The Department of Transportation Services strives to provide access to safe, cost-effective, sustainable, and innovative services that anticipate the growing needs of our campus community.

The University of Maryland Department of Transportation Services (DOTS) is a self-support agency under the staff supervision of the Vice President for Administration and Finance. DOTS is dedicated to providing service to the campus community through planning, education, and enforcement. DOTS is the primary agency responsible for administering parking and transit management programs on the College Park campus.
WHO WE ARE
Department Values

COLLABORATION
POSITIVITY
INNOVATION THROUGH DIVERSITY
GROWTH AND ADAPTABILITY
INTEGRITY
PURPOSEFUL SERVICE
SAFETY & SECURITY
SUSTAINABILITY
COLLABORATION

Promote a culture of teamwork and cooperation that actively encourages diverse perspectives to achieve a common goal and make a positive impact on our community.

INNOVATION THROUGH DIVERSITY

Encourage differing perspectives to foster ideas, innovations and improvements (the three I’s).

INTEGRITY

Be transparent, dependable, trustworthy, forthcoming, and accountable with our products, services, and interactions.

SAFETY & SECURITY

Provide safe and secure transportation and services allowing for a greater trust and reliability both internally and externally.

POSITIVITY

Behave positively and encouragingly to maintain not only a fun-loving attitude but also a fun-loving workplace environment.

GROWTH AND ADAPTABILITY

Embrace change as an agent of continuous improvement and a path to innovative operations.

PURPOSEFUL SERVICE

Act intentionally in all pursuits to seamlessly provide solutions for internal and external customers.

SUSTAINABILITY

Acknowledge the environmental, social, and economic impact of transportation and work to bring/brace alternative transportation systems and programs that promote social good.

THROUGH DIVERSITY

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<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL EMPLOYEES</strong></td>
<td>467</td>
<td>459</td>
</tr>
<tr>
<td><strong>STUDENT EMPLOYEES</strong></td>
<td>159</td>
<td>150</td>
</tr>
<tr>
<td><strong>TRANSIT VEHICLES</strong></td>
<td>79</td>
<td>86</td>
</tr>
<tr>
<td><strong>SHUTTLE-UM RIDERS</strong></td>
<td>3,349,256</td>
<td>3,287,431</td>
</tr>
<tr>
<td><strong>PARKING SPACES</strong></td>
<td>17,819</td>
<td>17,755</td>
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<tr>
<td><strong>PARKING PERMITS</strong></td>
<td>20,876</td>
<td>20,182</td>
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<tr>
<td><strong>PARKING CITATIONS ISSUED</strong></td>
<td>52,315</td>
<td>57,227</td>
</tr>
<tr>
<td><strong>BIKE PARKING SPACES</strong></td>
<td>4652</td>
<td>5,684</td>
</tr>
</tbody>
</table>
WHAT WE DO

PARKING
SHUTTLE-UM
SUSTAINABLE TRANSPORTATION AND BIKEUMD
FACILITIES AND VEHICLE MAINTENANCE
HR
BUSINESS SERVICES
IT
SPECIAL PROJECTS
MARKETING
Parking Administration

Parking Administration is responsible for many of the behind-the-scenes elements of the campus’ parking operation. Specific responsibilities include parking permit set-up for in-person and online sales, permit management including inventory control and allocation for sales and events, administrative processing of MVA flags, issuance of validation codes, and the coordination of parking citation appeals for employees and campus visitors. Additionally, Parking Administration provides specific customer service to departments through Transportation Coordinators who serve as liaisons between their units and DOTS.

Customer Service

The Customer Service section within Parking Administration provides direct service to individuals seeking to interact with DOTS. This unit is responsible for staffing and managing the DOTS Call Center; Live Help Now, a customer service portal which allows our staff to centrally log all communication initiated by emailing the department; and the DOTS front desk. The front desk staff is primarily comprised of student employees who answer parking and transportation questions, assist departmental guests, and enter appeal statements received in person or through the mail. Our customer service team also includes our cashiers who process transactions for parking permits, citations, and other miscellaneous charges related to transportation services.

Enforcement

Parking Enforcement is critical for campus safety and for maintaining an orderly parking experience. It helps ensure that parking is available for permit holders and visitors, that emergency vehicles have access to campus facilities, and it prevents hazards that improperly parked vehicles may cause.

During hours of enforcement, officers from our enforcement team are monitoring campus parking to make certain that motorists adhere to our parking regulations. The enforcement team does not handle moving violations on campus.
Special Events

Guest experience on campus often starts with parking. Special Events staff provide quick and kind customer service to visitors when they drive onto campus, directing them to their designated lots and preventing traffic back-ups. They are often the first people with whom guests interact when arriving at the university. Major university events, such as Commencement and Maryland Football and Basketball games, as well as small, departmental events such as The UMD Farmers Market benefit from Special Events parking reservations and on-site parking supervision. External groups that hold events on the university campus work with our Special Events team to create a seamless parking experience for their guests.

Special Events also provides the Motorist Assistance Vehicle, a free service offered to any individual parking on campus experiencing automobile difficulties. Service includes jump starts, lockouts, tire inflations and gas transports.
The Safety and Training unit ensures that our Shuttle-UM drivers are operating our vehicles with the best training possible, not only for the safety of our passengers, but also for the safety of the community we serve. This unit provides Commercial Driver’s License training and testing for free to students who wish to drive for Shuttle-UM. Long-time professional drivers and students also participate in regular skill review and enrichment training through the safety and training team.

Safety and Training is constantly refining their instruction methods and efficiency. They have invested significant time developing their driver mentor program, where instructors ride along with both new full-time and student drivers to give real-time guidance as conflicts and challenges arise. The mentoring program bridges the gap between training and driving a full service route with passengers and distractions.

