Annual Report
University Police
Student Affairs Division
Texas State University
2005-2006

Major Accomplishments/Retention Initiatives for 2005-2006

1. Established a voluntary wellness program within the department. Sergeant was enrolled and completed the Cooper Institute certification for Physical Fitness Instructor. Fitness Sergeant will monitor the progress of all participants in the program and present wellness presentations.

2. The CART officers developed a new Work Place Violence program which was offered through the Office of Professional Development at JCK. This program was also offered as a webinar to the RRHEC. It was attended by both Faculty and Staff. A session was also conducted at the Health Center for its staff members.

3. The CART officers developed a new Identity Theft program which was offered through the Office of Professional Development at JCK. It was attended by both Faculty and Staff. A session was also conducted at the Health Center for its staff members.

4. We experienced an increase in participation from community organizations in our annual spring break program” Know your Dreams, Know your Limits, Know the Consequences”. The program was attended by the San Marcos Police Dept., Hays County Sherriff’s Dept., Texas Alcohol and Beverage Commission, MADD (Mothers against Drunk Drivers), Hays, Caldwell Council for Drug and Alcohol Abuse, Texas State Crime Stoppers and SWAT (Students with Alternate Transportation).

5. The CART officers also secured a partnership with the Parents Association to develop a D.W.I. Simulator. This project is expected to be unveiled during the start of the fall semester. With the support of the CART officers the Crime Stoppers at Texas State Program has continued to prosper and has been able to secure several arrests over the last year.

6. The RAD Team also presented a RAD class at RRHEC, two classes were presented to the female Air Force ROTC cadets and two classes were presented to the Mu Epsilon Theta sorority.

7. The Records Division staff has updated the department’s record management computer system. This has improved the officer’s time in writing reports and is more efficient in researching for records. A major benefit has been the reporting of Racial Profiling.
8. The Department has 3 staff members that successfully graduated from the police academy and all three have been hired as police officers.

9. The Department has been in the forefront of assisting with the implementation of the new Electronic Door Access. The implementation has been detailed involving strategic planning in various areas of software computing, programming, security to budgeting.

**Progress on 2004-2009 Administrative Support Plan (Strategic Plan)**

1. The Police Department established a Police department at the RRHEC to include two Police officers, one Security Officer, appropriate vehicles and other equipment.

2. Two Gas Powered Golf Carts were purchased to assist with the transportation of student escorts.

3. An additional emergency communications operator position was added to assist with radio traffic generated by Parking Services.

4. One (1) notebook computer system with wireless ready and multimedia capability was purchased to assist with our Community Awareness Recourses team.

5. Completed second Law Enforcement Academy which ran concurrent with Criminal Justice program while offering additional custom programs to expand upon existing Criminal Justice Department curriculum.

6. Created a new Memorandum of Understanding with Hays County Law Enforcement agencies and Williamson County Law Enforcement Agencies.

**Assessments for 2005-2006**

1. The Brown Group International (BGI) conducted an official review of an incident which took in September of 2005 involving the University Police Department. The findings of the review identified several areas that the University Police Department should consider to review, such as existing and non-existing policies and recruitment of minorities. The University Police Department has recently taken aggressive measures in our recruiting efforts towards minorities by asking our church communities for assistance.

2. The CART officers have conducted a staffing and policy survey targeting security at late night events at other universities in the region. This survey was used to help analyze current policies and assist in the implementation of others into the future.
3. In addition, Parking Services has begun a comprehensive assessment which will be distributed by email. Additional areas of the department to include community Awareness, Security Access and Patrol will conduct assessments. A Security Access survey will be conducted in the fall of 2006.

**Education Outreach/Presentations by Dept. Staff to Institutions and Communities for 2005-2006**

1. “Don’t Be A Victim Of Identity Theft” was offered through the Office of Professional Development at JCK. It was attended by both Faculty and Staff. Identity Theft was also taught in Zorn, TX. For the Friedens Church Women’s Guild. Several Identity Theft presentations were made to University Seminar students.

2. The CART officers have had a very successful year with one of its newest program presented to the University Students in the dorms. The program was named Cops & Donuts and focuses on providing a completely open forum for students to ask Police Officers direct questions about any subject. We have experienced a huge success with this program due to the direct and uncensored dialogue that the officer is able to establish.

