

## FY2025 Operational Review Committee Final Report

Unit Reviewed:       Transportation  
Date:                   April 2025

### Unit Presentation Requirements

The following items are required materials for the unit presentations. The units presented to the committee and questions were encouraged. The units provided additional or supplemental information as deemed appropriate.

- General Information to “Tell Your Story”
  - How unit aligns to University goals
- Organizational Chart and Position / Staffing Information
- Opportunities and Strengths
- What is going well? What requires improvement?
- Key Performance Indicators, Benchmarks, and Surveys
- Reserves and Balances

### Goals and Initiatives

Housed within UTSA Campus Services, Transportation Services prioritizes providing access and mobility to serve the student population. They provide a solution to a crucial, foundational and logistical need for the campus community by helping students get to class. As Transportation Services has noted, students who struggle to get to their classes are more likely to fall behind or drop out, making transportation a key factor in student retention and success. Transportation Services’ mission to be “dedicated to delivering exceptional customer service across all interactions, transactions, and environments,” and they are “committed to providing diverse, high-quality services and resources that support academic success, personal growth and a strong sense of belonging within the Roadrunner community.”

Transportation Services plays a key part in campus events, including graduation, athletics and more. To that goal, they seek to make it easier, safer and more comfortable for students to attend events and support UTSA sports teams. A local partnership with VIA provides additional flexibility and options for students to get to campus, or to get from campus to off-campus events or jobs. This partnership connects the Main UTSA campus to the Downtown campus. In addition to VIA buses, VIA Link shuttles operate in the Main campus and Downtown campus areas, which provide targeted transportation support to nearby housing around these campuses. These services are provided free to UTSA students using their Student ID card.

Transportation Services continues to evolve through student-informed initiatives like The Little Runner, which was developed in response to specific rider needs. Future plans include transitioning to a more fuel-efficient fleet and expanding efforts to collect meaningful feedback. QR codes on buses will offer quick access to satisfaction surveys, while outreach to non-riders aims to identify barriers to use, such as limited awareness, accessibility, or scheduling

challenges. These efforts will support the development of key performance indicators tied to student satisfaction and utilization.

While the presentation emphasized the importance of drivers to overall service success, limited detail was shared about staff development or recognition. Opportunities remain to better highlight the professionalism and contributions of the Transportation Services team beyond pay and retention.

## Organization

Carey Charley and Ricardo Escobar II from Transportation Services provided an in-depth interview of the organizational structure of the department, which is part of the broader UTSA Campus services team. Transportation Services closely aligns its activities with UTSA's strategic plan and destinations, noting that "students who are unable to reliably commute to their college campus stand to fall behind in school or drop out altogether." (National Student Financial Wellness Survey, 2022).

Transportation Services makes use of its self-operated service delivery, rather than outsourcing to a third-party vendor. The unit has 45 full-time employees and reports to the Associate Vice President for Campus Services.

Among those 45 full-time employees are:

- A Director of Parking, Transportation and Campus Relations, who reports to the AVP.
- An Assistant Director for Parking and Transportation who reports to the Director.
- A Transportation Manager who reports to the Assistant Director.
- Two shift supervisors and a safety driver who report to the Manager.
- Teams of full-time and part-time bus drivers report to the two shift supervisors.

Transportation Services makes use of local partnerships, including nearby Independent School Districts and VIA, to support its services. These partnerships extend and improve rider access to housing, internships and community, events while also providing critical connections between Main and Downtown campuses.

## Operations

UTSA Transportation Services operates as a student-focused, mission-aligned unit that plays a critical role in promoting student access, engagement, and success. Closely integrated with the university's broader goals, the unit enhances the campus experience through reliable, accessible and student-centered transportation services.

The department maintains contracts—averaging \$41,500 annually per apartment with 11 apartments overall for a grand total of \$456K—with off-campus student housing based on proximity and capacity, ensuring students are well-connected to campus. Route planning is informed by performance data and student feedback, and summer schedules are adjusted to match demand.