Shuttle-UM also provides paratransit for individuals with temporary injuries or permanent disabilities, and NITE Ride, an evening service that covers areas of campus not serviced by Shuttle-UM evening routes.

Ridership data and feedback from students, faculty and staff determine route timings and stop locations. In recent years, service expanded to park and rides in Columbia and Gaithersburg to provide a sustainable transportation option.

“If I've learned so much from the people who work at Shuttle-UM, not just about driving, but also about life and how to take the next step.”

Shuttle-UM buses and motorcoaches may be chartered for any university-related purpose by a university department, organization or event organizer. The UMD SUV is for use by any university faculty, staff or student for transportation to or from the campus or immediate area. Charter services also offers students transportation to and from BWI Airport, as well as locations in New York and New Jersey before and after university breaks.
SUSTAINABLE TRANSPORTATION AND BIKEUMD

DOTS is committed to providing the university community with options and incentives that encourage the use of sustainable transportation to reduce the number of single occupancy vehicles coming to and parking on campus. With this commitment in mind, DOTS has created the Smart Commute program which encourages the use of transit, ridesharing, biking, walking and telework as sustainable commute options. The Smart Commute program goals are rooted in the university’s commitment to reach carbon neutrality by the year 2050 and to decrease the demand for campus parking.

The Smart Commute program offers a variety of financial incentives including discounts for low-emission vehicles, registered carpools and pre-tax transit benefits as well as a parking cash out program for employees that give up their parking registration.

DOTS, in partnership with RecWell, also manages the BikeUMD program that specifically focuses on the encouragement of biking as a form of transportation as well as educating the campus population about safe cycling.

FACILITIES AND MAINTENANCE

The Facilities Maintenance unit of DOTS is responsible for the maintenance and upkeep of over 16,000 parking spaces which includes five parking garage structures. This includes everything from daily cleaning and upkeep, to managing multi-million dollar facility renovation projects. Additionally they coordinate the upkeep of DOTS’ two facilities at Regents Drive Garage and the Shuttle-UM yard. This unit also handles the installation, maintenance and operation of campus EV charging stations, parking meters, and pay stations as well as handling snow removal from parking garage structures and some campus parking lots.

The Fleet Maintenance unit of DOTS oversees the department’s fleet of over 100 vehicles. This unit staffs three shifts that work 24 hours a day to do everything from simple scheduled oil changes to body work and engine and transmission replacements. The department’s fleet consists of over 70 large over the road motorcoaches and urban transit buses, as well as tow trucks and support vehicles for parking enforcement, maintenance and administrative functions.
HR

This section is responsible for human resources administration, payroll and professional staff development and training. The HR/Payroll staff oversee personnel, including employment contracts, job searches, hiring and orientation, benefits, employee counsel, tuition remission, employee classifications and changes, payroll, onboarding, performance management as well as other HR-related transactional responsibilities.

The section is also responsible for executing strategies and activities that positively affect organizational effectiveness, including professional development training, staff development programming (including student employees), engagement and recognition. The section develops, implements, and evaluates many staff development programs, events, awards programs, and discussions that strategically align with the university and department’s Thriving Workplace and Diversity Initiatives.

BUSINESS SERVICES

The DOTS Business Services Unit (BSU) adds value and draws motivation from providing solid, behind-the-scenes support to other DOTS units. They offer clear, timely, insightful and accurate information that enables quality decision-making. The BSU achieves this by facilitating financial processes, completing transactions, implementing financial controls, producing financial statements, conducting analyses and preparing vital reports.

When the BSU plays that role well, we make a big positive impact on the quality and speed of business decisions and resulting financial performance.

IT

IT manages the software, equipment and data that makes DOTS work. Everything from your bi-weekly parking payroll deduction to your place in line during student parking registration link to this section. IT data management reviews parking citation data to help ensure that citations are attributed to the correct motorist, and that citations paid in a timely manner. IT developers integrate data with the software DOTS uses to execute processes such as payroll deduction. They also create and manage custom, in-house applications that are critical to our operations. These include digital forms on the DOTS website and their databases, tow logs, parking lot inventory programs, the paratransit scheduling system and student break transportation registration. Our system administrators and help desk employees manage all internal equipment, which involves troubleshooting devices, and implementing software upgrades and security patches. This section is also the first point of contact for technical issues with software.
“I had no idea DOTS did that,” say many people about the work of the DOTS Special Projects unit. In addition to handling the student citation review process and internal compliance, this section takes on projects that do not fit neatly into other DOTS units.

The Special Projects section manages requests for external funding (grants), coordinates DOTS collaborations with students and other campus stakeholders, and takes the lead on pilot projects. In recent years, this unit hosted the Big Ten and Friends Transportation and Parking conference, worked with a QUEST team to assess the student driver hiring model, and created a GIS inventory of parking and transportation infrastructure.

The student Citation Review Unit, or CRU, boasts a staff of four to six DOTS student employees who manage the peer-to-peer appeal process. This includes making decisions, conducting real-time reviews via Skype, and facilitating the second appeal process with the University Student Judiciary. This section strives to make fair and consistent decisions while also adapting to the evolving parking landscape that their peers navigate each day.

DOTS Marketing and Communications section informs and educates the university community about campus transportation through print and digital media, and outreach events. This section also designs and prints signs that convey important parking and transit information, such as tow notices and shuttle schedule modifications.