3. The Police Department starting in fall 2006 will have a representative at ASG meetings and at IFC Meetings. This will improve the communications between these organizations and the department as a whole. The Police Department held its first meeting with the Police Advisory Board. This board includes both campus community members and City of San Marcos community members.

**Special Recognitions for Department**

1. The Community Awareness Resource Team received Certificates of Appreciation from LEAD 2006, The Texas State Child Development Center, Texas State Bike to School Day and several Thank You notes from Texas State Residents Halls.

2. Officer Otto Glenewinkel and Officer Jason Moreno also received certificates for presentations made through The Office of Professional Development. Sgt. Cost served on the Student Affairs Civic Responsibility Team and Ofc. Glenewinkel served as Co-Team Leader on the Student Affairs Community Staff Development Team.

3. The Community Awareness and Resource Team hosted a Central Texas Crime Prevention meeting on campus that was attended by twenty law enforcement agencies. The CART officers also participated with the Muscular Dystrophy Association Lock-Up day.
4. The Department has received many “Thank You” notes from various departments praising the excellent work efforts on graduations ranging from security, traffic control, and parking accommodations.

**Major Objectives/Retention Initiatives for 2006-2007**

1. Review the recommendation of the BGI report and follow through on applicable recommendation.

2. Complete Cultural Diversity training for all University police department personnel.

3. Have all members of the police department focus on greater interaction with the student population. Members of the Police department will attend Student Government meeting to develop a better understanding of the Students needs and the Students become aware of the concerns of the Police officers

4. Continue interaction with the commuter and Residence student safety programs through discussion groups.
Major Accomplishments/Retention Initiatives for 2005-2006

Through June 1, 2006, Parking Services had issued 28,688 yearly permits (+7.1%) and 3,370 temporary permits (-3.76%). A total of 33,184 tickets had been written, an increase of 12% from FY05. Though June 9, 2006, Parking Service performed 653 motorists assists (+8.7), 223 impounds (-33%), and 216 boots (+13%). Parking meters generated $19,454.30, an increase of 4.7%.

While parking may not be directly linked to retention, Parking Services pays a large role in the general atmosphere of a service/help-orientated campus environment. Public assistance in the forms of jump starts and keys are very important in projecting this impression. While no one is ever happy getting a ticket, or not being able to park as close as they like, efforts such as clearly communicated parking information, on-line registration processes, and consistent enforcement are an on-going attempt to make parking a non-issue in regard to retention.

Progress on 2004-2009 Administrative support plan (Strategic Plan)

As projected in the Strategic Plan, Parking Services added a full-time Parking Officer, upgraded the painter position to full-time, hired an Administrative Assistant II, and added one truck to the Parking Services fleet. Not included in the plan, was the creation of a Facilities Maintenance Supervisor and two Grounds Maintenance positions. This crew has taken over the painting and general repair and clean up of parking areas.

Assessments for 2005-2006

Parking Services conducted a comprehensive assessment of services near the close of the semester. The results are still being reviewed. The initial review indicates that there is a positive attitude toward the services we provide- motorist assistance, escorts, permit distribution, and reserved parking for individuals and special events. Comments still address the perceive lack of convenient space.
Educational Outreach/Presentations by Department Staff to Institutions and Communities for 2005-2006

Parking Services personnel make no off-campus presentations. We are, however, involved in all new employee and student/parent orientations.

Special Recognition for Department and/or Staff
There were no special recognitions or events hosted.

Major Objectives/Retention Initiatives for 2006-2007

1. Continuing to improve customer service in the form of better registration and other on-line services.
2. Work with Residence Life and Bobcat Prefs to more efficiently register residents for parking permits and the Residence Hall Lottery
3. Greater promotion of on-line services to commuters in an effort to diminish the negative impressions of standing in long lines.
4. Working to coordinate a campus-wide effort to help Resident Students’ hall move in. This has been a very positive community-building experience at Baylor.

Major Trends/Obstacles for 2006-2007

As in past years, the trend within the parking community continues toward automation of parking services. This includes promoting on-line services, pay-on-foot garages, and dial-up and credit card pay options at parking meters,

The major obstacle for this year involves the loss of the two electric trams do to on-going mechanical problems. The spring semester showed great potential for such a shuttle system, as while it was operational several hundred students took advantage of the trams each day.