Operations are centralized at the Transportation Building on Far East Campus, where dispatch is managed in real-time by shift supervisors using Synchronatics GPS and push-to-talk communications. Despite staffing constraints, experienced unassigned drivers are flexibly deployed to support dispatch and operations, showcasing the unit's adaptability and strong internal communication. Riders are kept informed via the transit app and social media channels, contributing to a responsive and rider-friendly service environment.

The transportation fleet includes three makes and models of ADA-accessible diesel buses, offering operational flexibility for navigating both campus roads and apartment complexes. While this variety presents branding challenges, it supports reliable service. Preventative maintenance is managed by off-site vendors, while daily pre-and post-trip inspections by drivers help maintain vehicle safety and performance.

The current organizational structure effectively supports the unit's mission, though there are clear opportunities to strengthen data collection, performance metrics and long-term planning. Transportation Services responsibly manages financial resources, but faces challenges related to limited funding and scalability. Efforts are underway to adjust fee structures and implement sustainable, long-term strategies aimed at enhancing financial stability and service quality.

Further improvements are needed in formalizing feedback loops, developing benchmarking systems and investing in dedicated personnel for dispatch operations. These steps will bolster operational efficiency and enable the unit to respond more dynamically to growing campus needs.

UTSA Transportation Services demonstrates a strong foundation of equity-driven service, strategic planning and effective communication. Through ongoing enhancements in funding, performance tracking, data practices and campus partnerships, the unit is well-positioned to support UTSA's continued growth and student success.

## Assessment

Operational Review Committee members found strengths in Transportation Services' presentation related to assessment, including the use of data and metrics to improve operations. Metrics included riders per day, per hour and per route; wait times; and vehicle capacities. These are used to meet demands, allocate resources and promote efficiency. In addition, they also benchmark student fees in comparison to UT System, Texas peer institutions and national aspirant peer institutions. The presenters explained their use of metrics well and showed how the unit is measuring and continuously working to improve service reliability, frequency and expanding off-campus services.

A gap and an area of improvement noted by the committee, in addition to the presenters, was in the gathering of information from riders about their experience, including student feedback and customer-service scores. The presenters also noted they plan to have QR codes in vehicles to allow for rider feedback. A committee member suggested also gathering feedback from non-riders to better understand how they meet their needs. Another recommendation was to assess the goal of accessibility and supporting safety.

# Transportation Services

## Operational Review

Carrie Charley  
Associate Vice President for Campus Services

Ricardo Escobar II  
Director of Parking & Transportation

April 10, 2025



## Agenda

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- ▶ Mission and Goals
- ▶ Organization Structure
- ▶ The Runner Routes
- ▶ Dispatch Operations
- ▶ The Runner Fleet
- ▶ Ridership Metrics
- ▶ Events & Special Services
- ▶ Partnership with VIA
- ▶ Customer Engagement

# Mission and Goals

# UTSA Campus Services

## Mission Statement

The Campus Services team is dedicated to delivering exceptional customer service across all interactions, transactions and environments.

We are committed to providing diverse, high-quality services and resources that support academic success, personal growth and a strong sense of belonging within the Roadrunner community.

## Service Areas

- Campus Store
- Dining and Vending
- Housing Facilities Management
- Identification Cards
- Parking
- **Transportation Services**



# Why We Exist

## Strategic Destinations

UTSA's vision for the future is centered on reaching three bold destinations.



### Destination One

UTSA will be a  
Model for  
Student  
Success



### Destination Two

UTSA will be a  
Great Public  
Research  
University



### Destination Three

UTSA will be an  
Innovative Place  
to Work, Learn  
and Discover

**Students who are unable to reliably commute to their college campus stand to fall behind in school or drop out altogether.**

National Student Financial Wellness Survey 2022

# How We Exist

## Mandatory Transportation Fee

A **\$35.00** Fall/Spring (\$20 Summer) **per semester fee** is assessed all students to defray the cost of providing transportation services, including capital expenses.