Community feedback plays a formative role in marketing and communications initiatives. The marketing and communications team liaises with student groups, faculty/staff committees and other units across campus to maintain a continuous dialogue with stakeholders. Social media interaction and listening, in-person events and partnerships with academic programs also enable the marketing and communications team to understand the interests of campus constituents.
PROGRESS TOWARDS 2018-2019 GOALS

GIS INVENTORY
DOTS WEBSITE
E-NEWSLETTER
PCI COMPLIANCE
Launch new DOTS website

In December of 2018, a fully redesigned and rewritten website went live. The previous website, which was over 10 years old, and included outdated and redundant information. The outcomes of an extensive usability study informed the new site’s construction. New functionality includes an alerts pop-up to immediately bring closures or transportation changes to the attention of users, a newsroom, Google Maps integration to visualize bus routes, and an event calendar.

Since the site’s implementation, analytics demonstrate the following:

- **The average time on the page decreased by over 50%, but the average session duration increased by 130%. This indicates that users are finding what they need faster and are more engaged with the content.**
- **Web traffic from social media increased by 438%. Most of the shares were around news stories that affected transportation or maps.**
- **Bounce rate dropped by 20%. This is usually a good indicator of usability and better information architecture.**
- **The proportion of organic search traffic increased by 10% over other forms of traffic.**
In September of 2018, DOTS launched DOTS Digest, a quarterly e-newsletter that has sustained above industry average open rates for students, faculty and staff. The goal of the newsletter is to teach the community about DOTS resources, improve campus’ understanding of DOTS operations, and inform the community of service changes and upcoming events.

DOTS continues to work with the Division of Administration and Finance, the Division of IT and other stakeholders to ensure the university is PCI compliant. As of late April 2019, all DOTS machines requiring PCI compliance have passed a quarterly Approved Scanning Vendor (ASV) scan, which is required to be furnished to our credit card processors as proof of compliance. Further work for the 2019-2020 year includes changing the machine IP addresses, used to route internet traffic, to internally-facing numbers instead of outwardly-facing. DOTS continues to serve on the PCI Governance Committee, which sets project goals and documents remediation tasks. The university is still on track to become completely PCI compliant by December 2019.
SUSTAINABILITY INITIATIVES

ACCOMPLISHMENTS

2018-2019

THRIVING WORKPLACE & WORK-LIFE INITIATIVES

OPERATIONS IMPROVEMENTS
Shuttle-UM transitions away from UMB service to improve employee work-life balance

After receiving feedback from employees that the service we provide to the University of Maryland, Baltimore (UMB) is a strain on our operation, we worked with UMB to transition their bus service to another provider. This enabled us to reassign our drivers to understaffed routes at UMD College Park, and improved the work experience of Shuttle-UM moderators on duty.

New opportunities for employees to interface with DOTS executive director

The new Director’s Advisory Committee of DOTS managers meets twice-a-month with the executive director, providing input on DOTS initiatives and discussing broad questions that relate to the workplace at DOTS and the university. Through the Lunch with the Director program, employees may sign up for an informal lunch with the executive director.

Parking cash out incentivizes employees to commute sustainably

The Parking Cash Out program successfully incentivized 50 university employees to give up their parking permits and commute to campus sustainably. At the end of this year’s program, most of the participants indicated in a survey that they will continue their sustainable commute and not repurchase their parking permits. The Parking Cash Out will reopen for the next fiscal year.

Bicycle Recycle program gives old bikes a new life

Funded through a Sustainability Fund Award, Bicycle Recycle aims to reduce environmental waste, encourage sustainable commutes and develop a culture of donation rather than abandonment among students who no longer need their bikes. The program provides affordable, refurbished bikes to UMD students. Bikes donated to DOTS will be rebuilt by RecWell Bike Shop mechanics and sold at a discount at the annual DOTS Transportation Fair in September 2019.
Employee feedback survey sparks organizational change
In an effort to make DOTS the best place to work on campus, Senior Staff solicited feedback from their employees about how their workplace experience could improve. After collecting and reviewing over 250 pieces of feedback, new programs and small improvements have been implemented over the past few months. These include the installation of free coffee machines in both DOTS locations, resume and career consulting sessions with Senior Staff and the reinstatement of the DOTS Office Rotation Program. An extensive feedback report was also created and distributed to employees, and report listening sessions were also hosted throughout the month of May.

Service to the Community
Transit Operations and Enforcement receive award
Transit Operations and Enforcement staff were recognized at 2018 Award & Promotion Ceremony for their efforts in assisting a disabled motorist get home to Columbia after their wheelchair van broke down near campus after a football game on campus.
**Systems upgrades safeguard data and improve employee efficiency**

The Virtual Desktop Initiative (VDI) was a forward-thinking move to conserve energy when it was implemented in YEAR. However, its performance lagged when our operating systems upgraded to Windows 10. Employees had trouble accessing their desktops for extended periods of time, and were thus unable to quickly address customer inquiries. After investing a significant amount of time troubleshooting VDI, we replaced VDI zero client devices with PCs. Systems are now highly available so DOTS can better serve its customers. Additionally, many desktops not on VDI were old and were also replaced for improved employee efficiency.

Additionally, to safeguard system backups of critical files, web pages, and databases, IT began upgrading our storage area network. This new device replaces several old machines which, had they failed, would have resulted in department computer down time for one to two weeks.

**New automated stop announcements and passenger counters on Shuttle-UM buses**

Transit Operations successfully implemented the automated stop announcements and passenger counters on all Shuttle-UM routes. This not only improved the customer experience onboard the Shuttle-UM system, but provided increased efficiency and additional data for Shuttle-UM planning staff.

**Lot usage assessments create parking efficiencies**

DOTS has increased the efficiency of lot usage as parking spaces become limited. By assessing the usage of our lots, we discerned the need for more commuter student parking around the Xfinity Center. In response, we shifted employees to areas where we anticipated a decrease in the need for resident parking. This also allowed us to address parking loss in the Lot 1 area.

