



## 5-Year Strategic Plan 2009-2014

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### Organization

PTS and the CU Police Department comprise the University of Colorado's Department of Public Safety. PTS consists of 62 full-time positions, 15 variable positions, and approximately 150 hourly and seasonal employees. PTS manages 121 parking areas on the campus encompassing approximately 1.3 million square feet or 31 acres.

PTS is responsible for administration and maintenance of most campus parking facilities, and for coordinating parking arrangements for sporting and other special events. PTS provides parking enforcement for all campus parking areas; provides transit services for campus departments and affiliates; operates the Williams Village shuttle program; manages the CU fleet of state-owned vehicles; maintains services for state-owned vehicles operated by the campus and other state agencies; provides driver training for campus employees; administers vehicle leasing for campus departments; provides transit passes to campus employees; provides bicycle registration and minor bike repair services on registered bikes and provides free bike rentals to campus affiliates; coordinates with external entities such as the city of Boulder, the Regional Transportation District (RTD) and the Denver Regional Council of Governments (DRCOG) concerning development of commuter access to the campus and transportation planning.

### PTS Mission Statement

CU Parking & Transportation Services' mission is to support the university by maximizing campus access. We are a customer-oriented team of professionals dedicated to providing innovative solutions and options to meet our community's transportation needs. Our success depends upon supporting and investing in our workforce, meeting our fiscal responsibilities as a self-funded university business and planning for a sustainable future.

### PTS Vision Statement

We understand and respond to the campus community's transportation needs. In crafting locally appropriate solutions to optimize campus access, we draw upon industry best practices. We lead among campuses in promoting transportation options and business practices that minimize our impact on the environment.

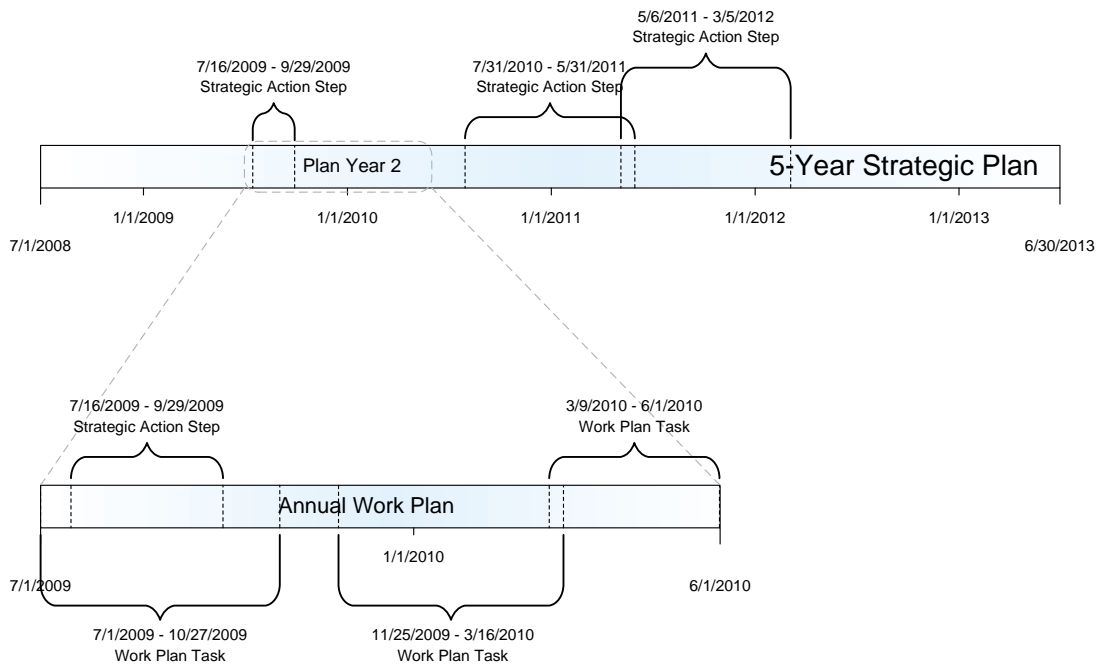
## Policy Framework

The Campus Master Plan, Flagship 2030, Campus Sustainability Plan of 2008, CU Parking and Traffic Regulations and other applicable documents establish the policy framework which provides guidance for the management and operation of parking facilities at CU Boulder. Colorado Statute and the CU Parking and Traffic Regulations provide the authority under which the facilities are operated and financed.