Future planning will require consideration of additional parking facilities for commuting students as enrollment grows.
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Major Accomplishments/ Retention Initiatives for 2006-2007

1) The University Lock Shop was transitioned to the police department as part of Access Services. Acquiring the lock shop was a significant step in creating the one stop shop concept for building security.

2) A police officer recruitment program utilizing CART personnel was implemented.

3) The “Know Your Dreams, Know Your Limits, Know the Consequences” spring break program was conducted again this year. There was a good crowd and media coverage. It had the added feature of the DWI simulator being present for students to use. The DWI similar was constructed and put into use with the aid of The Parents Association. It provides an attraction to draw students into DWI education programs.

4) “Shop with a Cop” is a community relations event that is conducted in conjunction with Wal-Mart. The event has continued to expand the number of children that are entering drawings and increased involvement by community grade schools. This program builds the Texas State image with local school children.

5) The foundations for the Access section becoming a one stop shop for securing doors and implementing cameras were laid.

6) The pay was adjusted to be closer to market levels for the dispatch positions. This has allowed the Emergency Communication Center to be staffed again. The current staffing has better average educational qualifications and seems to be stable for the foreseeable future.

7) The field training manual was re-vamped for all emergency communication operators. The manual will help to develop all new dispatchers to a standard professional level.

8) The Records Admin position has been filled with Cynthia Coleman. It has taken most of the year to fill this position. Having the position filled provides new opportunity to develop record keeping and data tracking capabilities.

9) Records personnel created a catalog system of all current stored records in order to improve the time required for searches.

10) Parking Officer Nelly Benavidez is currently attending the Police academy.

11) CART has conducted a student appreciation barbeque and held several meet and greet programs utilizing the popcorn and coffee machines.

12) Members of the police department have worked to increase interaction with the university community by participating in the welcome bobcats call program, moonlight
breakfast, mama’s kitchen, the mentoring program, university seminar, new employee orientation, and VPSA survey of non-returning students.

13) Bike to school day was a success with 50 bicycles registered.

14) A new emergency communications recording system was installed with funds provided by CAPCOG.

15) All First Responders were required to take the Heartsaver AED (Adult, Child/Infant – CPR & AED) and have been certified. The First Responders personnel are police officers and dispatchers.

16) The Bomb Threat incidents were successfully handled with minimal disruption to classes.

17) The UPD Command Staff implemented a successful communication network with the university’s primary parties to render decisions on all bomb threats. The Director communicated the initial process to Police personnel for all bomb threats to ensure proper notification was dispersed campus wide and notification to proper departments. This included notice announcements on marquee, text messaging, and e-mails to the university community.

18) The Investigators were successful in retrieving reimbursements for university property damages.

19) The Investigators have established a close rapport with the Hays County District Attorney’s Crime Victims’ personnel and have worked various cases and sexual assault cases. The Investigators have successfully completed all paperwork associated with victims and as a result the UPD Administration has received compensation for all of its sexual assault expenses.

20) A security plan was created to address specific needs for each special event ranging from graduation, guest speakers, to large crowds.

**Progress on 2004-2009 Administrative Support Plan (Strategic Plan)**

1) The emergency response plan was updated to provide current and expanded guidance to the response teams.

2) Vehicle and equipment purchases have proceeded as planned for both the San Marcos and Round rock Campuses.

3) Space was acquired for Access Services in Commons Hall.

4) The system Support Specialist II position was funded and approved for hire.

5) Support has been provided to Officers seeking degrees and advance professional development certifications. The overall educational level of the department is increasing.

6) Many department positions received market adjustments. Additional surveys are in progress.
Assessments for 2006-2007

1) The communication Center was evaluated by CAPCOG in March 2007 concerning training and equipment usage. The communication Center passed all aspects of the evaluation.

2) The annual Use of force review was conducted. No significant problems were noted.

3) The report on officer initiated contacts (Racial Profiling) was completed and the contacts were found to be within the expected ranges compared to population.

Educational Outreach/ Presentations by Dept. Staff to Institutions and Communities for 2006-2007

1) Courses are offered through Professional Development in RAD, Identity Theft, and Workplace Violence.

2) A DWI education program that used the DWI simulator was conducted for The University of Texas-Austin campus.