**Departmental commercial vehicle accidents decreased by 13.5%**

The Safety & Training unit saw a 13.5% drop in preventable departmental commercial vehicle accidents compared to the previous year. This decrease is attributed to additional driver training during the winter and summer, improved driver route learning, and more mentoring for new drivers.
GOALS
2019-2020
REFURBISH AND SELL 30 BIKES THROUGH NEW BICYCLE RECYCLE PROGRAM

Launched in Spring 2019, the Bicycle Recycle program provides affordable refurbished bikes to students while reducing environmental waste that results from bike abandonment. Donated bikes are refurbished by RecWell Bike Shop mechanics and sold at a discount at select events throughout the academic year. The program is made possible by a Sustainability Fund Award from the UMD Office of Sustainability.

MODERNIZE THE INTERNAL WEBSITES AND DATABASES

DOTS websites and databases outside of the main website, such as Paratransit and student trip registration, are running on outdated code and use databases that are at the end of technical support with the vendor. With additional hires of IT web and database programmers, DOTS hopes to modernize these items in the next fiscal year.

IMPROVE PARKING DEMAND MANAGEMENT FOR ON-CAMPUS EVENTS

In coordination with event managers, DOTS plans to implement a mandatory event parking and transportation management component as part of the space reservation process for all events scheduled to take place on campus.

DOTS has experienced an increase in the number of on-campus events that are planned without consideration for the parking needs of the event attendees or the impact to the daily operations of the campus. DOTS has received numerous requests from departments seeking parking at the last minute for long scheduled events. These events almost always involve inviting guests to the campus, and by failing to make appropriate parking arrangements in advance, event organizers are negatively impacting the experience of their guests, the image of the university as a whole, and the parking experience of university faculty, staff and students.
As with many other urban areas around the world, the university is seeing the rapid rise of electric scooters (e-scooter) on its roads. DOTS, the City of College Park and Town of University Park partnered with the micromobility company VeoRide to create regulations and intentionally introduce 70 e-scooters to campus and the surrounding area. However, many students are choosing to rent personal e-scooters through BIRD for a monthly fee. This generated an unanticipated increase in e-scooters on campus to approximately 600. Additionally, many of the existing e-scooter restrictions were specific to VeoRide e-scooters, and did not cover the circumstances surrounding BIRD e-scooters. E-scooters parked on pedestrian pathways and in landscaping and unsafe riding behavior quickly became a concern. DOTS is working with university departments, VeoRide and BIRD to create and implement new e-scooter parking and movement regulations that are applicable to all e-scooter providers, and that will prevent hazardous parking and riding on campus.

As the campus invests in the expansion of existing facilities and the development of new facilities, the number of parking spaces on campus decreases. Since the Department of Transportation Services is a self-support unit within the university, these lost spaces represent lost revenue, which affects the department's ability to serve the campus community. To mitigate the lost revenue, DOTS is working with university leadership to create a solution that would make parking fees more equitable, and would reduce parking fee increases for both students and employees.
DOTS will administer a second employee survey to assess the success of the new programs and improvements that were implemented after receiving last year’s workplace experience feedback.

Follow Up Survey for the Employee Feedback Report

- 12 questions themed to mirror the information gathered and themed from the informal 2018 process and had a 35% response rate from employees.
- 65% of respondents saw workplace improvement since the initial report.
- 88% of respondents utilize our internal communications tools
- 68% of respondents have attended an event meant for coworkers to get to know each other.
- 75% of respondents saw an increase of events and programming since the initial Employee Feedback Report.
- 75% of respondents saw investment from their supervisor in them or their teams

Over 30 employees were invited to participate in the DOTS Values Summit and Mission Creation Workshops. This group of department leaders helped craft a mission statement and 8 values unique to working with our department. Throughout the year, there will be a continuous campaign to instruct employees on how to incorporate the mission and values into the workplace.
### MAV Operations (Motorist Assistance Vehicle)

- **Gas Transport**
  - FY18: 24
  - FY19: 5
- **Tire Inflation**
  - FY18: 70
  - FY19: 30
- **Jumpstart**
  - FY18: 454
  - FY19: 250
- **Lockout**
  - FY18: 184
  - FY19: 128

- **Totals**
  - FY17: 732
  - FY18: 413
  - FY19: 732

### Student Video Appeals

- **voided**: 11 (8%)
- **reduced**: 13 (10%)
- **denied**: 110 (82%)

### Student Appeals

- **voided**: 1,208 (25%)
- **reduced**: 929 (19%)
- **denied**: 2,684 (56%)

### Faculty & Staff Appeals

- **voided**: 2,040 (25%)
- **reduced**: 1,340 (17%)
- **denied**: 11,680 (147%)

### Parking Statistics 2018 - 2019

#### Visitor Parking

<table>
<thead>
<tr>
<th>Sales</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mowatt Lane Garage</td>
<td>$317,359</td>
<td>$237,220</td>
</tr>
<tr>
<td>Paint Branch Lot</td>
<td>$287,364</td>
<td>$0</td>
</tr>
<tr>
<td>Regents Drive Garage</td>
<td>$671,122</td>
<td>$468,058</td>
</tr>
<tr>
<td>Stadium Drive Garage</td>
<td>$285,200</td>
<td>$197,437</td>
</tr>
<tr>
<td>Union Lane Garage</td>
<td>$484,538</td>
<td>$247,230</td>
</tr>
<tr>
<td>Other Areas</td>
<td>$1,240,265</td>
<td>$1,713,341</td>
</tr>
<tr>
<td><strong>Total Sales</strong></td>
<td>$3,285,849</td>
<td>$2,863,286</td>
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</tbody>
</table>

