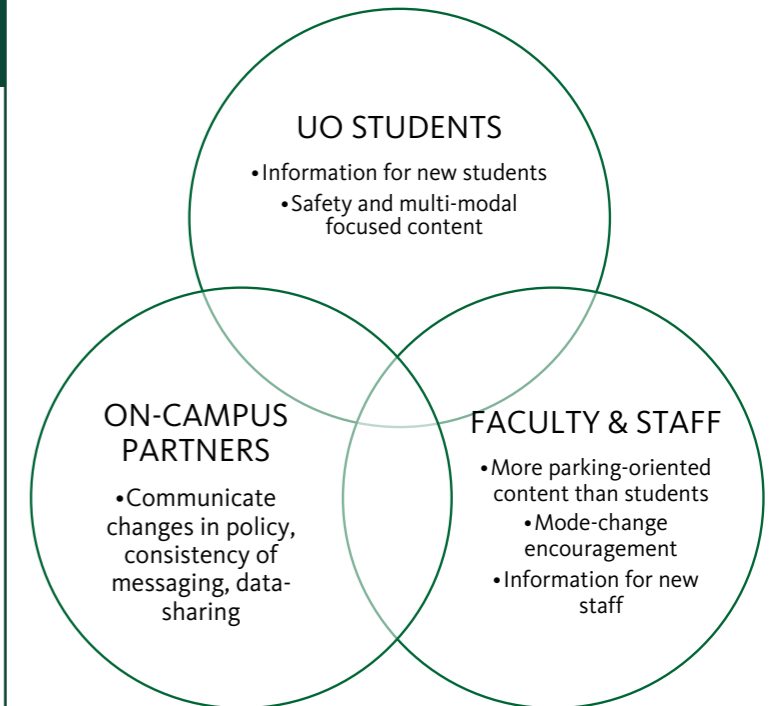
Internal Stakeholders

Internal stakeholders are students, faculty, staff, and partners within the university.

Their affiliation with the university creates ample opportunities for engagement with this audience through university communication channels, such as email newsletters, signage and other physical marketing materials, university webpages, etc.

Transportation Services should reach out to this audience at new student and faculty orientations, tabling events, guest lectures in classes.

Having Transportation Services staff attend campus events regularly provides opportunities for education and feedback. Transportation Services should use consistent, clear messaging geared toward education, mode-switching, and customer service.

UO STUDENTS
- Information for new students
- Safety and multi-modal focused content

ON-CAMPUS PARTNERS
- Communicate changes in policy, consistency of messaging, data-sharing

FACULTY & STAFF
- More parking-oriented content than students
- Mode-change encouragement
- Information for new staff

In order to provide the highest quality customer service, it is important that Transportation Services understand who its customers are, both on and off the UO campus, as well as their transportation needs.

First, the department identified different audience segments and points of interaction with these stakeholders. The Strategic Planning team then engaged these stakeholders in various focus groups and feedback sessions to understand their transportation needs. Finally, the team conducted a SWOT analysis to determine the strengths, weaknesses, opportunities, and threats facing Transportation Services as it develops its five-year strategy.

VISITORS
- Messaging focused on special events & providing a seamless, high quality customer experience.

REGIONAL PARTNERS
- Provide channels for dialogue and feedback.

SERVICE PROVIDERS
- Share information about policies and changes.

External Stakeholders

External stakeholders include visitors to the UO campus, especially attendees of athletic events. They also include contractors and service providers like Lyft and ZipCar, as well as regional partners like LTD and the City of Eugene.

As this audience cannot be accessed through campus databases, the department needs to actively cultivate relationships with these stakeholders and keep up-to-date contact information and communication records.

Transportation Services staff will need to be proactive in holding meetings and otherwise engaging this audience.

Messaging should focus on sharing information and policy or service updates. The department should also encourage feedback.

Stakeholder Engagement

The Transportation Services strategic planning team conducted stakeholder engagement activities on the UO campus during the 2018-2019 academic year. The team conducted focus groups and in-depth interviews with approximately 75 stakeholders, including numerous UO departments, campus user groups, and partner agencies. The team engaged with students during tabling events and presentations in transportation policy and planning-related courses.

These interviews, focus groups, and outreach events gave Transportation Services a wide array of feedback to inform our SWOT analysis and strategic planning focus.