3) Officer Kristen Delong was a participant in the “Women Leaders in Criminal Justice” panel discussion.

4) Investigator Jeb Thomas participated as a member of the Hays County Sexual Assault Taskforce in recommending forensic equipment and procedures to the CTMC to improve their capability to gather evidence in sexual assault cases.

Any Diversity Initiatives for 2006-2007

1) The recruiting program is targeting institutions that offer an opportunity to increase the department’s diversity.

2) “Shop with a Cop” develops relations with the predominately Hispanic grade school population of San Marcos.

3) The Crisis Intervention training was implemented and required for all UPD personnel, including Parking Services. The training assist UPD personnel to better manage all diversified cultures and recognize basic mental deficiencies and assist accordingly.

Major Objectives/ Retention Initiatives for 2007-2008

1) All Police Officers will be equipped and trained with patrol rifles. This will allow for a safer and more effective response to incidents involving armed suspects.
2) A Guard position will be designated to provide an opportunity to recruit target of opportunity candidates for Police Officer that are lacking the required license. This will create an opportunity for the department to develop candidates that have special knowledge, background, or skills to serve a diverse university community.

3) Integrate camera systems into the equipment supported by Access Services. Expand the electronic door access system into the academic and administrative environments.
Major Accomplishments/Retention Initiatives for 2006-2007

Through June 1, 2007 Parking Services had issued 27,320 annual permits (−4.7%) and 2,620 temporary permits (−22.3%). A total of 29,034 tickets had been written, a decrease of 12.5% from the same FY06 time period. Parking Services performed 428 motorist assists (−35%), booted 281 (+30%) and towed 334 (+47.9%) vehicles. Parking meters generated $18,951.05 (−2.6%). It appears that the emphasis on stricter enforcement and the higher fine structure has resulted in fewer tickets. Perhaps the increase in permit fees has had an affect on the number of vehicles registered. These are important factors as we consider ticket and permit revenue in terms of the parking budget. As we do better communicating rules and enforcing them, parking behavior improves, we write fewer tickets, and revenue decreases. As permit fees increase, persons unable or unwilling to pay the higher costs will find alternate means of transportation, again affecting revenue.

Felling comfortable and safe is important to retention. While no one is ever completely happy with parking, as we all like to park as close as possible, Parking Services can continue to look for ways to help with the parking and access issues. Motorist assistance is a key element in servicing our customers. The operation of our two vans with ever-increasing ridership has been well received. Improvements to the on-line registration process, the evening safety escort services, clear and consistent enforcement, and the additional security dimension of Parking Services personnel are all important factors which help to provide a safe and comfortable environment for students, faculty and staff.

Progress on 2004-2009 Administrative Support Plan (Strategic Plan).

Two new vans were added to the Fleet. They are used for the evening escort services and to transport individuals from temporary parking locations during construction.

Maintenance of the lots was elevated to a new level and the general appearance of the facilities has been complimented on to a high degree.

A fulltime Van Operator position was created and filled.

Several recommendations for the new parking facilities were presented to stakeholders and many of the concepts were incorporated.
A new stand-alone permit registration process was implemented.

A Total Demand Management Seminar was attended by the Supervisor of Parking Services. Many new concepts and trends were brought back and shared with the campus’ parking stakeholders.

**Assessments for 2006-2007**

During April, 2006, a major Customer Services Assessment was performed by Parking Services. The overall satisfaction with services ranged from 72% to 88%, who agreed or strongly agreed on a favorable basis.

Each Parking Services employee was asked to read the results, including the 849 comments, and then make three recommendations for changes/improvements to the Parking Services area and one suggestion for self-improvement based on the survey results. The suggestions were gathered and published in bound copy and distributed to all staff.

Several changes in policy were suggested and implemented as a result of customer comments, concerns, and responses. A new stand-alone permit registration process was developed; the Residence Hall permit lottery was, at least on a temporary basis, suspended; and a single-color Residence Hall Zone replaced the current three-zone structure.

**Educational Outreach/Presentations by Department Staff to Institutions and Communities for 2006-2007**

Parking Services staff regularly present to New Employee Orientation, and to parent groups during new student orientation.

**Any Diversity Initiatives for 2006-2007**

None to report.