## Operationalizing Strategic Planning

A common and unfortunate mistake is for strategic planners to invest the time and energy into planning efforts just to let their plans collect dust on a shelf. This plan is intended to be a guiding document that is explicitly tied to annual work plans in such a manner as to ensure that PTS moves adeptly from strategic planning to strategic action. Action steps have been identified for each strategic issue area so that work plan tasks and more operational actions can be crafted easily. What distinguishes action steps from work plan tasks is that the strategic action step is likely to bridge years whereas work plans typically do not.

Graphically, how strategic and work planning fit together is as follows:



## Plan Approach

Beginning in 2007 and concluding in mid-2008, Parking & Transportation Services (PTS) senior leadership, in consultation with PTS staff, developed the organizational mission and vision statements contained above providing the foundation for the strategic plan contained here. PTS leaders developed strategic questions first and then recast these as statements. So that the plan is a prescriptive device, the strategic issues were then formulated into seven areas. Distilled into simple terms, the seven strategic issue areas are:

1. Evolving customer expectations
2. Organization structure
3. Work environment
4. Information technology
5. Sustainability
6. Communication
7. Campus growth and development

The strategic goals are coupled with broad objectives and then further articulated by strategic action steps. Projected timelines and responsible units are also included.

**1. Evolving Customer Expectations** – Many dynamics impact customer expectations and behaviors. Currently, transportation costs largely driven by high fuel costs are causing our customers to rethink how they get to and from campus. But many forces are at play that will create both challenges and opportunities for PTS as a provider of service to the campus community. We must help our customers understand what it is that we do provide and adjust services and programs as customer expectation and behaviors change.

**PTS will adapt to evolving customer expectations and behaviors especially in light of economic shifts that impact service expectations and human resource utilization, and that have significant financial implications.**

Objective: **Educate CU community about PTS services**

Action Step: A. Develop outreach/education program for departments and student groups

Lead Unit: Communications

Timing: On-going

Objective: **Stay abreast of evolving community expectations of PTS**

Action Step: A. Develop communications campaign

Lead Unit: Communications

Timing: FY09

Action Step: B. Strengthen relationships with campus and external entities

Lead Unit: Leaders

Timing: On-going

Objective: **ID and monitor key indicators that drive customer behaviors and impact PTS**  
Action Step: A. Use professional contacts and organizations as resources for emerging trends  
Lead Unit: Leaders  
Timing: FY09

Action Step: B. ID key economic, social and political indicators and trends affecting PTS  
Lead Unit: Leaders  
Timing: FY09

Action Step: C. Develop new services and programs to generate PTS revenue  
Lead Unit: Leaders  
Timing: On-going

Action Step: D. Regularly review PTS financial status and project outcomes  
Lead Unit: Leaders  
Timing: On-going

**2. Organizational Structure** – Any organization operating in a dynamic environment must constantly evaluate whether it has the right people in the right positions to effectively deliver its goods and services. PTS is no different. But since PTS is one component of many on campus, the appropriate analysis with respect to organizational structure must be done both internally and externally. PTS is currently housed within the Department of Public Safety but is this the best arrangement for CU? What other alternatives exist and how might these impact PTS' ability to deliver service more effectively and efficiently?

**PTS will be effective in carrying out its mission through an optimal internal organizational structure and position within the overall campus.**

Objective: **Determine if current internal organization structure best serves the campus**  
Action Step: A. Evaluate alternatives and make recommendations  
Lead Unit: Leaders  
Timing: FY09

Objective: **Determine if current external organization structure best serves the campus**  
Action Step: A. Survey peers for input and organizational structure alternatives  
Lead Unit: Leaders  
Timing: FY10

Action Step: B. Analyze alternative structures and develop recommendations  
Lead Unit: Leaders  
Timing: FY11

**3. Work Environment** – PTS' greatest asset is its workforce. Deliberate steps are necessary in order to develop a work culture that appears and is in fact supportive of the people that comprise the organization.

