1. Support Services Report Template

Report Info
Name of the person completing this report: Martin Castillo
Title of the person completing this report: Director - Housing, Dining and Parking Svvs
Supervisor/dean reviewing report: Stan Hebert
Service: Alternative Transportation Services
Division/College: Student Affairs

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Federal Law: ADA
Title 5: Section 42200 - 42203, 41803
Any other: Collective Bargaining Agreements

Provide a brief explanation, if necessary, in < 60 words.

ADA--legal mandates ensure a certain % of disable access parking spaces within each parking lot.

Title 5--addresses administration and fees pursuant to university-owned parking.

Collective Bargaining Agreements--CBAs determine that a certain # of faculty spaces are available within the campus border.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

Alternative Transportation Services manages all aspects of university alternative transportation services for university students, guests and summer groups.

This includes, but is not limited to the following:

1. Provide shuttle service options for commuters.
2. Coordinate a van pool program for faculty and staff.
3. Coordinate the Zipcar program.
4. Coordinate the Ride Share program.
5. Explore options available to state employees (commuter check benefit, etc.).
6. Coordinate bicycle use program.
7. Assess programs annually and make changes/additions as needed.

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students: 65%
Faculty: 10%
Administrators/staff: 15%
Colleges/departments: 3%
Alumni: 2%
Community outside University: 5%
Total: 100%

**Link to Scoring Rubric**

### 2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example, processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td>✔</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Provide a brief narrative (<60 words each) explaining your selection for each area.**

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Alternative Transportation Services works to ensure that admitted students receive information about alternative transportation resources (shuttle, bicycle, vehicle charging stations, etc.) on campus during orientation sessions and/or information packets.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Alternative Transportation Services is directly involved with ensuring students have access to campus/classes by augmenting on-campus parking spaces with additional options to get students to/from campus.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Positive experiences navigating transportation/parking needs can lead to fully engaged students who become active alums.</td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

### 2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Provide a brief narrative (<60 words each) explaining your choice.**
<table>
<thead>
<tr>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pre-college (helping students to enter the system)</strong></td>
<td>If students depend on university resources in order to access the campus/classes, they may opt to attend a different university if alternative transportation options are not available.</td>
</tr>
<tr>
<td><strong>During college (helping students succeed while they are at Cal State East Bay)</strong></td>
<td>If a student is not able to successfully identify a consistent mode of transportation to get them to/from campus, it could prevent them from successfully accessing classes.</td>
</tr>
<tr>
<td><strong>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</strong></td>
<td>A positive parking experience may benefit alumni relations efforts.</td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

### 2.4 Alignment with Shared Strategic Commitments

**How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?**

<table>
<thead>
<tr>
<th>SSC</th>
<th>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</td>
<td></td>
</tr>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td>Recruiting and retaining diverse staff members helps to promote a diverse and inclusive workforce.</td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and lifelong learner</td>
<td>Alternative Transportation Services ensures that all students have affordable options for getting to/from campus in order to attend classes. These options help to diversify our student population and expand access.</td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td></td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td>One of the main objectives for Alternative Transportation Services is to provide transportation options which will reduce the carbon footprint.</td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td></td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td></td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td></td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

### 2.5 How might the demand for this service change over the next five years? (Please choose one category below).

Likely to increase
Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

In addressing the growing awareness and advocacy for providing and maintaining sustainable, environment-friendly programs, the potential for growing Alternative Transportation Services is limitless.

5. Quality of Service

Link to Scoring Rubric

3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

Alternative Transportation Services has existed in a less focused format prior to fall 2012 when it became a new area of intentional focus. Surveys were administered to the CSUEB community to determine the overall need for shuttle service which led to the current shuttle program. There is no current method for assessing quality of the service. However, staff members will be reaching out to other CSU programs to seek advice and/or best practices.

Link to Scoring Rubric

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

Within the last year, an intentional focus has been placed on Alternative Transportation Services. Initially grant funding of approximately $150K was used to move from a university-run shuttle program to outsourcing the service to improve the quality.