#### Special Events

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pitcrew Services</td>
<td>$270,500</td>
<td>$285,258</td>
</tr>
<tr>
<td>Meters</td>
<td>$186,524</td>
<td>$225,533</td>
</tr>
<tr>
<td>Visitors</td>
<td>$393,403</td>
<td>$368,978</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$760,427</td>
<td>$879,789</td>
</tr>
</tbody>
</table>

#### Parking Violation Reviews

- **Total**: 1,862
  - **voided**: 990 (53%)
  - **reduced**: 700 (38%)
  - **denied**: 172 (9%)

- **Total**: 4,821
  - **voided**: 1,208 (25%)
  - **reduced**: 929 (19%)
  - **denied**: 2,684 (56%)

- **Total**: 134
  - **voided**: 11 (8%)
  - **reduced**: 13 (10%)
  - **denied**: 110 (82%)

- **Total**: 49
  - **voided**: 10 (20%)
  - **reduced**: 21 (43%)
  - **denied**: 18 (37%)

#### Registration Revenue

<table>
<thead>
<tr>
<th>Registrations Sold</th>
<th>Student</th>
<th>Faculty &amp; Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY19</strong></td>
<td>13,983</td>
<td>6,199</td>
</tr>
<tr>
<td><strong>FY18</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>20,182</td>
<td></td>
</tr>
</tbody>
</table>

#### Visitor Parking Revenue

<table>
<thead>
<tr>
<th>Parking Source</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football Permits Sold</td>
<td>$458,519</td>
<td>$552,974</td>
</tr>
<tr>
<td>Football Parking</td>
<td>$229,260</td>
<td>$276,487</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$687,779</td>
<td>$829,451</td>
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</tbody>
</table>

#### Special Events

<table>
<thead>
<tr>
<th>Revenue Source</th>
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<td>$760,427</td>
<td>$879,789</td>
</tr>
</tbody>
</table>

#### Parking Enforcement

- **Citations**
  - FY17: 732
  - FY18: 413
  - FY19: 732

- **SUV Trips**
  - FY17: 283
  - FY18: 364
  - FY19: 240

- **Bike Returns**
  - FY17: 15,000
  - FY18: 30,000
  - FY19: 30,651

- **Bike Registration**
  - FY17: 8,768
  - FY18: 8,692
  - FY19: 8,705

- **Parking Enforcement**
  - FY17: $3,349,256
  - FY18: $3,287,431
  - FY19: $3,504,021
### Football Parking Revenue

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football Permits Sold</td>
<td>39,464</td>
<td>33,426</td>
</tr>
<tr>
<td>Football Parking Revenue</td>
<td>$552,974</td>
<td>$458,519</td>
</tr>
<tr>
<td>DOTS Revenue Share</td>
<td>$276,487</td>
<td>$229,260</td>
</tr>
<tr>
<td>ICA Revenue Share</td>
<td>$276,487</td>
<td>$229,260</td>
</tr>
</tbody>
</table>

### Basketball Parking Revenue

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basketball Permits Sold</td>
<td>58,876</td>
<td>65,863</td>
</tr>
<tr>
<td>Basketball Parking Revenue</td>
<td>$535,835</td>
<td>$599,996</td>
</tr>
<tr>
<td>DOTS Revenue Share</td>
<td>$267,917</td>
<td>$299,998</td>
</tr>
<tr>
<td>ICA Revenue Share</td>
<td>$267,917</td>
<td>$299,998</td>
</tr>
</tbody>
</table>

### Shuttle-UM Total Ridership

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>3,414,672</td>
<td>3,349,256</td>
<td>3,287,431</td>
</tr>
</tbody>
</table>

### Charter

<table>
<thead>
<tr>
<th></th>
<th>FY17 Agreements</th>
<th>FY18 Trips</th>
<th>FY19 Trips</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transit Bus Charter</td>
<td>364</td>
<td>1350</td>
<td>1638</td>
</tr>
<tr>
<td>Motor Coach Charters (non-ICA)</td>
<td>268</td>
<td>450</td>
<td>581</td>
</tr>
<tr>
<td>Athletics</td>
<td>290</td>
<td>437</td>
<td>421</td>
</tr>
<tr>
<td>SUV</td>
<td>82</td>
<td>164</td>
<td>190</td>
</tr>
<tr>
<td>Total Number of Charters</td>
<td>1004</td>
<td>2401</td>
<td>2832</td>
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</tbody>
</table>

### Bike UMD

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bike Registration</td>
<td>1277</td>
<td>760</td>
</tr>
<tr>
<td>Bikes Impounded</td>
<td></td>
<td>365</td>
</tr>
<tr>
<td>Bikes Returned</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Bikes Donated</td>
<td>126</td>
<td></td>
</tr>
</tbody>
</table>

### Nite Ride & Paratransit Ridership

- **NITE Ride**
  - FY17: 30,651
  - FY18: 27,892
  - FY19: 22,121

- **Paratransit**
  - FY17: 8,768
  - FY18: 7,905
  - FY19: 8,692
SENIOR STAFF
CHARTER, SAFETY & TRAINING, TRANSIT OPERATIONS
ENFORCEMENT, SPECIAL EVENTS
FACILITIES & VEHICLE MAINTENANCE
HUMAN RESOURCES & TRAINING
IT, DATA MANAGEMENT
MARKETING & EXTERNAL COMMUNICATIONS, TRANSPORTATION DEMAND MANAGEMENT (TDM)
PARKING ADMINISTRATION, UNIVERSITIES AT SHADY GROVE
SPECIAL PROJECTS, BUDGET & FINANCE
SHUTTLE-UM STAFF