Course Outreach

PPPM 410/510:
Transportation Policy
Dr. Anne Brown

PPPM 407/507
Sustainable Transportation
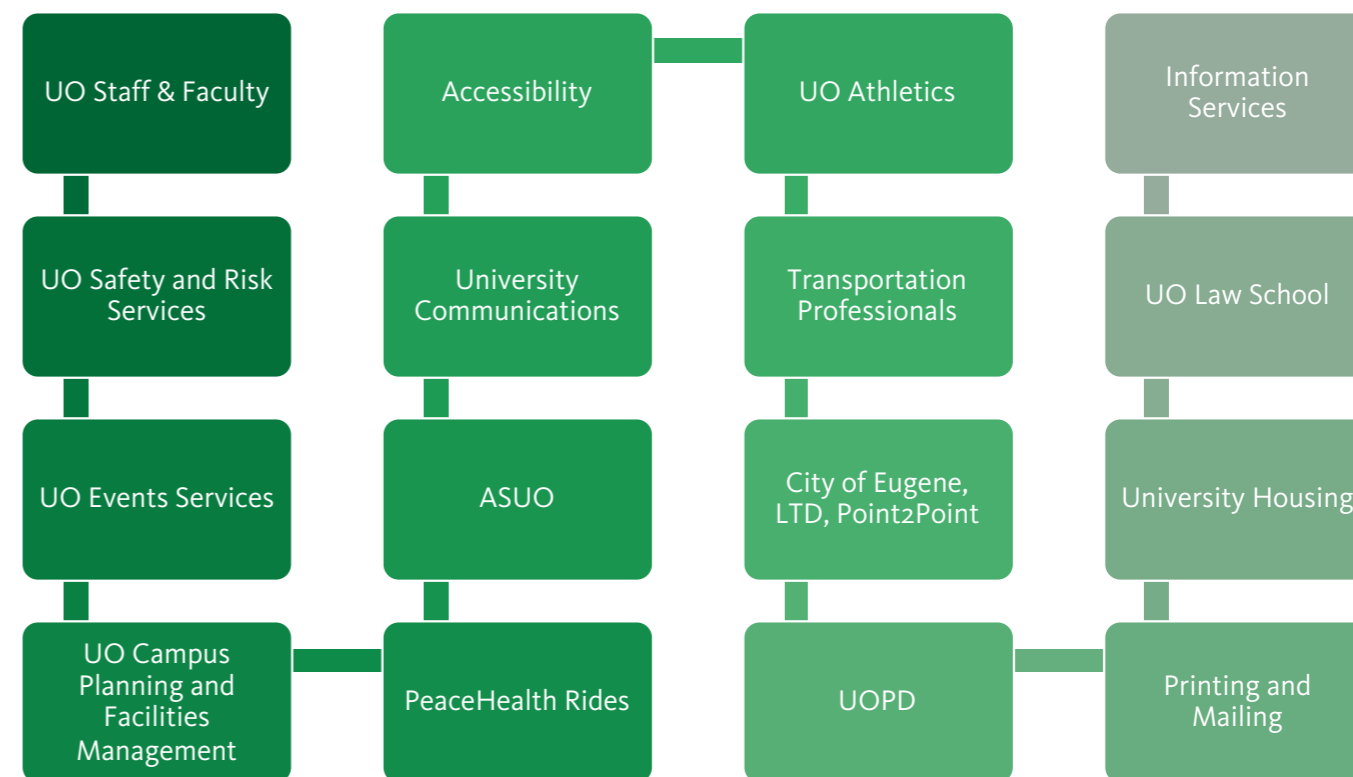Dr. Marc Schlossberg

PPPM 438/538
Bicycle Transportation
Dr. Marc Schlossberg

Transportation Day

Transportation Services hosts a booth at UO Transportation Day, where members of the strategic planning team asked attendees to share their transportation experiences and feedback on strategic objectives and initiatives.