2020 Student Referendum Campaign

UT System Institution	Semester Fee	Service Delivery
UT Arlington	\$10 Transportation Fee	Self-Operated
UT Dallas	\$18 Transportation Fee	Outsourced
UT El Paso	\$35 Transportation Fee	Self-Operated
UT San Antonio	\$35 Transportation Fee	Self-Operated
UT Austin	\$99 Student Service Fee	Outsourced
UT Permian Basin	\$250 Student Service Fee	Self-Operated
UT Rio Grande Valley	\$300 Student Service Fee	Self-Operated
UT Tyler	\$150 Student Service Fee	Self-Operated
Stephen F. Austin	\$162 Student Service Fee	Self-Operated

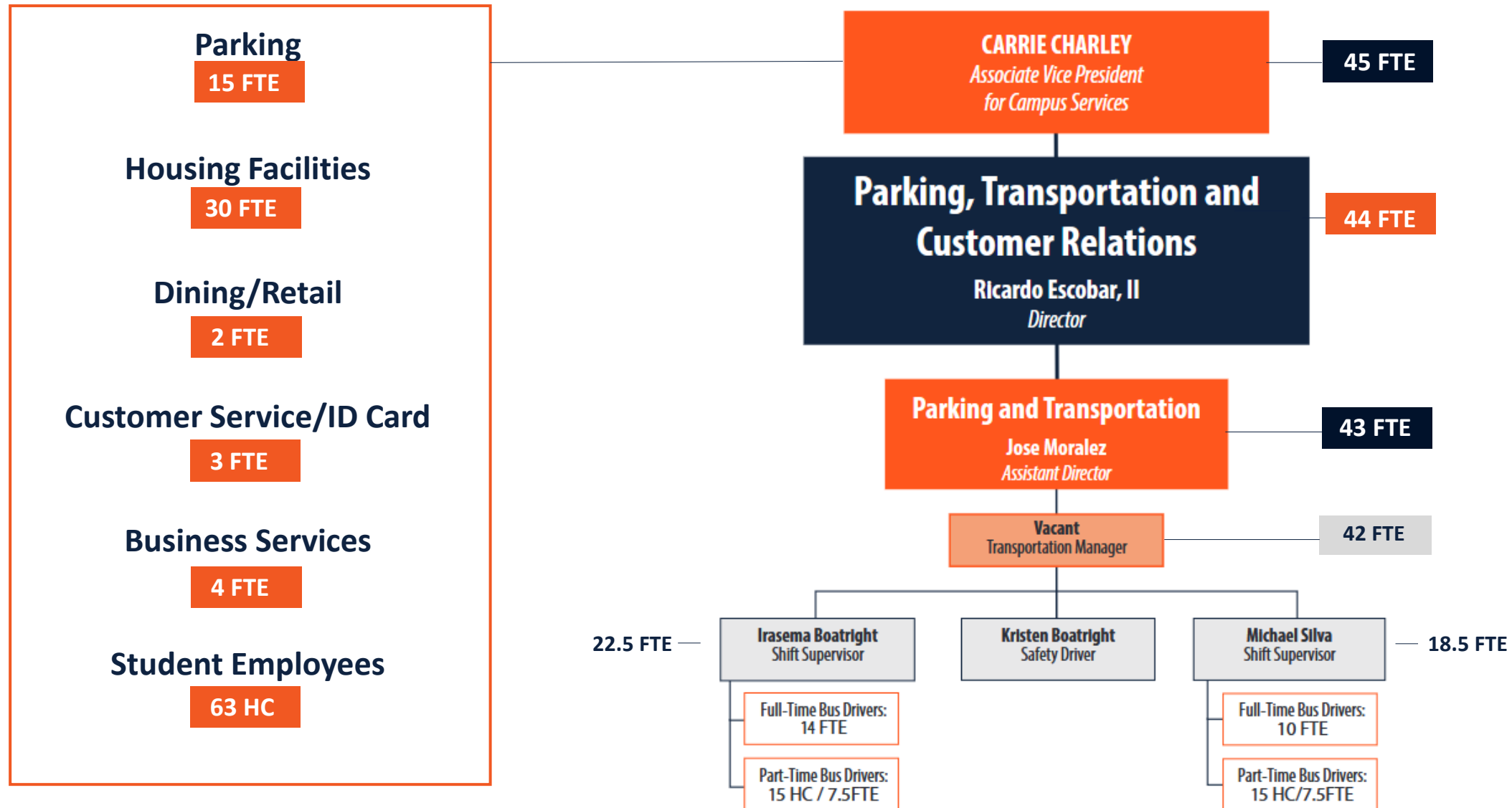
Transportation Fee

Student Service Fee

Texas Peer Institutions	Semester Fee	Service Delivery
Univ of Houston	\$250 Student Service Fee	Outsourced
Univ of North Texas	\$4 Transportation Fee	Outsourced
Texas State Univ	\$95 Transportation Fee	Outsourced
Texas A&M Univ	\$70 Transportation Fee	Self-Operated
Aspirant Peers	Semester Fee	Service Delivery
UC San Diego	\$70 Transportation Fee	Outsourced
UNC Chapel Hill	\$100 Transportation Fee	Outsourced
Univ of Washington	\$150 Transportation Fee	Self-Operated
Rutgers Univ	\$40 Transportation Fee	Outsourced

# Organization Structure

# Transportation Organization Structure



# The Drivers



- Skilled drivers with Commercial Driver's License
- Ongoing Safety Training
- 63% drivers have 3+ years of UTSA service

- Low Pay Rate of \$16.75 vs. \$18.64 for local ISDs
- UTSA fleet limits type of driver we can hire

