

UNIVERSITY *of* WASHINGTON

TRANSPORTATION SERVICES
ANNUAL REPORT 2014



UW TRANSPORTATION SERVICES

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CONNECTIONS

CONVENIENCE

COMMUNITY

INTRODUCTION

Living Our Mission & Vision

Acknowledging our role as a vital first impression for visitors, employees, and students arriving at the University of Washington campus, Transportation Services (TS) is dedicated to providing customers an exceptional experience and a lasting impression of Husky hospitality. We provide clean, safe, and convenient parking resources, as well as services that make other modes of travel to campus—transit, walking, biking—easier and more cost-effective options for members of the UW community with varying needs.

We are an enthusiastic and proactive partner for campus organizations and departments in creating singular and exceptional Husky experiences for students, visitors, patients, and our UW colleagues.

Connections. Convenience. Community.

We are Transportation Services.



258

TS staff members
at your service

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▶ AN EVOLVING ORGANIZATION

Fostering a Culture of Constant Improvement

Transportation Services is an evolving organization composed of closely linked work groups united in a shared mission to provide innovative and sustainable transportation solutions that facilitate the educational, research, cultural, and service missions of our university. Our vision is to be the provider of choice for our customers and to serve as a model of excellence for our industry.

In pursuit of these goals, we are employing Lean process-improvement tools to improve efficiency and service delivery by tapping into staff creativity and innovation. Fostering a culture that embraces constant improvement, Transportation Services work groups are taking deliberate and daily actions to shape the organization's development.

TS Lean Achievements 2014

Improvement Ideas Generated: **1,151**
(compared to 672 in 2013)

Improvement Ideas Implemented: **720**
(compared to 638 in 2013)

Providing one of our organization's most public faces, the Sales & Administration team is outlining process steps to reveal, analyze, and eliminate snags that can subject our customers to frustration, delays, or added cost. This culture of constant improvement has enabled the team to achieve impressive results.

Outlining process steps identified a gap in service for a very specific population—nurses working night shifts. These customers previously had to come to the TS sales office with each monthly schedule change, and TS staff had to create a personalized batch of limited permits for a scattering of dates for each nurse. The remedy is a product that doesn't require predetermined dates of validity—nurses don't need to know their schedules before purchasing so they don't need to come by every month, and their permits can be ready for pick up when they get here. Staff transaction time has been reduced by 50% because they can issue batches of undated Night Ticket permits. Illuminating the service gap for night nurses revealed a win-win solution for TS and for our customers!

Night ticket permits increase service while reducing staff time needed to serve these customers by **50%**.





SUPPORTING CAMPUS SUSTAINABILITY

Driving Green Options

Transportation Services is making investments on the UW Seattle campus to reduce energy use, air pollution, and water pollution associated with vehicle transportation. We're working hard to support the UW and City of Seattle's legacy of nationally recognized environmental leadership. Both have committed to aggressive Climate Action Plans and are focused on achieving carbon neutrality by 2050.

Having set goals to reduce commute emissions, fleet vehicle emissions, and the use of electricity, we assess every product and process through a "green" lens. Wherever Transportation Services' business practices have the capacity to affect the quality of the environment—air quality, water quality, energy consumption, waste production, even congestion and light and noise pollution—we set targets and work to reduce our impact.

Fleet Services provides a vehicle inventory and maintenance services to meet the business mobility needs of departments and programs campus-wide. Mailing Services and catering delivery trucks, UW Police Department cruisers, maintenance vehicles, and shuttles keep UW business moving, while UCARs, short-term rentals, and departmental vehicles provide economical transport for individuals and commodities.

All are part of our award-winning fleet—rated 2nd among the nation's university fleets and consistently among the nation's 100 Best Fleets. Fleet Services is recognized for initiatives that prioritize the purchase of electric and alternative-fuel vehicles; reuse of motor oil for heating; recycling batteries, antifreeze and tires; and installing custom vehicle powertrain calibrations on fleet vans and trucks.