Focus Groups and Interviews

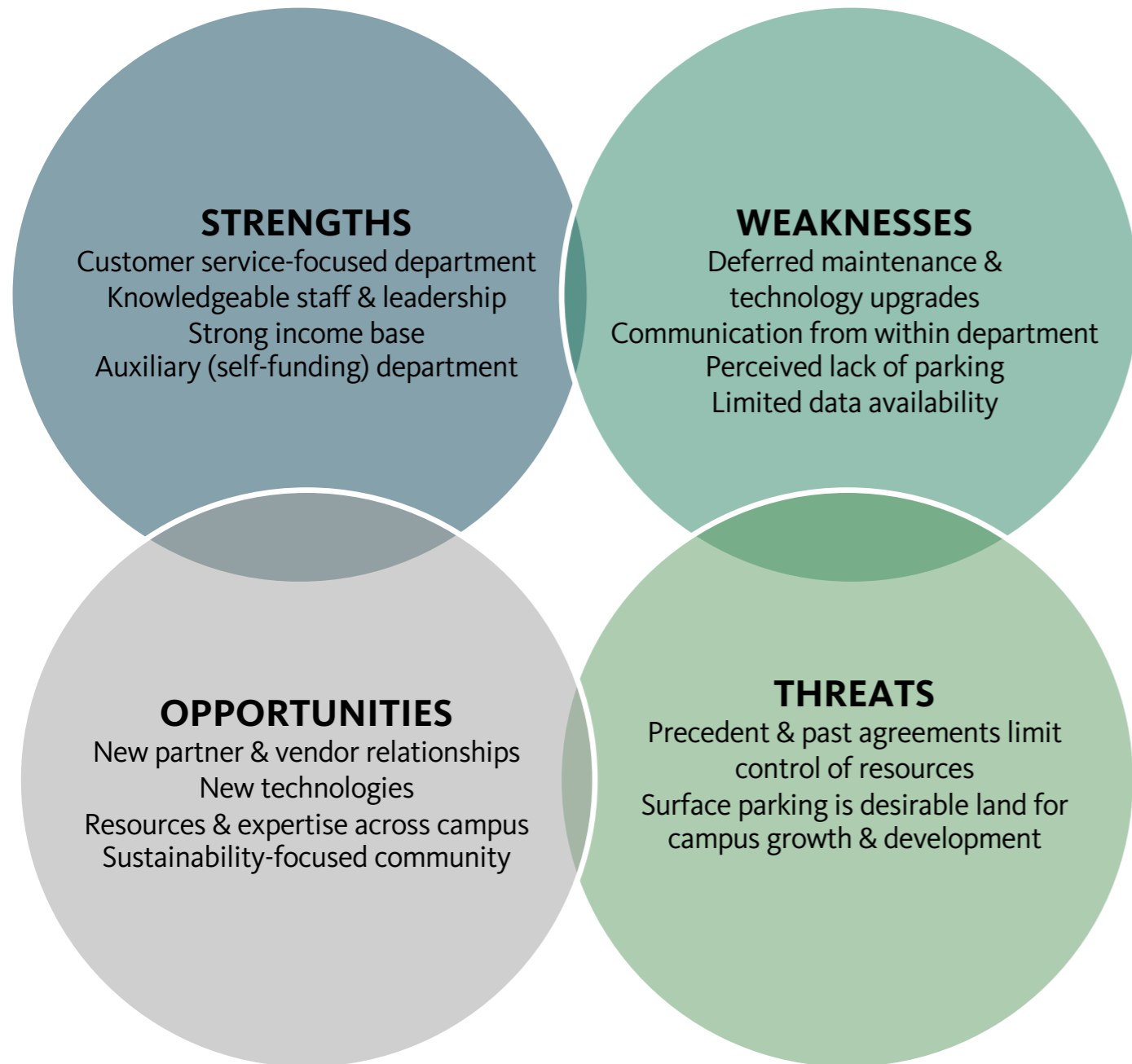|			
UO Staff & Faculty	Accessibility	UO Athletics	Information Services
UO Safety and Risk Services	University Communications	Transportation Professionals	UO Law School
UO Events Services	ASUO	City of Eugene, LTD, Point2Point	University Housing
UO Campus Planning and Facilities Management	PeaceHealth Rides	UOPD	Printing and Mailing

Key Insights

- Parking supply constraints on campus are at a critical point, affecting operations and customer satisfaction.

- There is an increased need to promote and encourage transportation options at both the student and faculty/staff level.

- Marketing & communications challenges exist in reaching the student population.

- Transportation options and commuting needs are different between student and faculty/staff populations.

- There is a greater need for collaboration between departments on campus.

SWOT Analysis

A SWOT analysis is a tool that informs strategy by assessing the internal strengths and weaknesses of the organization as well as the opportunities and threats it faces externally. The strategic planning team analyzed its internal analyses of programs and services, as well as the feedback the department received from stakeholders to inform its SWOT analysis, which will in turn inform policy and strategy for the next five years.

This analysis provides us with a deeper understanding of the internal and external forces influencing operations and progress toward our goals.

STRENGTHS
Customer service-focused department
Knowledgeable staff & leadership
Strong income base
Auxiliary (self-funding) department

WEAKNESSES
Deferred maintenance & technology upgrades
Communication from within department
Perceived lack of parking
Limited data availability

OPPORTUNITIES
New partner & vendor relationships
New technologies
Resources & expertise across campus
Sustainability-focused community

THREATS
Precedent & past agreements limit control of resources
Surface parking is desirable land for campus growth & development

Analysis

Transportation Services is a relatively new department with a strong focus on excellent customer service. Its knowledgeable staff members are responsive and provide creative solutions. The 2018 addition of a director with a background in transportation planning provides leadership and a holistic approach to meeting the transportation and parking needs of the UO community.