**Major Objectives/Retention Initiatives for 2007-2008**

As mentioned above, there are several elements that are important factors to retention in which Parking Services can be involved. It is our intent to continue to improve services to that end. A new initiative we would like to explore is a way to increase communication with new students. A few years ago New Student Orientation organizers removed the personal presentations that the Parking Services staff was making to new students. Since we also explained our motorist assistance and safety escort services, in addition to
explaining permit issuance and rules, we believe it to be an important component of orientation and an important part of helping new students feel safe and secure in a new environment.

**Major Trends and Obstacles for 2007-2008**

The most important trend in transportation management is not necessarily yet well embraced by many universities. It is the concept of reducing single occupancy vehicles (SOV) and encouraging alternate forms of transportation to campus. Inherently, funding parking with permit fees and parking fines means we must continue to encourage use of personal vehicles. It is very important to note that the TDM (Total Demand Management) principles conflict with our philosophy of funding parking from permit fees and fines. TDM encourages eliminating or at least reducing convenient, low-cost parking options in an effort to reduce vehicular traffic. If we succeed in reducing SOV traffic, we in turn reduce permit sales and ticketing. As revenue from permit fees and ticket fines declines, alternate sources of funding must be considered.

The major obstacle we face will be in managing existing spaces during the next few years of construction. Hundreds of parking spaces will be temporarily lost as elements of the Campus Master Plan are implemented. Providing shuttle and escort services is important, as is a consistent and concerted effort to provide construction updates to users.
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Major Accomplishments/ Retention Initiatives for 2007-2008

1) Access Services was established as a section of the Police department. A manager’s position was created to supervise the key shop, electronic door access, and cameras. This is the start of a one stop solution for campus security installations.

2) The Cadet Candidate position was formed in order to develop candidates from targeted recruiting groups to fill available police Officer positions. William Burleson is currently doing well in the police academy as the first candidate.

3) The “Know Your Dreams, Know Your Limits, Know the Consequences” Spring Break program was conducted again this year. There was a good crowd and media coverage. It had the added feature of the DWI simulator being present for students to use. The DWI simulator was constructed and put into use with the aid of The Parents Association. It provides an attraction to draw students into DWI education programs. The program also involves other law enforcement agencies and organizations that share an interest in combating the consequences of drinking and driving.

4) “Shop with a Cop” is a community relations event that is conducted in conjunction with Wal-Mart. The event has continued to expand the number of children that are entering drawings and increased involvement by community grade schools. This program improves and builds community relations between Texas State and the local grade schools.

5) Installation of electronic door access and cameras has begun. Residence halls and many administrative building are functioning with the added security of electronic door access in place.

6) Many staff members received raises due to a market adjustment survey conducted by Human Resources.

7) System support has installed hardware and made policy changes to increase data storage and availability while also improving network security.

8) The Records Admin position has been filled with Adam Marmelejo. This is a difficult position to keep filled. We are happy to have Adam return to it with the experience he has. Having the position filled provides new opportunity to develop record keeping and data tracking capabilities.

9) A committee was formed to improve university emergency management preparation.

10) Officer Ron Dorsey completed the training required to become a certified investigator. Both investigators are now certified.
11) CART has conducted a student appreciation barbeque and held several meet and greet programs utilizing the popcorn and coffee machines. These events were held in administrative buildings, residence halls, and high pedestrian traffic areas such as the Quad.

12) Members of the police department have worked to increase interaction with the university community by participating in the welcome bobcats call program, moonlight breakfast, mama’s kitchen, the mentoring program, university seminar, new employee orientation, and VPSA survey of non-returning students.

13) Bike to school day was a success with 50 bicycles registered. Participation in this event created a partnership between the University Police Department and the Bike Cave.

14) Emergency communications operations have been altered to allow for two dispatchers on duty most of the time.

15) All First Responders were required to take the Heartsaver AED (Adult, Child/Infant – CPR & AED) and have been certified. The First Responders personnel are police officers and dispatchers. Security services and emergency communications personnel were added to the list of personnel with these certifications.

16) The large political events that occurred on campus this election year were planned and staffed on a short time line. The events were handled in a manner that provided a safe atmosphere for all involved and there were no major incidents.