New Fleet Services Manager George Donegan strives to lead the team ever deeper into the challenge of sustainable practices. While the university prepares many talented individuals who propel the region's major corporate economic drivers, George—a former Amazon senior operations manager and UW MBA Alumnus—is bringing his experience and ingenuity back to enrich campus operations.

3,300
tons

Transportation Services programs prevent roughly 3,300 tons of carbon dioxide from being emitted annually.



▶ IMPROVING THE PARKING EXPERIENCE

Recalibrating Transportation Maintenance

Members of the Transportation Maintenance group have their sights set on finding ways to constantly improve the experience customers have any time they park on campus. The team's Clean and Safe initiative has charted the course for innovation and enhancement in UW parking facilities and includes refreshing the interior of the Central Plaza Garage with new paint that helps customers orient themselves, better signage, improved access, restriping and regrading, and friendly surprises like a larger-than-life mural of Husky mascot Dubs that welcomes guests and members of the UW community into the facility.



The Transportation Maintenance team determined that the most effective way to maintain UW parking lots in their most hospitable condition is to ensure that a staff member has a first-hand look in every lot at least once each day. The team developed a staffing schedule that features routine fixed routes, allowing staff to visit each lot to perform a list of quality checks each day. We also purchased a sweeper scrubber and developed a schedule that allows us to clean campus parking facilities on a regular basis in the very early mornings when the work will have minimal impact on our customers.

3.4
million
sq ft

Transportation Services programs maintain 3.4 million sq ft of parking resources. That is 485,000 sq ft for each staff person who makes the space clean, safe, and easy to use.

▶ IMPROVING THE PARKING EXPERIENCE

Supporting Campus Events



Recognizing the important role visitors' parking experience can play in their immediate and lasting impressions of the UW, Transportation Services pulled existing staff together to form a new team with a singular focus on developing and fostering connections with every campus unit that sponsors or hosts events. It's about relationships, and we truly understand the value of building and maintaining lasting bonds with our campus partners and helping them build lasting relationships with their guests. Our events team is reaching out to University Marketing; Meany Hall; the schools of business, music, art, science, public affairs, international studies; and other campus departments to ensure that participants in university events feel welcomed and well-served by the University of Washington.

TS Events Staff

In 2014, the events staff planned and implemented services to support **163** UW events. They sold **104,922** day-of-event permits and **24,576** presold permits. The team also facilitated pre-arranged parking for off-campus guests attending more than **5,000** meetings, lectures and smaller events.

▶ IMPROVING THE PARKING EXPERIENCE

Welcoming Campus Visitors

Campus gatehouses mark the entry to campus for thousands of people each day. We issue daily and out-of-area permits, provide information, and direct drivers to available parking resources.

Recently, the Parking Operations team has focused a multi-faceted process-improvement effort to enhance the contact experience for every patron. Parking specialists understand what customers need and request most, and they have applied their knowledge to help develop area-specific maps, individual product handouts, stickers, and other materials to answer the demand.

In the past year, we have also worked to improve the physical presentation of the gatehouses—we've steam-cleaned, repainted, donned new Husky-purple staff uniforms, and installed informational panels on the exterior of each gatehouse identifying the buildings nearby. These efforts engage customers and provide a professional public face for Transportation Services.

Additional training for all Transportation Services staff is helping our team members recognize their part in creating a positive customer experience and allowing each of us to cultivate the skills to make it happen.

Gatehouse Permits

On an average fall day, gatehouse personnel sell **1,800** short-term parking permits.

To: Head Teachers at the UW Experimental Education Unit

Hey guys, the other day I had an amazing conversation with John Yancey (he's the nice parking gate guy) :). He was so kind talking about what a great job we're all doing and how over the years that he's worked here he has seen the difference we've made with kids. He buys kid-themed stickers out of his pocket to give to kids since he didn't think they'd all want UW stickers. He talked about hugging a crying mom who was coming in one morning. I got a little choked up—seriously he is the nicest guy.