In addition, grant-funding has been used to help offset the cost of new program initiatives (vehicle charging stations, LCD/plasma lighting, etc.). Alternative Transportation Services is moving to utilizing dedicated staffing to help address the growth potential.

Link to Scoring Rubric

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in <120 words.

Alternative Transportation Services will be focusing on developing benchmarks and soliciting feedback via surveys. A concerted effort to reduce carbon footprints and positively impact global environmental/sustainable initiatives, there is much grant funding that ATS will need to explore.

Link to Scoring Rubric

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Alternative Transportation Services would explore the possibility of incentive programs that would encourage the CSUEB community to utilize BART, AC Transit, car pools, etc. to help reduce the carbon footprint. Alternative Transportation Services will continue to assess the need for vehicle-charging stations as campus enrollment grows. In addition, Alternative Transportation Service would explore solar panels on parking spaces and the possibility of restructuring the campus motor pool to be more effective and efficient.

Link to Scoring Rubric
3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

Although Alternative Transportation Services is relatively new, students provide informal feedback consistently to staff via social media, phone calls and office visits. ATS will incorporate a more formal means for collecting and assessing the satisfaction of service users.

Link to Scoring Rubric

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

All scores were over the mark of "3" which was denoted as "Fair." This is a good indication that the University is moving in the right direction.

Link to Scoring Rubric

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain.

Formal guidelines are shared and discussed during annual performance reviews. Informal guidelines are discussed during weekly meetings. In all cases, civility, professionalism and customer advocacy are required.

Link to Scoring Rubric

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Area goals will be expanded with the information provided via assessment; however, the main goal has been to ensure that there are sufficient shuttles throughout the day. Via ridership numbers provided by shuttle drivers, ATS determined a need of an additional shuttle during Fall 2013 which has produced some extremely positive feedback.

Link to Scoring Rubric

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

Yes

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

ATS relies on ridership #s from the shuttle service to determine whether annual goals are being met. Per counts from 2011/12 which totaled 245,905 riders (including repeat users), that goal is being met.

6. Efficiency of Service (cost effectiveness)
4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

25850

Attach your allocated spreadsheet here.
AF- Housing Ent Park 2011-12 Expenses costs distributed.xlsx

4.2 Using the spreadsheet provided, please distribute your department’s annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

52426

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

Attach your allocated spreadsheet here.

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

Alternative Transportation Services has worked on automating manual processes to help improve efficiency. In addition an organizational restructure provided a more streamlined staffing approach.

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

Alternative Transportation Services will explore collaboration with Ed Foundation to determine the best method for applying for grants and tracking them once they have been awarded.

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

With the multiple grants available for alternative transportation, a shared grant writer (with Ed Foundation) would be something to explore.

In addition, ATS will explore the option of administering the University's motor pool program to help provide some intentional focus on efficiency for this service.
4.7 Do you have any plan(s) to improve the **efficiency** (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?

Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

ATS will explore grant funding options for many sustainable efforts that can be introduced/improved.

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

During the course of the 2011/12 fiscal year, Alternative Transportation Services provided the following output:

1. Shuttle riders = 245,905 riders
2. Educational programs (bike to work, etc.) = 3 programs
3. Funded grants = $300,000 grant dollars

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

No

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in < 60 words.

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

Alternative Transportation Services offers an opportunity to meet University sustainability goals while positively impacting the carbon footprint directly.

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

Prior to 2011, a version of Alternative Transportation existed. It consisted of 1 FTE and a few university-owned shuttle buses. It quickly became evident that ATS was not equipped to sustain an effective, efficient and cost-friendly program.

An exploration of grant funded options led to a collaboration with Alameda County Transportation Commission in the amount of $92,000 for shuttle service and a Transportation Demand Management Plan grant for $56,350. These were the first grants for transportation ever received in the long history of transportation at Cal State East Bay.

The ATS program has grown over the last 2 years and has expanded to identify alternative transportation programs for faculty and
staff as well.