Transportation Services is an auxiliary unit funded by permits, fees, and fines, providing a strong, reliable income base for operations and investments. An an auxiliary, Transportation must set its rates at levels that sustain its operations and financial obligations (e.g. service debt on infrastructure projects). As the university seeks to grow, Transportation Services faces a historically decentralized approach to campus operations, a lack of communication, and reactive decision-making.

A decreasing parking supply coupled with data and communication gaps has led to customer dissatisfaction. Meeting future needs of the campus requires technology upgrades and operational improvements. Developing partnerships and investing in assets can improve efficiency and help Transportation Services respond to customer needs.

Transportation Services can maximize benefits and minimize challenges with the following initiatives:

✓ Support the development and training of staff

✓ Improve communication internally and externally.

✓ Establish regular meetings with other departments whose services directly influence Transportation Services customer service.

✓ Establish policies, MOUs, written agreements where they are lacking

✓ Expand methods of communication to reach a broader audience and provide proactive solutions to disruptions.

✓ Harness new technology to improve services and provide incentives that support the university mission to reduce emissions and SOV commutes.

✓ Utilize expertise within other university departments and partner agencies to improve services and communication.

Communication & Financial Strategy

05

This chapter builds on previous chapters' analyses, with a focus on improved communication methods and financial strategy for the next five years. Improved communication and financial strategy is imperative for Transportation Services to meet all of its goals, objectives, and action items previously identified in this plan.

Communications

The recommendations described in this plan will bring many changes to Transportation Services and how it interacts with the campus community. Therefore, it is important that the department communicate early and often with stakeholders as changes are made, as well as to invite feedback in order to ensure that policies and services are advancing its intended strategic goals.

An effective communications strategy enables Transportation Services to deliver quality service to customers and create a collaborative environment with stakeholders.

Brand Review

A clear and recognizable brand identity establishes trust with target audiences and ensures maximum customer satisfaction. Brands can achieve this by crafting consistent and centralized messaging across channels.

Past: UO Public Safety	Present: Name Transition	Future: Commitments
### Department Creation	### Name Transition	### Commitments
The department was created when UO Public Safety branched into UOPD and UO Department of Parking and Transportation.	In January 2019, the Department of Parking and Transportation was officially renamed Transportation Services. This reflects best practices from peer institutions.	Transportation Services' brand will align with the university's mission, vision, and values, including campus plans and strategy. Communications will follow University Brand Standards and Guidelines.
Programs under its purview are administered by different campus departments like UOPD Shuttle Programs and UO Bike Program. However, the department coordinates information about these programs.	A shift in focus toward a holistic, multimodal view of transportation and a commitment to serve our customers no matter how they travel to and through the UO Campus.	Within the university, the department will set out to establish a unique identity as a trusted, accessible source of information for all who travel to and through the UO campus.
There is a need to address gaps and inconsistencies in communication, as well as to strengthen relationships with partner agencies.	*Our name communicates to customers that the department's focus is not solely on parking for the automobile, but includes other, more sustainable travel options.*	*Transportation Services will be recognized as an advocate for students and staff to enjoy a safe & convenient trip, regardless of mode.*