ORGANIZATIONAL CHART
2018-2019
FULL TIME DRIVERS

Elbert Mack
Leonard Price
Jay Boswell
Amine Ashkar
Hal Cagle
Bruce Fritzche
Dominique Geneste
Ian Bholai
Anil Keshia
Misael Medina
Kiana VanHorne
Valero Martinez
C. Jason Murray
Renee Brown
Jackson Saintvill
Kathleen Booker
Vilma Diaz
Edward Garcia
Daniel Simson
Earnest Izzard
Eddy Leveille
Andrew Malone
Seifu Yimer
Michael Williams
Angel Coleman
Kenny Jones
Bryan Page
Shawn Allen
Walter Michaca
Narrys Edward
Kavin Yarbrugh
Kossi Awusu
Nancy Vaughn
Alan Sines
Sadick Abubakar
Deitra Rankine
Dwight Hicks
Darryl Johnson
Justin Fegerson
Babington Harvey
David Castro
Jennifer Quintana
Viktors Bebris
Ken Aukerman
Keenan Willis
Janay Kittrell
Alanic Bethea
Carlton Watson
Paul Young
Edgar Carballo
Erin Cornelius
Ronald Torres
Isaac Indgier
William Poynter
Roland Kougblenou
Jacinthis Chijindu
Olga Rozman
Nathan Sparks
Nacole Brown
Shola Anderson
E. Benjamin Atchole
Jakeetah Alston
Nicole Sealey
Michael McCoy
Joshua Williams
Troy Poynter
Michael Teklu
Avery Collins
Jacob Wolf
Timothy Vettel
Susan Salgado
Vanessa Chaparro
Karl Crosby
Edwin Brown Jr.
Jessika Foster
King Smith
Reynold Morris
Robert Bowering
Ruben Zuniga
Darrell Moore
Richard Delabrer
Jamaal Moore
Kevin Richardson
Tenzin Chophel
Khalid Poynter
Jose Aguilar
Karen Valenzuela
Jacobs Lescaleet
Cecil Barnes
Rolando Merlos
Niree Turner
Shakira Leach
Omar Goodwin
Christopher
McPherson
Kyle Baird
Kimberly Slocombe
Russell Geater
Gregory Tanner
Ricardo Nereira
Raemon Adams
Craig Blumenfeld
Henry Halzey
James Vanlue
Dawn Hedrick
Janne Laiho
John Marshall
Michelle Bowers
Marta Mayo
Shavon Bratton
Sonia Montoya
Dwain Price
Temesgen Gerba
Alan Burke
Carlos Ramirez

PART TIME DRIVERS

Milton Jackson
Troy Moten
Dustin Moten
Greg Parcher
Sergey Kolyabin
Riyad Bandak
Eunice Robinson
Gabrielle Hapi
Louis Griffin
John Staten
Emily Macri
Nebiy Teyodore
Jean Bosquet
Erin Macri
A.J. Williams
David Peter
Daniel Llosa
Jennifer Mendez

STUDENT DRIVERS
(New)

Roshan Belbase
Gangandeep Dhillon
Major Singh
Hawaira Aberra
Blake Gude
Chapin Eager
Carson Walmsley
Wilvens Elira
Tyler Onorato
Tunde Ogundipe
Anwaar Bastien
Abhinay Tadwalkar
Joseph Boley
Chirag Chetan Shah

Kontessa Roebuck
Richard Stevens
Felix Gouater
Elizabeth Ebeling
Byron Arriola Sr.
Glen Adams
Philip Malcolm
Ke’Von Sauls
Byron Arriola
Amina Manguera
James Baker
Mirousse Pierre-Louis
Andrew Delabrer
Aleksander Kostylev
Jason Singh
Reggie Brown
Mark Baxter
Corey Rogers

Barrak Gay
Jasmine Richman
Do Aydin
Anshul Gedam
William Davis
Kevin Nyangwechi
Vikas Kiran
Elijah Gordon
Candace Hood-Bey
David Calvin
Aikebaier Aizihai
Eyeosias Abiy

ORGANIZATIONAL CHART | 39
STUDENT DRIVERS (JUNIOR)

Kishon Pinckney
Aljamal Truss
Nydia Stukes-Jones
Alicia Martinez
David Pape

Kehinde Raji
Andrew Almeida
Jelani Robinson
Jacob Eisenman

STUDENT DRIVERS (SENIOR)

Jennifer Siewierski
Tumasang Che

PARATRANSIT SPECIALISTS

Sylvanus Newstead
Emma Dobry
Haroon Jaweed
Ieon “Tim” Dawson
Brandon Jackson
Andres Garcia
Fadil Ibrahim
Imani Crawford

PART TIME OPERATIONS SPECIALISTS

Maximilien Duvra
Michael Winger
Dymond Green
Christin McCall
Taylor Poncher

STUDENT TRAINERS

Barrington Brice
Sydney Shiver
Geoffrey Palo

STUDENT TRANSIT OPERATIONS

Porter Polcaro
Niree Turner
Victoria Notaro
Ryan Pistorio
Hunter Garrison
Alberto Torres-Ramos
Tyler Ziegler

Mark Baxter
Philip Rindone
Jacob Zeitler
Trevon Miller
Alec Pskowski
Shannon McDonell

PART TIME CHARTER SPECIALIST

Kenny West
Charles Shell
Ababee Eado
Roger Peters
Bobby Wood
Brandon Godwin
Keyvan Mashayekifard

George Miller
Kassahun Hailu
E. Doc Akonwe
Darryl Bronson
Alexandra Schafer

STUDENT CHARTER SPECIALIST

Adina Schwartz
Yuanzhao Zhao

STUDENT MANAGER ASSISTANTS

Manas Gupta
Operations Planning Analyst
Vacant
Dispatch Manager Assistant
Ryan Collins
Student Safety and Policy Specialist