I sent an email to the transportation office and plan on sending a letter too. But I wanted to suggest that if you see John or have had a family talk to you about him, let him know how great he is and how much we appreciate him!

—Jordan A. Taitingfong, MEd
Kindergarten Head Teacher/Special Educator
Experimental Education Unit, University of Washington



PROVIDING INDIVIDUAL VALUE

Making Transit Affordable

Transportation Services is the home of the University of Washington’s multi-modal U-PASS program. While offering commute trip reduction features such as a staff emergency ride home reimbursement and discounts on car- and bikeshare memberships, U-PASS reaches the largest portion of the UW community by providing access to regional transit services at prices ranging from 55% to 74% lower than the transit agency passes that would be required for similar trips.

The U-PASS program is the cornerstone of the university’s transportation demand management program and is the primary means of meeting the university’s obligations to limit both parking and trips to campus under Seattle’s Campus Master Plan, Washington State’s Commute Trip Reduction Law and the Washington Clean Air Act.

Total 2014 Savings for UW Commuters: **\$41.5 million**



Quarterly cost of riding transit

	Students	Staff	Faculty
Average transit pass*	\$293	\$314	\$293
U-PASS	\$76	\$132	\$132
Savings	\$217 (74%)	\$182 (58%)	\$161 (55%)

*Weighted average of King County Metro, Community Transit, and Sound Transit. Additional source: 2014 U-PASS Survey

▶ BEING A GOOD NEIGHBOR

Encouraging Trip Reduction

Historically, university expansion and development has threatened to test the limits of existing campus parking resources and raised concerns about increased traffic congestion and air pollution throughout the area.

Our successful vehicle trip reduction program, anchored by the U-PASS, lowers gasoline consumption, improves air quality, and helps reduce congestion—making us a valuable partner in helping maintain a vital University District neighborhood that is walk-, bike-, and transit-friendly. Since 2000, commute trips to UW by bicycle have doubled, and pedestrian commuting has increased by 45%. In 2014, more than 20,500 daily commutes to campus were by bike or on foot. Add in transit and ridesharing, and over 82% of trips to campus use a greener option than driving alone.

In 2014, Transportation Services created a new team to help the university community respond to proposed widespread transit cuts. Now available to all students, staff, and faculty, our Commute Concierge service provides personalized commute planning—helping commuters sort through the suite of transportation options to find a commute that works for them. In its first five months of service, the Commute Concierge team directly assisted more than 800 commuters.



The U-PASS Difference

With U-PASS

60.9 million vehicle miles (annually)

45,166 metric tons of CO₂e (annually)

13,044 vehicle trips (daily) @

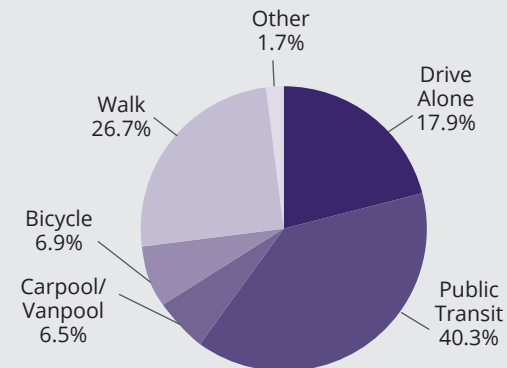
Without U-PASS

113.7 million vehicle miles (annually)

58,118 metric tons of CO₂e (annually)

23,657 vehicle trips (daily)

Commute Mode Split 2014



SUPPORTING CAMPUS PARTNERS

Connecting Our Community

Transportation Services manages the UW community's network of shuttle services. Based on our history of great service, both the Fred Hutch and the Seattle Cancer Care Alliance (SCCA) contracted with Transportation Services to take over operations for their shuttles. We provide employees and patients with fare-free transportation between university work sites and medical facilities. Medical and other personnel can conveniently jump on a shuttle for a ride to a sister organization on SLU/Fred Hutch, SCCA, or the Health Sciences Express shuttle, and Dial-A-Ride and NightRide services provide safe, reliable transport for some of our community's most vulnerable citizens to and from class and home after dark.