Our Brand Identity

✓ Customer-focused

✓ Collaborative

✓ Reliable

✓ Friendly

✓ Informative
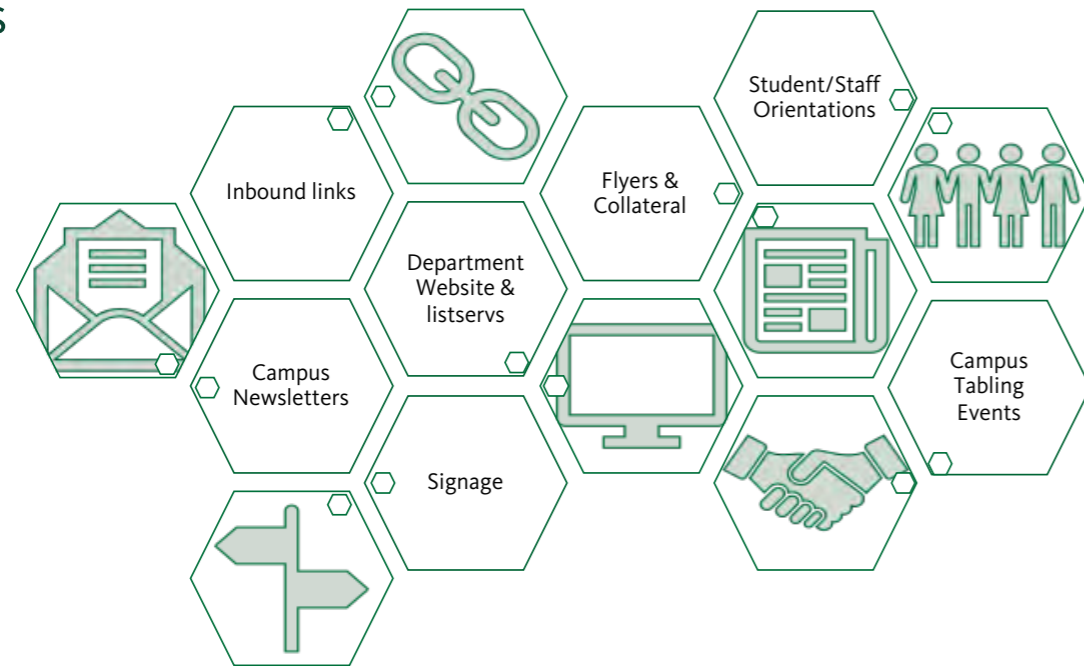
✓ Community-oriented

UO Transportation Day 2019

Communication Tools & Tactics

Transportation Services has a variety of communication tools at its disposal, suited to different audiences and communications goals. In order to reach target audiences in their entirety, the department can employ a mix of the following tools and tactics.

Tools

- Inbound links
- Campus Newsletters
- Department Website & listservs
- Signage
- Flyers & Collateral
- Student/Staff Orientations
- Campus Tabling Events

Tactics

Increase awareness of transportation options and programs.

- ■ **UO Students**
- ■ **UO Staff & Faculty**
- ■ **On-campus partners**
- ■ **Visitors**

✓ Updated website designed for enhanced user experience that communicates vision and goals.

✓ Featured stories in campus newsletters educating readers about transportation options.

✓ Guest posts on UO social media channels with fun and educational content.

✓ Promotion campaigns for new programs, and press releases for changes with community-wide implications or safety concerns.

✓ Attend student, staff, and faculty orientations to provide information about transportation options.

Alert customers and partners to changes or disruption in policy and/or services.

- ■ **UO Students**
- ■ **UO Staff & Faculty**
- ■ **On-Campus Partners**
- ■ **Regional Partners**

✓ Opt-in alert system for parking permit-holders with alerts for game days, changes in policy or other short-notice items.

✓ Strategic messaging campaigns as program changes occur, using a variety of tools such as email, campus communication channels, signage, website updates etc.

✓ Create and manage contact list for off-campus partners and stakeholders with systems in place for contacting these key stakeholders regularly and when changes occur.

Invite feedback and increase transparency with customers and partner organizations.

- ■ **UO Students**
- ■ **UO Staff & Faculty**
- ■ **Regional Partners**
- ■ **On-Campus Partners**

✓ Publish annual reports tracking department achievements and challenges.

✓ Hold regular meetings with stakeholders and invite sharing of information and feedback.

✓ Include contact form on website for questions and feedback, identify staff to respond to inquiries.

✓ Create annual customer service survey measuring awareness of transportation options, satisfaction with programs, and suggestions for improvement.

✓ Engage and invite feedback at tabling and other campus events.

Evaluation

Conducting ongoing program evaluations to measure effectiveness of the department's communications strategy is an important step to understand what works and what changes can be made to accomplish strategic communication goals.

Tracking key performance indicators (KPIs) like number of messages sent, stakeholder meetings held, or tabling events attended is an effective way of examining program growth and success. Annual surveys can measure familiarity with department communications and programs and collect feedback.

Over the next five years, Transportation Services will annually track communication goals and be proactive with messaging, communicating early and often to stakeholders as well as internal department staff.

Finance

Transportation Services will need to identify secure and sustainable funding sources for its customer services. This chapter describes Transportation Services' financial strategy, starting with an outline of current funding sources and budget structure. Next, it identifies funding gaps and financial risks that currently exist that present potential obstacles to the department's desired outcomes and goals.

Finally, this section recommends and outlines strategies to move forward in order to achieve goals, objectives, and action items outlined in this strategic plan.

Current Funding

Transportation Services is an auxiliary unit of the University of Oregon, meaning it is self-sustaining through services provided. The department generates revenue through fees and fines, including permits, pay-to-park, meters, and citations. Funds are used for staffing and operations related to parking permit management, parking enforcement and maintenance, transportation options coordination, etc., as well as the hardware, vehicles, software and other materials necessary for these functions, as well as some capital investments and support for campus safety.

In addition to services provided and funded by Transportation Services, there are a number of services that are funded outside of Transportation Services. These include the SafeRide and Designated Driver Shuttle nighttime safety shuttles, the UO Bike Program , and student access to LTD transit services, all of which are subject to annual funding approval through ASUO, and the fixed-route Campus Shuttle, which has no long term funding.

While Transportation Services serves as a liaison to LTD, employee access to LTD services is funded by all hiring units as part of "Other Personnel Expenses" (OPE). Additionally, decisions related to transportation-related infrastructure on campus (e.g., parking lot and street maintenance, parking replacement, bicycle parking areas, and bike share hub locations), which are also reliant on funding, have been traditionally managed by Campus Planning and Facilities Management, which is responsible for maintenance and repair of all university buildings and landscapes.