Keara Fox
Philip Rindone

STUDENT MANAGER SPECIALISTS

Claire Harvey
Nicholas Schweiker
## PARKING OPERATING BUDGET

### FY 2020 Working Budget Compared to FY 19 WB

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Parking Fee (includes UMUC/other misc.)</td>
<td>4,917,280</td>
<td>5,336,169</td>
<td>5,143,503</td>
<td>5,087,849</td>
<td>(55,654)</td>
<td>-1.08%</td>
</tr>
<tr>
<td>Faculty/Staff Parking Fees (+AC/AD &amp; Service)</td>
<td>5,368,573</td>
<td>5,918,151</td>
<td>6,002,872</td>
<td>6,427,356</td>
<td>424,484</td>
<td>7.07%</td>
</tr>
<tr>
<td>Visitors Fees</td>
<td>2,611,754</td>
<td>2,431,982</td>
<td>3,072,000</td>
<td>2,622,000</td>
<td>(450,000)</td>
<td>-14.65%</td>
</tr>
<tr>
<td>Special Events Fees</td>
<td>1,398,846</td>
<td>1,329,105</td>
<td>1,217,559</td>
<td>1,217,559</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Penalty Fines</td>
<td>2,246,782</td>
<td>2,506,541</td>
<td>2,600,000</td>
<td>2,700,000</td>
<td>100,000</td>
<td>3.85%</td>
</tr>
<tr>
<td>Parking Meters</td>
<td>411,556</td>
<td>431,303</td>
<td>410,000</td>
<td>410,000</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Other Rev.</td>
<td>87,340</td>
<td>88,048</td>
<td>43,283</td>
<td>333,200</td>
<td>289,917</td>
<td>669.82%</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>17,042,133</td>
<td>18,041,298</td>
<td>18,489,217</td>
<td>18,797,964</td>
<td>308,747</td>
<td>1.67%</td>
</tr>
</tbody>
</table>

### EXPENDITURES

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>10,803,155</td>
<td>11,454,699</td>
<td>11,333,674</td>
<td>11,791,006</td>
<td>457,332</td>
<td>4.04%</td>
</tr>
<tr>
<td>Operating</td>
<td>1,468,120</td>
<td>1,410,272</td>
<td>1,920,126</td>
<td>1,629,818</td>
<td>(290,308)</td>
<td>-15.12%</td>
</tr>
<tr>
<td>Utilities and DFM Maintenance</td>
<td>344,747</td>
<td>316,891</td>
<td>388,663</td>
<td>354,400</td>
<td>(34,263)</td>
<td>-8.82%</td>
</tr>
<tr>
<td>Facility Renewal</td>
<td>662,265</td>
<td>662,265</td>
<td>662,265</td>
<td>662,265</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Campus 5 Tier Employee Parking Subsidy</td>
<td>(214,300)</td>
<td>(214,300)</td>
<td>(214,300)</td>
<td>(214,300)</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Campus Overhead</td>
<td>649,764</td>
<td>592,423</td>
<td>685,353</td>
<td>697,708</td>
<td>12,355</td>
<td>1.80%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>13,713,751</td>
<td>14,222,249</td>
<td>14,775,781</td>
<td>14,920,897</td>
<td>145,116</td>
<td>0.98%</td>
</tr>
</tbody>
</table>

### TRANSFERS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers to Plant</td>
<td>536,240</td>
<td>1,221,669</td>
<td>1,231,952</td>
<td>1,456,567</td>
<td>224,615</td>
<td>18.23%</td>
</tr>
<tr>
<td>Transfers to Debt Service</td>
<td>2,830,635</td>
<td>2,435,094</td>
<td>2,481,484</td>
<td>2,420,500</td>
<td>(60,984)</td>
<td>-2.46%</td>
</tr>
<tr>
<td>Transfer for Fund Bal. Reversion Plan</td>
<td>114,592</td>
<td>54,305</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total Transfers</td>
<td>3,481,467</td>
<td>3,711,068</td>
<td>3,713,436</td>
<td>3,877,067</td>
<td>163,631</td>
<td>4.41%</td>
</tr>
</tbody>
</table>

### Total Expenditures and Transfers

| Total Expenditures and Transfers           | 17,195,218      | 17,933,317      | 18,489,217      | 18,797,964      | 308,747   | 1.67%           |

### Increase/(Decrease) in Fund Balance

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ending Fund Balance</td>
<td>380,296</td>
<td>491,278</td>
<td>383,297</td>
<td>383,297</td>
<td>0</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

### PLANT FUND BALANCE (IF APPLICABLE)

| Plant Fund Balance (if applicable)      | 642,987         | 1,121,839       | 950,089         | 621,642         |

FY19 total revenue was ($448K) below budget primarily due to a significant drop in visitor parking revenue ($640K), which was partially mitigated by student parking revenues that exceeded budget by $193K. Subsequently, FY20 budgeted visitor parking revenue has been reduced.
# SHUTTLE OPERATING BUDGET