In July, a coordinated effort by our shuttles team and the UW Office of Admissions made a deep impression on the family of two prospective students. Mary Beth Martin wanted to bring her sons to visit UW before they made their final decision on where to attend school. The family was unable to participate in a conventional campus tour because both Mary Beth and one of her sons have mobility challenges. Working together, UW Shuttles and Admissions coordinated a modified tour with a fully accessible vehicle, giving all three visitors first-hand experience of the campus assets that enable the UW to draw exceptional students from around the world.

“ I can't thank you enough for your assistance in coordinating a visit/tour of the university. You have been tremendously helpful—and we feel so lucky that we'll be able to see the campus despite our physical challenges. ”

—Mary Beth Martin



Shuttle Riders 2014

Health Sciences Express	406,164
South Lake Union (SLU)	212,764
Seattle Cancer Care Alliance	19,597
NightRide	58,077
Dial-A-Ride	6,442

SUPPORTING CAMPUS PARTNERS

Facilitating Research

Transportation Services engages with academic departments and other units across campus to facilitate real-time research for students developing skills in subjects ranging from the science of collecting and presenting information to traffic patterns, to assessing the effectiveness of public information campaigns. Such partnerships provide valuable learning experiences for students and generate useful data that inform Transportation Services initiatives and can improve safety and efficiency for many of our processes.

Recent Research Partnerships

UW Department of Public Health

Assessing effectiveness of pedestrian safety campaign

Harborview Injury Prevention

Designing evaluation protocol for pedestrian safety campaign

Civil Engineering—Global Trade
and Transportation Logistics

Scheduling routes to provide most efficient service

College of the Environment

Promoting behavior change through perceptual strategies

In winter 2014, Transportation Services launched a pedestrian safety campaign, drawing on the expertise and assets from many campus sources. While a student focus group informed the campaign's visual design, the planning team worked with Alex Quistberg of Harborview Injury Prevention to shape the campaign's design and evaluation protocol. School of Public Health class 490, led by Deb Hinchey, focused their work on the campaign, conducting field research with before-, during-, and after-campaign behavior observations. The class evaluated the effectiveness of the campaign in changing behavior and found that the "look, smile, wave" behavior had the highest adoption rate, with an increase from nearly 0% at the baseline, to 4–5% during the campaign, to 10% during the follow-up.



SUPPORTING CAMPUS PARTNERS

Providing Real Employment Opportunities



38,000

student
employment hours
provided

Throughout the year, we provide jobs for more than 150 students—assisting customers at the gatehouses, supporting events, and performing administrative functions. By far the greatest number of our student employees work supporting our operations for athletic and other campus events and are often able to work in the evenings and on weekends—leaving their class days free for academics. Entry-level positions in Transportation Services offer opportunities for advancement within our event staff as well as into other areas of the department.

Transportation Services also routinely offers opportunities for UW graduates to apply the skills they developed in pursuit of degrees in fields such as urban design, public affairs, business, engineering, and geography, to name only a few.

Monthly brown bag lunches help connect students working in Transportation Services with opportunities to connect their studies and work by applying their more specialized skills throughout the organization. At these casual lunches, our supervisors introduce current and upcoming projects, and students ask questions and share their interests, accomplishments, and ambitions. Recent brown bag lunches resulted in internship opportunities for students that include developing a multi-media archiving system, performing a signage inventory, and mapping parking resources identified by GIS coordinates.

29 UW graduates currently hold regular positions within Transportation Services, with positions ranging from parking specialist to manager.