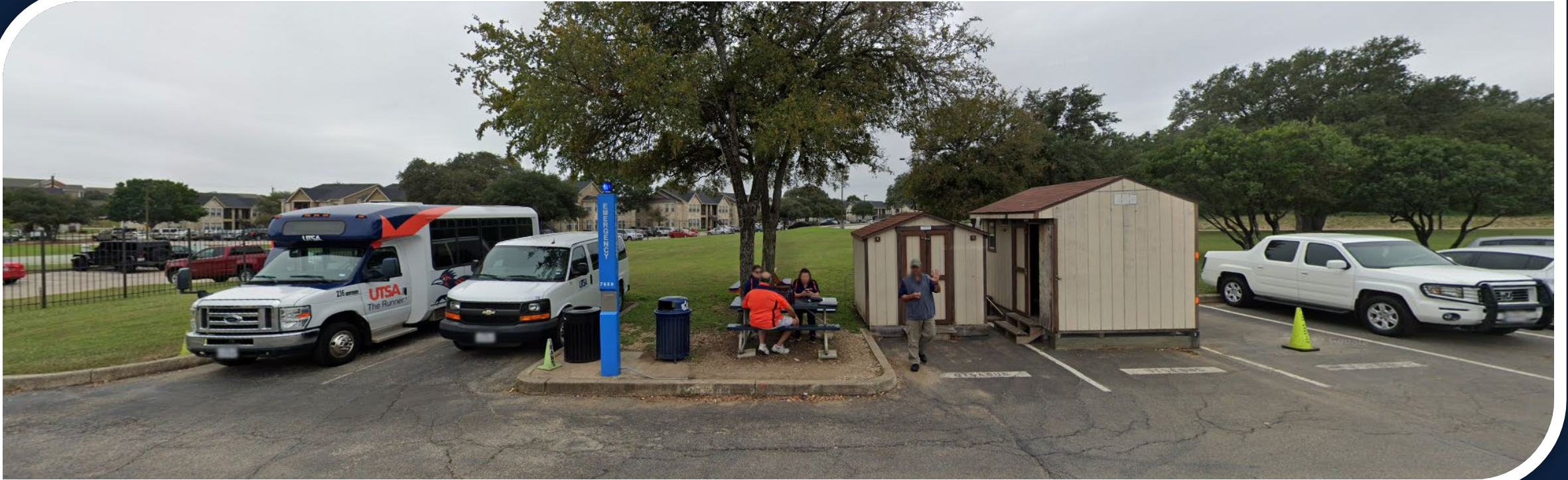
# The Runner Routes

# The Runner Routes



# Dispatch Operations

# Dispatch Operations



**BEFORE 2019**

# Dispatch Operations



Transportation Building opened in 2019

- ❑ **Real-Time Vehicle Tracking:** Computer-Aided Dispatch (CAD) and Automatic Vehicle Location (AVL) is GPS technology which provides real-time location data for each vehicle in the fleet.
- ❑ **Dispatch and Communication:** Dispatchers manage routes, respond to incidents, and adjust real-time schedules.
- ❑ **Data Collection and Analysis:** CAD/AVL system collects data on vehicle performance, schedule adherence, and incidents.
- ❑ **Passenger Information:** Real-time information to passengers on vehicle locations and arrival times