17) The UPD Command Staff implemented a successful communication network with the university’s primary parties to render decisions on all bomb threats. The Director communicated the initial process to Police personnel for all bomb threats to ensure proper notification was dispersed campus wide and notification to proper departments. This included notice announcements on marquee, text messaging, and e-mails to the university community.

18) The Investigators were successful in retrieving reimbursements for university property damages.

19) The Investigators have established a close rapport with the Hays County District Attorney’s Crime Victims’ personnel and have worked various cases and sexual assault cases. The Investigators have successfully completed all paperwork associated with victims and as a result the UPD Administration has received compensation for all of its sexual assault expenses.

20) A security plan was created to address specific needs for each special event ranging from graduation, guest speakers, to large crowds.

21) All officers were trained in self defense tactics under the Krav Maga System. This initiative will continue on a monthly bases.

22) The department certified two active shooter instructors. This initiative will allow the department to conduct in house training when needed.
23) The department held its Inaugural Memorial and Awards Ceremony during National Police Week. It was a tremendous success. Police Officer and Employee of the Year were named during this ceremony.

**Progress on 2004-2009 Administrative Support Plan (Strategic Plan)**

1) The emergency response plan was updated to provide current and expanded guidance to the response teams.

2) Vehicle and equipment purchases have proceeded as planned for both the San Marcos and Round Rock Campuses.

3) Space was acquired for Access Services in Commons Hall.

4) The system Support Specialist II position was funded and approved for hire.

5) Support has been provided to Officers seeking degrees and advance professional development certifications. The overall educational level of the department is increasing.

6) Many department positions received market adjustments. Additional surveys are in progress.

**Assessments for 2007-2008**

1) The communication Center was evaluated by CAPCOG in March 2007 concerning training and equipment usage. The communication Center passed all aspects of the evaluation.

2) The annual Use of force review was conducted. No significant problems were noted.

3) The report on officer initiated contacts (Racial Profiling) was completed and the contacts were found to be within the expected ranges compared to population.

**Educational Outreach/ Presentations by Dept. Staff to Institutions and Communities for 2007-2008**

1) Courses are offered through Professional Development in RAD, Identity Theft, and Workplace Violence.

2) A DWI education program that used the DWI simulator was conducted for The University of Texas-Austin campus.

3) Investigator Ron Dorsey participated as a member of the Hays County Sexual Assault Taskforce.

4) A partnership has been established with the Hispanic American Police Command Officers Association in support of mentoring Criminal Justice students and exposing the selected candidate to a one year membership to the organization, air fare and hotel
accommodations to the organizations yearly training conference. The selected candidate would also participate in UPD Intern Program Schedule and attend all in house training at no cost.

**Any Diversity Initiatives for 2007-2008**

1) The recruiting program is targeting institutions that offer an opportunity to increase the department’s diversity.

2) “Shop with a Cop” develops relations with the predominately Hispanic grade school population of San Marcos.

3) The Crisis Intervention training was implemented and required for all UPD personnel, including Parking Services. The training assist UPD personnel to better manage all diversified cultures and recognize basic mental deficiencies and assist accordingly.

**Major Objectives/ Retention Initiatives for 2007-2008**

1) All Police Officers will be equipped and trained with patrol rifles. This will allow for a safer and more effective response to incidents involving armed suspects. **ACCOMPLISHED!**

   The majority of all patrol officers have been trained and are in possession of the rifles. We have also implemented shot guns being placed in the vehicles that are on patrol of the campus. Additional officers will be trained as additional rifles are purchased.

2) Knowledge, background, or skills to serve a diverse university community.

3) Integrate camera systems into the equipment supported by Access Services. Expand the electronic door access system into the academic and administrative environments.
Major Accomplishments/Retention Initiatives for 2007-2008

Through June 1, 2008 Parking Services had issued 25,271 annual permits (-7.5%) and 4,148 temporary permits (+58.3%). A total of 25,719 tickets had been written, a decrease of 11.4% from the same FY07 time period. Parking Services performed 457 motorist assists (+6.8%), booted 184 (-34.5%) and towed 284 (-14.9%) vehicles.

Stricter enforcement and the higher fine structure may have resulted in fewer tickets. However, with fewer “illegal” places to park- e.g. closure of many street and surface lot parking locations, as well as two floors of the Pleasant Street Garage, there are fewer options for persons to park illegally, reducing the number of tickets.