Risk #1: Permits priced below market rate

Permits are priced below the local market rate which has led to greater demand than supply as lower prices incentivize more solo drivers. This inflated demand pared with increasingly limited parking availability poses significant risks to department revenue, such as:

- Fewer hourly parking spaces result in less meter revenue.
- Fewer permit spaces results in poor customer service.
- Placing caps on select types of permits (e.g., student overnight, employee reserved spaces) means fewer permits will be sold.

Permits will become less attractive without services such as a fixed route shuttle to ensure that campus remains accessible as parking supply is moved further from the campus core.
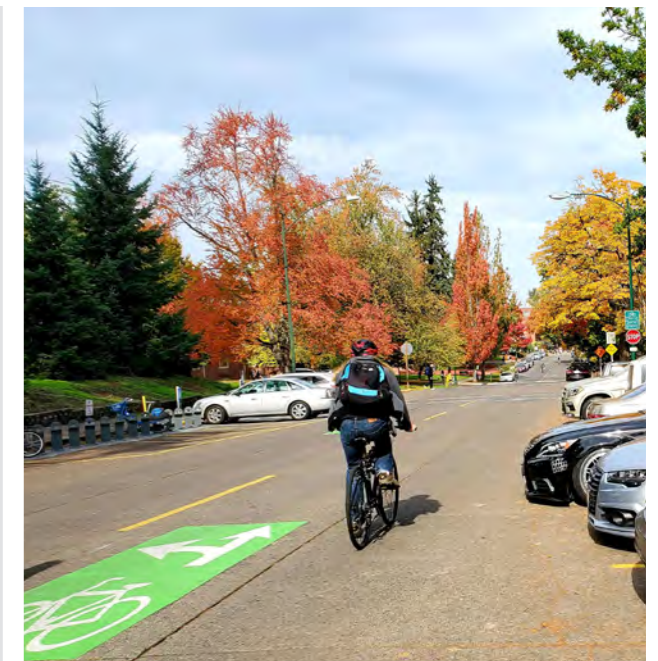
Risk #2: Transportation programs are not well-coordinated

While support for a range of reliable, safe and efficient transportation modes to, from and through campus exists, it is provided through separately managed programs that are dependent on a variety of funding sources. Because these programs are not managed collaboratively, the university may be missing opportunities related to efficiency, customer service, marketing, and cost-effectiveness.

Transportation Services is dependent on the success of services that enable the department to its mission to provide access, mobility and parking services that support the entire campus community. As this includes those the department does not manage directly, a collaborative strategy that supports not only parking operations but the transportation programs that support the entire campus will result in the optimal level of service for all who travel to and through UO.
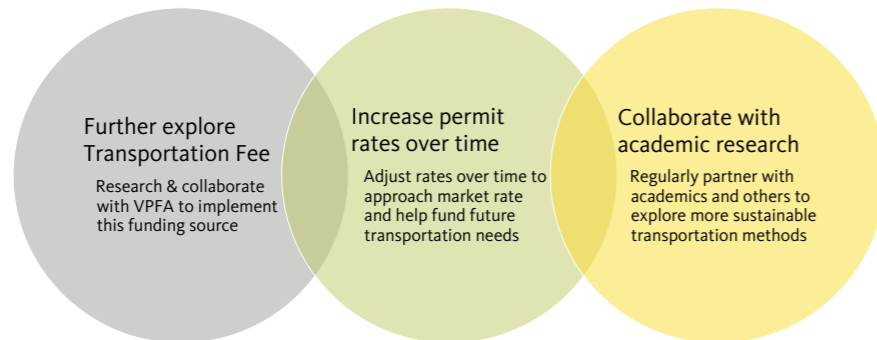
Future Funding Needs

- ☑ Infrastructure & capital improvements
- ☑ Stable and sufficient parking supply
- ☑ Technology improvements
- ☑ Park & ride services
- ☑ Daytime fixed-route shuttle service
- ☑ Marketing & communications
- ☑ Mode-shift incentives

Future Planning

06

Recommendations outlined in this Strategic Plan will allow Transportation Services to embody its mission to improve access, mobility, and parking services on the University of Oregon campus. However, many will require further action on the part of the department and its partners.

In some cases, further exploration is needed to investigate and understand the root cause of a given challenge. In others, data collection will be necessary in order to track and measure progress on a stated objective. This chapter collects and outlines future reports and analyses that are necessary in order to achieve department goals and objectives over the next five years.