# The Runner Fleet

# The Runner Fleet



## TRANS LINER

37-passenger

Average Age:

**8 years**

Annual Maintenance Cost:

**\$55,000**

Annual Fuel Cost:

**\$46,688**



## C2 - PERIMETER SEATING

33-passenger

Average Age:

**4 years**

Annual Maintenance Cost:

**\$80,000**

Annual Fuel Cost:

**\$65,000**



## INTERNATIONAL PC1-500

44-passenger

Average Age:

**13 years**

Annual Maintenance Cost:

**\$227,000**

Annual Fuel Cost:

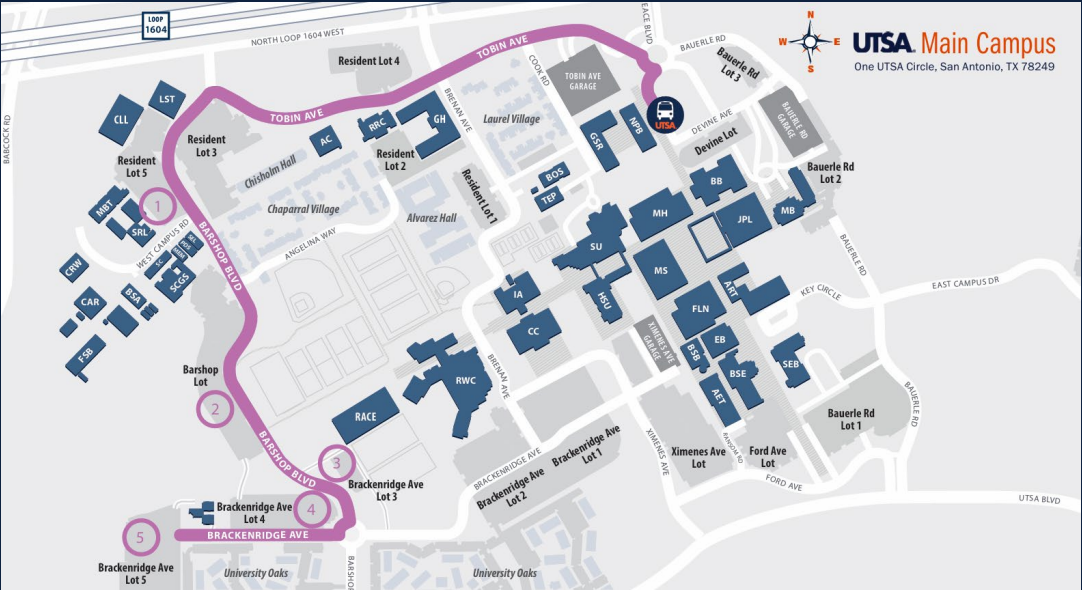
**\$78,892**

# Sustainability & Environmental Impact



# Ridership Metrics

# The Runner: Main Campus Circulator Routes



## Route 43

Mon-Thurs	-----	6:50 AM-10:25 PM
Fri	-----	6:50 AM-5:15 PM
Frequency	-----	Every <b>10 Minutes</b>

<b>On-Time Performance (OTP)</b>	<b>96%</b>
<b>Average Weekly Riders:</b>	<b>8,327</b>