The increase in permit fees continues to affect the number of vehicles registered. More persons are purchasing temporary permits as a cheaper option. The fewer numbers of tickets written and the fewer numbers of annual permits sold are important factors as we consider ticket and permit revenue in terms of the parking budget. As we do better communicating rules and enforcing them, parking behavior improves, we write fewer tickets, and revenue decreases. As permit fees increase, persons unable or unwilling to pay the higher costs will find alternate means of transportation, again affecting revenue.

Felling comfortable and safe is important to retention. While no one is ever completely happy with parking, as we all like to park as close as possible, Parking Services can continue to make suggestions to improve parking and access issues. Motorist assistance is a key element in servicing our customers. The operation of our two vans with ever-increasing ridership has been well received. Improvements to the on-line registration process, the evening safety escort services, clear and consistent enforcement, and the additional security dimension of Parking Services personnel are all important factors which help to provide a safe and comfortable environment for students, faculty and staff.

Progress on 2004-2009 Administrative Support Plan (Strategic Plan).

One new truck was added (replacement) to the fleet for use in facilities maintenance. Two new electric carts were added. These were not part of the original Strategic Plan but the need necessitated their purchase.
Maintenance of parking areas continues to improve and the general appearance of the facilities has been complimented on to a high degree. 82% of respondents in a recent customer service survey indicated they strongly agreed or agreed that the parking areas are well maintained.

The new stand-alone permit registration process was evaluated and improved upon. The number of on-line registrations increased from 6,357 (05) to 9,575 (06), and then to 12,439 in 2007.

Four conferences were attended by the Assistant Director, Parking Services. In each case new software and technologies were discovered and are being considered for future needs.

Assessments for 2007-2008

During April, 2008, a major Customer Services Assessment was performed by Parking Services. The overall satisfaction with services, those who agreed or strongly agreed on a favorable basis, ranged from 50% (aware that one can appeal a ticket on line) to 85% (convenience of using the PS website to register on-line)

Parking Services employees will again be asked to read the results, including the 230 comments, and then make three recommendations for changes/improvements to the Parking Services area and one suggestion for self-improvement based on the survey results. The suggestions will be gathered and published in bound copy and distributed to all staff.

Several student learning and program outcomes were assessed. In each case results were positive and the expected outcomes were met to an acceptable degree.

Educational Outreach/Presentations by Department Staff to Institutions and Communities for 2007-2008

Parking Services staff regularly present to New Employee Orientation, and to parent groups during new student orientation.

Any Diversity Initiatives for 2007-2008

None to report.

Major Objectives/Retention Initiatives for 2007-2008

Assisting in efforts to make accessing residence halls, classrooms, and other facilities easier is an important elements to retention in which Parking Services can be involved. It
is our intent to continue to improve services to that end. We continue to explore new ways to increase communication with students, faculty, and staff. In addition to explaining permit issuance and rules, we believe it to be an important component of orientation and an important part of helping new students feel safe and secure in a new environment.

**Major Trends and Obstacles for 2008-2009**

Our trends and obstacles remain virtually unchanged. The most important trend in transportation management is not necessarily yet well embraced by many universities. It is the concept of reducing single occupancy vehicles (SOV) and encouraging alternate forms of transportation to campus. Inherently, funding parking with permit fees and parking fines means we must continue to encourage use of personal vehicles. It is very important to note that the TDM (Transportation Demand Management) principles conflict with our philosophy of funding parking from permit fees and fines. TDM encourages eliminating or at least reducing convenient, low-cost parking options in an effort to reduce vehicular traffic. If we succeed in reducing SOV traffic, we in turn reduce permit sales and ticketing. As revenue from permit fees and ticket fines declines, alternate sources of funding must be considered.

The major obstacle we face will be in managing existing spaces during the next few years continues to be construction. Hundreds of parking spaces will be temporarily lost as elements of the Campus Master Plan are implemented. Providing shuttle and escort services is important, as is a consistent and concerted effort to provide construction updates to users. At time our office is at odds with the tram operations as they plan stops and routes always without consultation of Parking Services. Parking Services is then places in a reactionary position attempting to explain how those decisions result in poor space utilization. We are also often, as is the UPD, expected to resolve issues with the LBJSC Garage, e.g. lack of space and congestion, which we rarely can without impacting surface parking users.