Department Priorities

Transportation Services has expertise for transportation planning and a vested interest in a comprehensive program that supports safe and efficient travel to/from and through campus. Transportation Services also has funds, staff and equipment already dedicated to similar programs and mechanisms for evaluating needs which can be leveraged in order to ensure that such services are coordinated, efficient, effectively meet the campus's needs, and sustainable in the long term.

Further explore Transportation Fee
Research & collaborate with VPFA to implement this funding source

Increase permit rates over time
Adjust rates over time to approach market rate and help fund future transportation needs

Collaborate with academic research
Regularly partner with academics and others to explore more sustainable transportation methods

Adjust Permit Pricing to Reflect Market Rates: UO parking permit rates are currently well below market rate, and are set at rates that maintain parking demand and incentivize driving in an environment where parking supply is limited. Transportation Services should incrementally bring rates up toward market rate, which will help fund both infrastructure (e.g., replacement parking, deferred maintenance, a comprehensive shuttle program) and services that encourage more ways to commute than by single passenger vehicle. Implementing demand-based zonal rates will also provide more parking price options for customers, which may help ensure equity and access for those who need to drive to campus.

Identify ways to coordinate, improve and enhance the variety of transportation programs available on campus: Transportation Services has expertise for transportation planning and a vested interest in a comprehensive program that supports safe and efficient travel to, from and through campus. Transportation Services also has funds, staff and equipment already dedicated to some of the university's transportation programs and has mechanisms for evaluating needs. Other units operating transportation programs have resources as well. These can be leveraged in order to help ensure that all transportation programs are coordinated, efficient, effectively meet the campus's needs, and are financially sustainable in the long term.

Leverage Academic, Research and Community Partnerships: As parking supply becomes increasingly limited toward the center of campus, the need for advanced and creative solutions continues to grow. Transportation Services should collaborate with academics and researchers at the university who can provide new ideas and insights, as well as help identify outside research grants to fund pilots and other innovations on our campus. Potential topics could include researching incentives for mode-switching and adoption of alternative and active transportation options. Transportation Services should also maximize relationships with community partners and governmental agencies that would also benefit from the university improving transportation to, from, and through campus.

Data Collection

UO Commute Survey

Conducted annually to understand commute patterns overall and gain insight on commute behavior at the individual level through a sample of students, faculty and staff.

Customer Service Survey

Conducted through the VPFA office, this survey asks respondents across campus to rate units with whom they interact on a regular basis. Questions measure service along 5 key criteria: customer satisfaction; technical knowledge; communication, attitude, and professionalism; timeliness; and problem solving.

Pavement Management Study

Transportation Services intends to establish this study in order to gain a deeper understanding of conditions of transportation infrastructure across campus. This study will establish baseline conditions in order to help guide future investments and repairs to prolong the lifespan of existing assets.

Traffic Counts

The department aims to establish periodic auto and bicycle traffic counts on campus, which will measure conditions at priority intersections. This data will be crucial to determining whether the university is meeting city level of service standards and, if necessary, reduce congestion accordingly.

Shuttle Ridership

Data is currently being collected separately for each shuttle program on campus with varying methodology and technologies. Transportation Services aims to modernize ridership data collection and analysis and streamline methodology across programs. UOPD's collaboration with Campus GIS to provide real-time location and ridership reporting stands out as an example for future updates.

Parking Utilization

In 2019, a group of student researchers completed a parking utilization pilot study, completed via physical parking counts. In 2020, the department's new parking management software will track utilization through license plate recognition technology. This accurate and real-time data collection will help the department to more efficiently manage parking supply.

Bicycle Parking Utilization

Tracking bicycle parking behavior and utilization over time will allow the department to plan for future placement of bicycle racks and secure parking, with the long term goal of reducing theft and impoundments.

Planning Needs

Campus Transportation Master Plan

This document will replace the Long Range Campus Transportation plan, published in 1976. This Strategic Plan serves as a starting point for the Campus Transportation Master Plan, which will be developed for a 20-year horizon and will define long-term strategy to guide operations and investments that embody the mission, vision, and goals as defined in the Strategic Plan and provide for the future needs of the campus community.

Annual Report

The Annual Report will highlight milestones and progress toward achieving the department's goals. Objectives, action items, and performance metrics detailed in this Strategic Plan serve as a guide for the report's content. Until 2025, metrics should be benchmarked against a 2018 baseline, which marks the beginning of the strategic planning process.

Capital Improvement Plan

Using data collected from its pavement management study and other reports, the department will identify repairs and investments along with funding sources for these projects.

Transportation Advisory Committee

Comprised of stakeholders from its partners across departments and functions on campus, this commitee will help guide Transportation Services' programs and strategy in order to best serve its diverse customer base. For example, members might hail from the UO Bike Program, UOPD, Campus Planning, UO Housing, Office of Sustainability, etc.