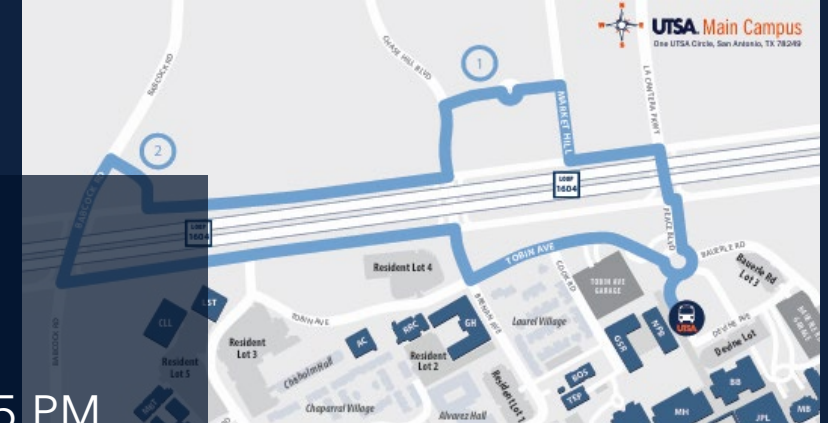


## Route 13

Mon-Thurs	-----	6:45 AM-10:25 PM
Fri	-----	6:45 AM-5:15 PM
Frequency	-----	Every <b>15 Minutes</b>

<b>On-Time Performance (OTP)</b>	<b>98%</b>
<b>Average Weekly Riders:</b>	<b>2,416</b>

# The Runner: Off-Campus Circulator Routes



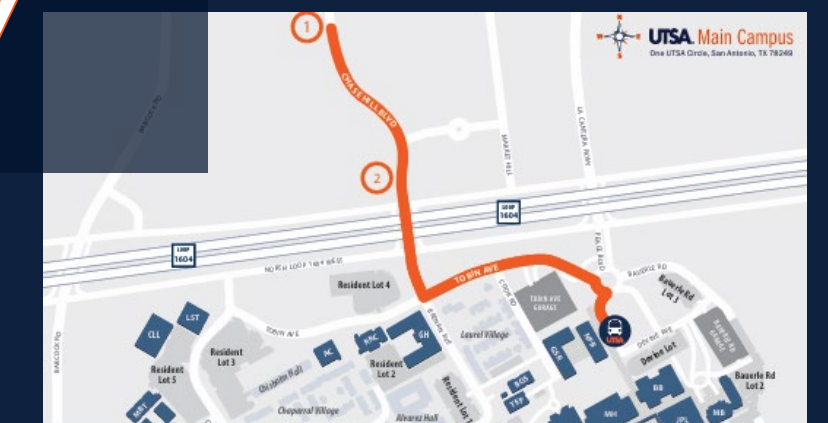
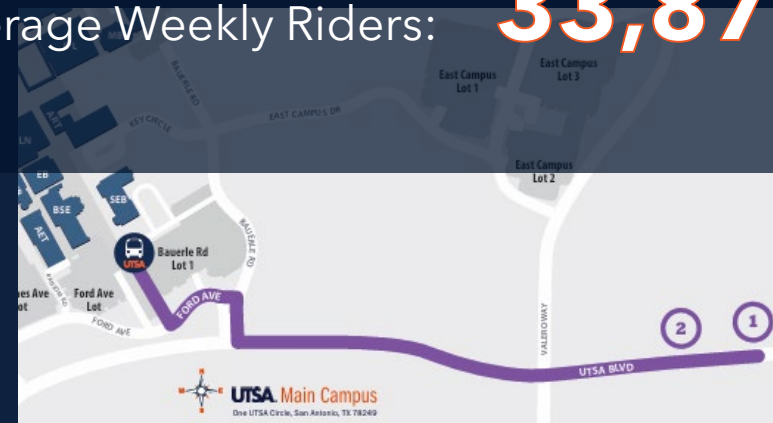
**Six Routes**