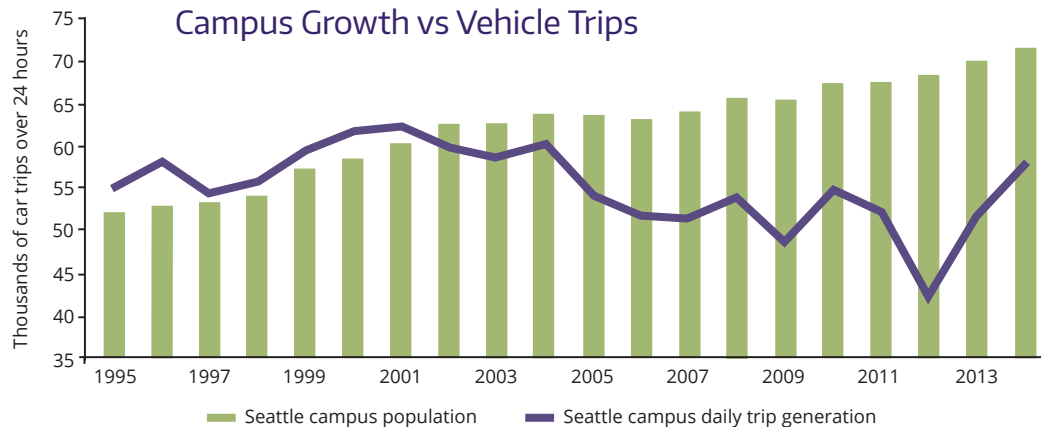
8 UW alumni (with majors from urban planning to history) are supervisors, assistant managers, and managers.

PROVIDING INSTITUTIONAL VALUE

Being Good Campus Citizens

Increasing parking capacity through construction of parking structures is enormously expensive. By reducing single occupant vehicle trips to campus, the university has been able to support education and learning for people instead of investing in parking structures for cars. The range of choices and support services that Transportation Services provides makes it possible for fewer than 11,000 non-residential parking stalls to serve a UW community of more than 71,000 people.

Programs supporting walking, biking, and transit commuting have encouraged over 80% of the campus population to not drive alone each day. This trend has allowed the UW to save as much as \$280 million in parking construction costs and made it possible for Transportation Services to return more than \$73 million in land to the Seattle campus, converting parking resources into open space and building sites for the School of Law, the Michael G. Foster School of Business, the Intellectual House, and the Alder and Elm student residence halls.