ADA Transition Plan

The ADA Transition Plan will review ADA parking operations and review conditions of parking, curbs, and ramps to ensure they are safe and in a state of good repair. The plan will identify gaps in service and prioritize necessary repairs and investments.

Bike Safety Program

Transportation Services would like to partner with the UO Bike Program to implement this. A future bike safety program might educate the campus community about safe cycling practices and resources for cyclists, and promote cycling as an active, efficient, and sustainable way to move to and through campus.

Shuttle Working Group

Further analysis of existing shuttle programs is needed in order to inform future strategy. Points of interest include data collection and analysis, program funding and budgeting, and stakeholder needs. Transportation Services would also like to explore daytime shuttle services that might support the movement of parking facilities to campus peripheries.
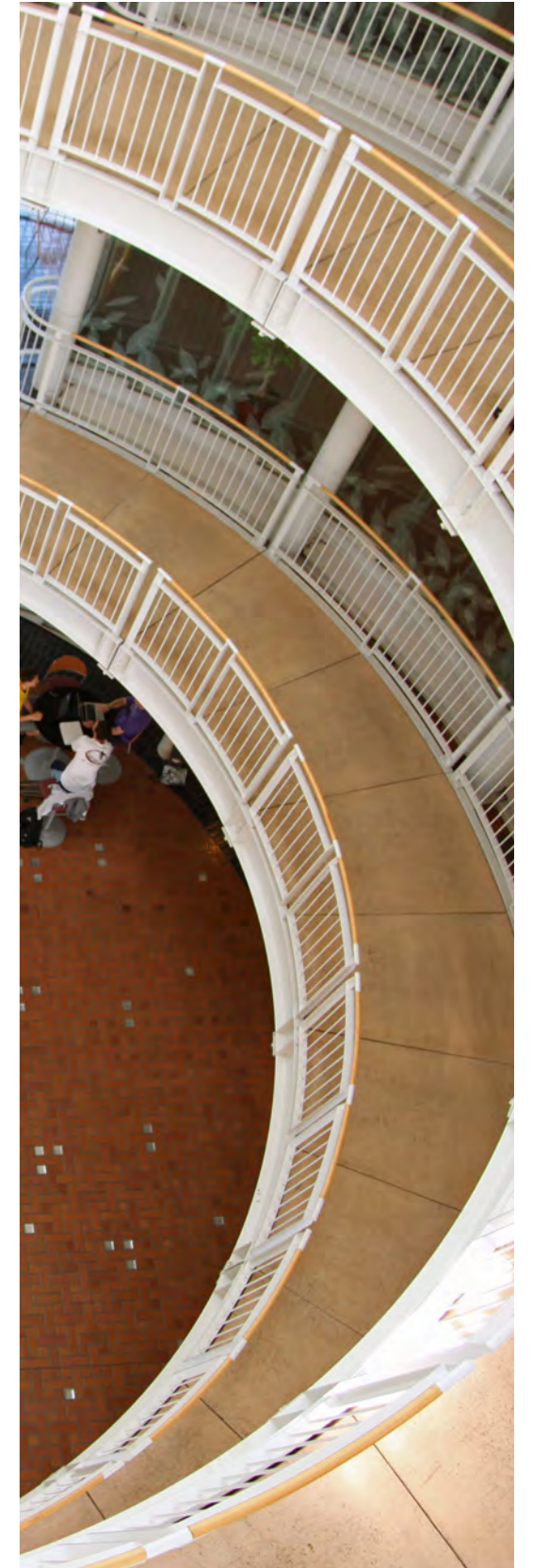
Conclusion

07

Transportation Services has an opportunity to help reshape the way people travel to and through campus, and improve customer service by providing a more balanced approach to all travel modes. While the planning horizon for this strategic plan is just five years, it has the potential of far-reaching, positive outcomes for campus stakeholders and customers.

The transportation mission, vision, goals, objectives and action items in this plan provide a blueprint for success which will help the department better prioritize its limited resources and assets.

The plan is written to also provide improved transparency to those outside the department and to proactively address challenges rather than being reactionary. This plan should be updated before the completion of five years to assure the department's priorities are up-to-date and addressing current challenges.

Annual reports will be conducted over the next five years and compared to this Strategic Plan to assure forward progress is being made.

As data is gathered and analyzed each year, changes can be made to better bring the department towards its goals. Some items described in this plan are solely reliant on this department, while others are collaborative efforts that Transportation Services will need do with other university departments and/or outside agencies and stakeholders.

While goals are aspirational in nature, they give the department clear direction and purpose to move forward.

The development of this plan along with future implementation efforts will continue to foster improved partnerships and results across campus, and move the University of Oregon and the region towards a more sustainable future.