## REVENUE

<table>
<thead>
<tr>
<th>Revenue Description</th>
<th>FY 2018 ACTUALS</th>
<th>FY 2019 ACTUALS</th>
<th>FY 2019 WORKING</th>
<th>FY 2020 WORKING</th>
<th>INCREMENT</th>
<th>PERCENT INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Fee Revenue</td>
<td>6,678,352</td>
<td>7,318,993</td>
<td>6,395,297</td>
<td>6,575,465</td>
<td>180,168</td>
<td>2.82%</td>
</tr>
<tr>
<td>Charter Revenue</td>
<td>1,185,774</td>
<td>1,403,330</td>
<td>1,265,000</td>
<td>1,265,000</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Riverside Association Agreement</td>
<td>72,976</td>
<td>77,584</td>
<td>73,705</td>
<td>75,916</td>
<td>2,211</td>
<td>3.00%</td>
</tr>
<tr>
<td>UMUC Transit Service</td>
<td>105,725</td>
<td>113,020</td>
<td>113,020</td>
<td>116,411</td>
<td>3,391</td>
<td>3.00%</td>
</tr>
<tr>
<td>Shady Grove</td>
<td>44,372</td>
<td>47,434</td>
<td>44,372</td>
<td>45,703</td>
<td>1,331</td>
<td>3.00%</td>
</tr>
<tr>
<td>UMB</td>
<td>1,140,181</td>
<td>1,192,689</td>
<td>1,168,779</td>
<td>1,203,842</td>
<td>35,063</td>
<td>3.00%</td>
</tr>
<tr>
<td>University View</td>
<td>154,950</td>
<td>159,599</td>
<td>159,599</td>
<td>164,387</td>
<td>4,788</td>
<td>3.00%</td>
</tr>
<tr>
<td>University Club</td>
<td>48,565</td>
<td>50,022</td>
<td>50,022</td>
<td>51,523</td>
<td>1,501</td>
<td>3.00%</td>
</tr>
<tr>
<td>Seven Springs Village Apartments</td>
<td>101,030</td>
<td>104,061</td>
<td>104,061</td>
<td>107,183</td>
<td>3,122</td>
<td>3.00%</td>
</tr>
<tr>
<td>UB</td>
<td>378,764</td>
<td>334,330</td>
<td>353,547</td>
<td>364,153</td>
<td>10,606</td>
<td>3.00%</td>
</tr>
<tr>
<td>Municipalities</td>
<td>16,452</td>
<td>16,452</td>
<td>10,452</td>
<td>10,452</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>MGM</td>
<td>97,932</td>
<td>84,549</td>
<td>100,871</td>
<td>103,897</td>
<td>3,026</td>
<td>3.00%</td>
</tr>
<tr>
<td>Bowie State</td>
<td>150,815</td>
<td>173,696</td>
<td>124,385</td>
<td>128,117</td>
<td>3,732</td>
<td>3.00%</td>
</tr>
<tr>
<td>Varsity</td>
<td>168,210</td>
<td>167,803</td>
<td>173,256</td>
<td>178,454</td>
<td>5,198</td>
<td>3.00%</td>
</tr>
<tr>
<td>Endave</td>
<td>86,470</td>
<td>89,064</td>
<td>89,064</td>
<td>91,736</td>
<td>2,672</td>
<td>3.00%</td>
</tr>
<tr>
<td>Health Center</td>
<td>7,473</td>
<td>7,755</td>
<td>11,000</td>
<td>11,330</td>
<td>330</td>
<td>3.00%</td>
</tr>
<tr>
<td>Summer School</td>
<td>156,852</td>
<td>167,675</td>
<td>167,675</td>
<td>172,705</td>
<td>5,030</td>
<td>3.00%</td>
</tr>
<tr>
<td>DivIT</td>
<td>0</td>
<td>46,575</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>ICA</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>200,000</td>
<td>200,000</td>
<td>100.00%</td>
</tr>
<tr>
<td>Other</td>
<td>105,545</td>
<td>62,698</td>
<td>447,315</td>
<td>447,315</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>10,700,437</td>
<td>11,617,329</td>
<td>10,851,420</td>
<td>11,313,589</td>
<td>462,169</td>
<td>4.26%</td>
</tr>
</tbody>
</table>
# Shuttle Operating Budget

## Expenditures

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>4,750,767</td>
<td>5,096,374</td>
<td>4,679,200</td>
<td>4,860,396</td>
<td>181,196</td>
<td>3.87%</td>
</tr>
<tr>
<td>Operating</td>
<td>4,011,866</td>
<td>4,423,857</td>
<td>3,776,231</td>
<td>4,058,272</td>
<td>282,041</td>
<td>7.47%</td>
</tr>
<tr>
<td>UMB Expenses</td>
<td>1,140,181</td>
<td>1,192,689</td>
<td>1,168,779</td>
<td>1,168,779</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Utilities and DFM Maintenance</td>
<td>102,876</td>
<td>84,124</td>
<td>126,685</td>
<td>116,519</td>
<td>(10,166)</td>
<td>-8.02%</td>
</tr>
<tr>
<td>Transfer for Fund Bal. Reversion Plan</td>
<td>14,718</td>
<td>60,863</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Campus Overhead</td>
<td>327,250</td>
<td>335,222</td>
<td>310,640</td>
<td>319,738</td>
<td>9,098</td>
<td>2.93%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>10,347,657</td>
<td>11,193,129</td>
<td>10,061,535</td>
<td>10,523,704</td>
<td>462,169</td>
<td>4.59%</td>
</tr>
</tbody>
</table>

## Transfers

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 2020 Working</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers to Plant</td>
<td>421,833</td>
</tr>
<tr>
<td>Transfers to Debt Service</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Transfers</strong></td>
<td>421,833</td>
</tr>
<tr>
<td><strong>Total Expenditures and Transfers</strong></td>
<td>10,769,490</td>
</tr>
</tbody>
</table>

## Increase/(Decrease) in Fund Balance

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>Budget Increment</th>
<th>Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase/(Decrease)</td>
<td>(69,053)</td>
<td>62,367</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Ending Fund Balance</td>
<td>448,405</td>
<td>510,772</td>
<td>448,405</td>
<td>448,405</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Plant Fund Balance (if applicable)</td>
<td>564,576</td>
<td>406,100</td>
<td>140,658</td>
<td>183,954</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>E&amp;G Fund Balance (if applicable)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

FY18 revenue exceeded budget by $766K primarily due to the effect of student enrollment higher than budgeted. This allowed an additional $428K to be transferred to the plant fund.