**PTS will be viewed as a top quality place of employment.**

Objective: **Support efforts to make the PTS work environment positive and rewarding**  
Action Step: A. Measure and respond to employee assessment of PTS work culture.  
Lead Unit: Leaders  
Timing: FY09

**4. Information Technology** – PTS is an organization that relies heavily on technology to deliver its programs and services. Technology is most often viewed as a force multiplier but it must be employed wisely and securely. Technology is made available by outside vendors on which PTS relies. Expectations and deliverables must be clearly articulated and complete so that the right technology is employed.

**PTS will understand and respond appropriately to technological opportunities and challenges.**

Objective: **Stay current with new technology and technological issues**  
Action Step: A. Identify, evaluate and select appropriate new technologies  
Lead Unit: IT  
Timing: On-going

Objective: **Improve installation processes and on-going system support**  
Action Step: A. Strengthen contracts to define expectations and consequences  
Lead Unit: IT  
Timing: On-going

Objective: **Develop departmental technology standards to be used by PTS**  
Action Step: A. Inventory and document current technology  
Lead Unit: IT  
Timing: FY10

Action Step: B. Develop minimum requirements and standing product list  
Lead Unit: IT  
Timing: On-going

Action Step: C. Identify and pursue system integration opportunities  
Lead Unit: IT  
Timing: On-going

**5. Sustainability** – Our environmental impact must be understood and steps must be taken in order to protect and preserve this planet and its natural resources. PTS is in a unique position to support and enhance sustainability practices at CU by virtue of the work we do but our efforts cannot just be focused on this alone. PTS is an organization that consumes paper, electricity and petroleum and we must look at ways of reducing our use of these resources.

**PTS will pursue environmental sustainability in its programs and services.**

Objective: **Reduce PTS' adverse environmental impacts**

Action Step: A. Define environmental sustainability for CU-PTS  
Lead Unit: Alternative Transportation, ECO Leader  
Timing: FY09

Action Step: B. Analyze PTS practices and services impacting environmental sustainability and respond appropriately  
Lead Unit: Alternative Transportation, ECO Leader  
Timing: FY09

**6. Communications** – Because of the complex set of programs, services and products, it is not difficult for our constituents to be confused about what we do and why we do it. Effective and proactive communications delivered in a variety of mediums can help our constituents become better informed about our services and products.

**PTS will effectively communicate to the campus community about its programs and services.**

Objective: **PTS employees will communicate effectively**

Action Step: A. Identify training opportunities to improve PTS communication skills.  
Lead Unit: Communications  
Timing: FY10

Action Step: B. Develop PTS publications guidelines  
Lead Unit: Communications  
Timing: FY09

Objective: **Maximize delivery options in marketing and outreach efforts**

Action Step: A. Improve and refresh as necessary all PTS communications  
Lead Unit: Communications  
Timing: On-going

Action Step: B. Develop customer-specific communications quickly and effectively  
Lead Unit: Communications  
Timing: On-going

Action Step: C. Explore all communications vehicles to reach target groups  
Lead Unit: Communications  
Timing: On-going

**7. Campus Growth and Development** – CU is evolving rapidly with new buildings and capital improvements underway or planned in the near term. Rather than react sporadically to the challenges and opportunities presented as each idea becomes a real project, PTS must be appropriately positioned to provide project advocates good information about how their projects will impact campus accessibility and to provide sound advice about what transportation response is appropriate. Additionally, the campus must consider needed transportation infrastructure and how this infrastructure is to be funded.

**PTS will respond proactively and appropriately to campus growth and development.**

Objective: **Deal effectively with campus growth in a timely and thoughtful manner**

Action Step: A. Evaluate reimbursement practices and make recommendations

Lead Unit: Project Management

Timing: FY09

Action Step: B. Recommend that PTS hold seat on BCPC

Lead Unit: Director

Timing: FY09