\$280
million

in avoided
construction costs

\$73
million

in land returned from
parking to academic
and student use

PROVIDING INSTITUTIONAL VALUE

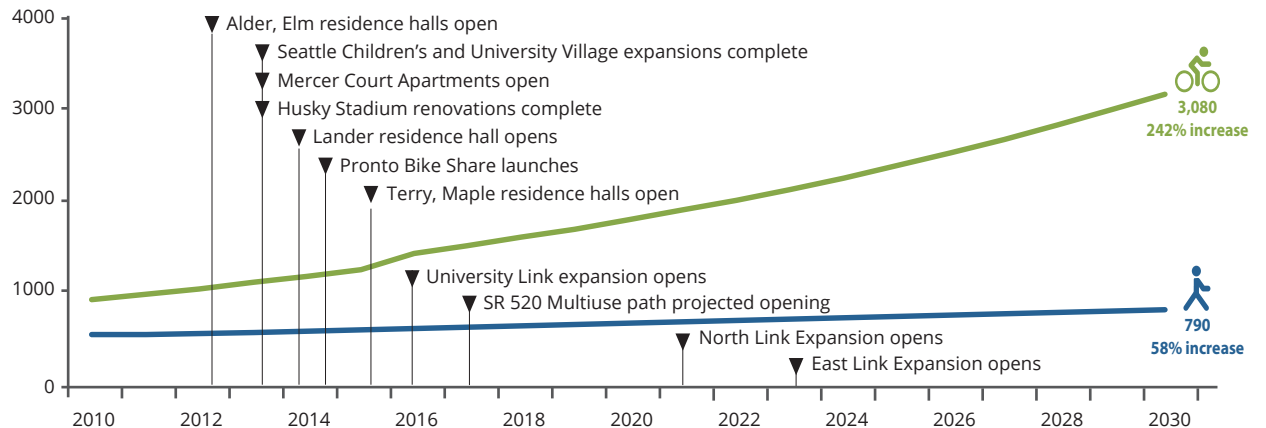
Investing in University Assets



Transportation Services is helping the university plan for the region's active transportation future through a number of projects that support affordable and accessible non-motorized transportation facilities. The most significant of these is the Burke-Gilman Trail (BGT) Improvement Project. The 1.7 miles of the BGT that run through the UW Seattle Campus have been classified as the most congested bicycle and pedestrian transportation corridor in the state. Completion of the SR 520 bridge replacement and HOV program (including a new multi-use path) and Sound Transit's Link light rail expansion promise to increase BGT traffic dramatically. A study funded and supported by Transportation Services confirmed that not only will trail conditions not meet the demands of this increase, but that the existing trail fails to meet even the current demand.

Currently, Transportation Services is working with campus partners and a team of consultants to finalize the design of the entire 1.7 mile UW-owned BGT corridor. The first phase, from 15th Ave NE to the Montlake Triangle, is being funded in part through a Puget Sound Regional Council Congestion Mitigation and Air Quality grant award and is scheduled to be complete in time for the opening of the University Link light rail station in 2016. Transportation Services continues to actively seek potential partnerships and grant funding locally, regionally, and nationwide to realize improvements for the entire campus portion of this vital regional asset.

Projected Bicycle and Pedestrian Trips, per afternoon peak hour



▶ A MODEL OF EXCELLENCE FOR OUR INDUSTRY

Realizing Our Vision

Recent Awards

Organization of the Year,
International Parking Institute

Josh Kavanagh, Director of Transportation—
James M. Hunnicutt Parking Professional
of the Year, *International Parking Institute*

Diamond Ring for Outstanding Leadership,
King County

Seattle Commute Trip Reduction (CTR)
Champion Platinum Level,
Seattle Department of Transportation

National Standard of Excellence,
Best Workplaces for Commuters

Bicycle Friendly University—Gold Award,
The League of American Bicyclists

Ranked 2nd nationally among university
fleets, and ranked 60th overall, *100 Best Fleets*

Ranked 1st nationally among university
green fleets, and ranked 40th overall,
Green Fleet Awards



“ **Organization of the Year, *International Parking Institute***
This recognition is an extraordinary accomplishment. With more than 1,100 organizational and 5,000 individual members, the International Parking Institute represents many of the largest and most advanced transportation programs at universities, cities, medical centers, and hospitals, as well as private parking and transportation operators all around the world. You have been chosen as the best of the best—you have made UW Transportation ‘a model of excellence for our industry.’ ”

—Shawn Conrad, Executive Director, *International Parking Institute*

▶ STILL EVOLVING

Leading the Campus Mobility Framework

Our work is not done. We have made tremendous advances toward our goals to be the provider of choice for our customers and model of excellence for our industry—we are nationally recognized for our fleet, our bicycling programs, and our leadership—but as the landscape changes, so too, do the demands. To address our changing environment, we are developing the Campus Mobility Framework (CMF) in partnership with the Office of the University Architect. The CMF initiative is intended to articulate a clear, strong, feasible vision for maintaining, enhancing, extending, and operating the network

of transportation resources that support the University of Washington's Seattle campus. It will do so by reviewing existing plans, policies, and practices, defining the needs of the campus community and changes required to address growth, while developing new strategies to support future campus planning efforts and the ongoing stewardship of the campus. Envisioned as a campus-wide initiative, the CMF is being co-led by UW Transportation Services and the Office of the University Architect and will draw from the invaluable resources of faculty, staff, students, and our public agency partners.



Photos on pages 11 and 13:
Katherine B. Turner/UW
All other photos:
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