Mon-Thurs  
Fri  
Frequency

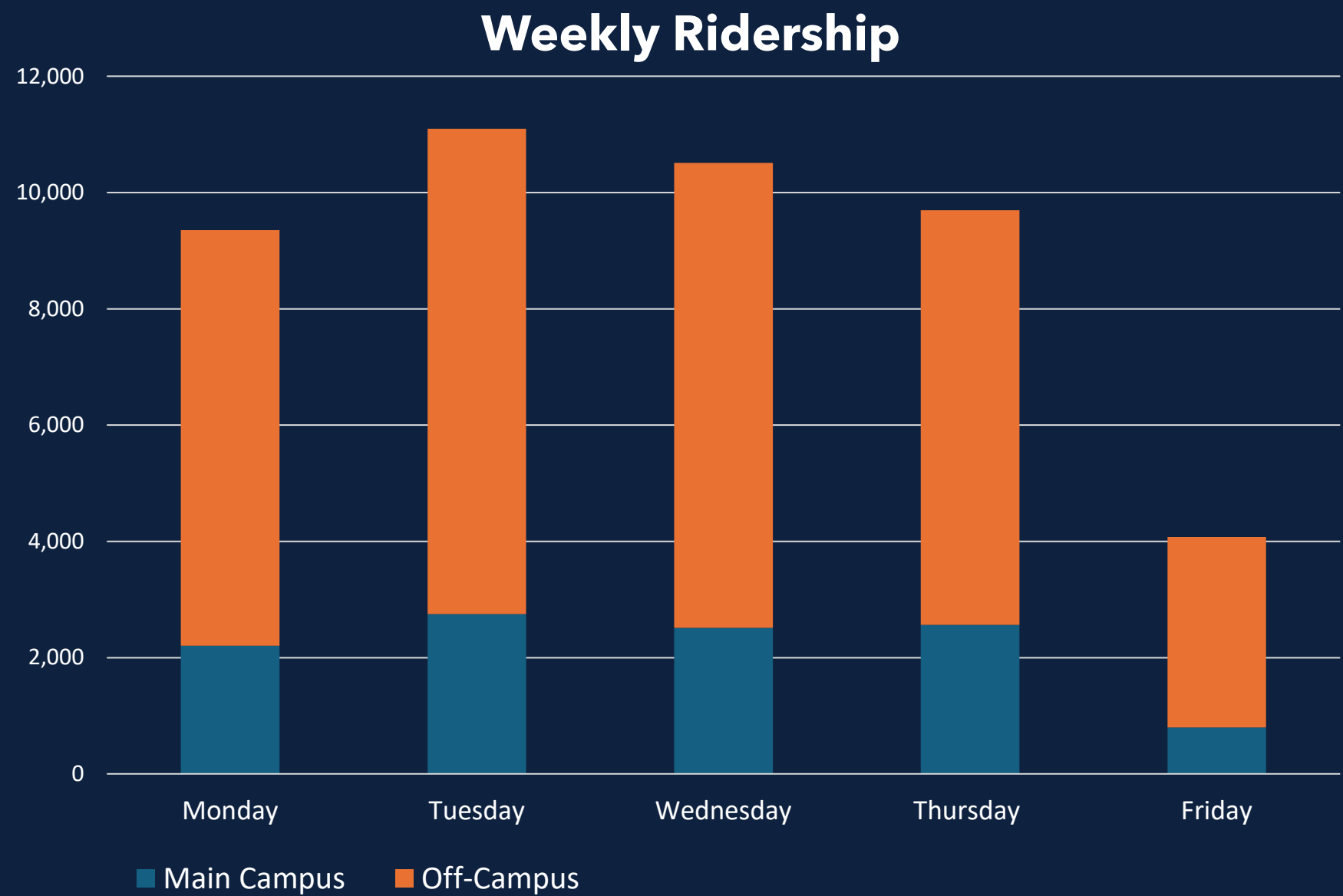
6:50 AM-10:25 PM  
6:50 AM-5:15 PM  
Every **10 Minutes**

Average Weekly Riders:

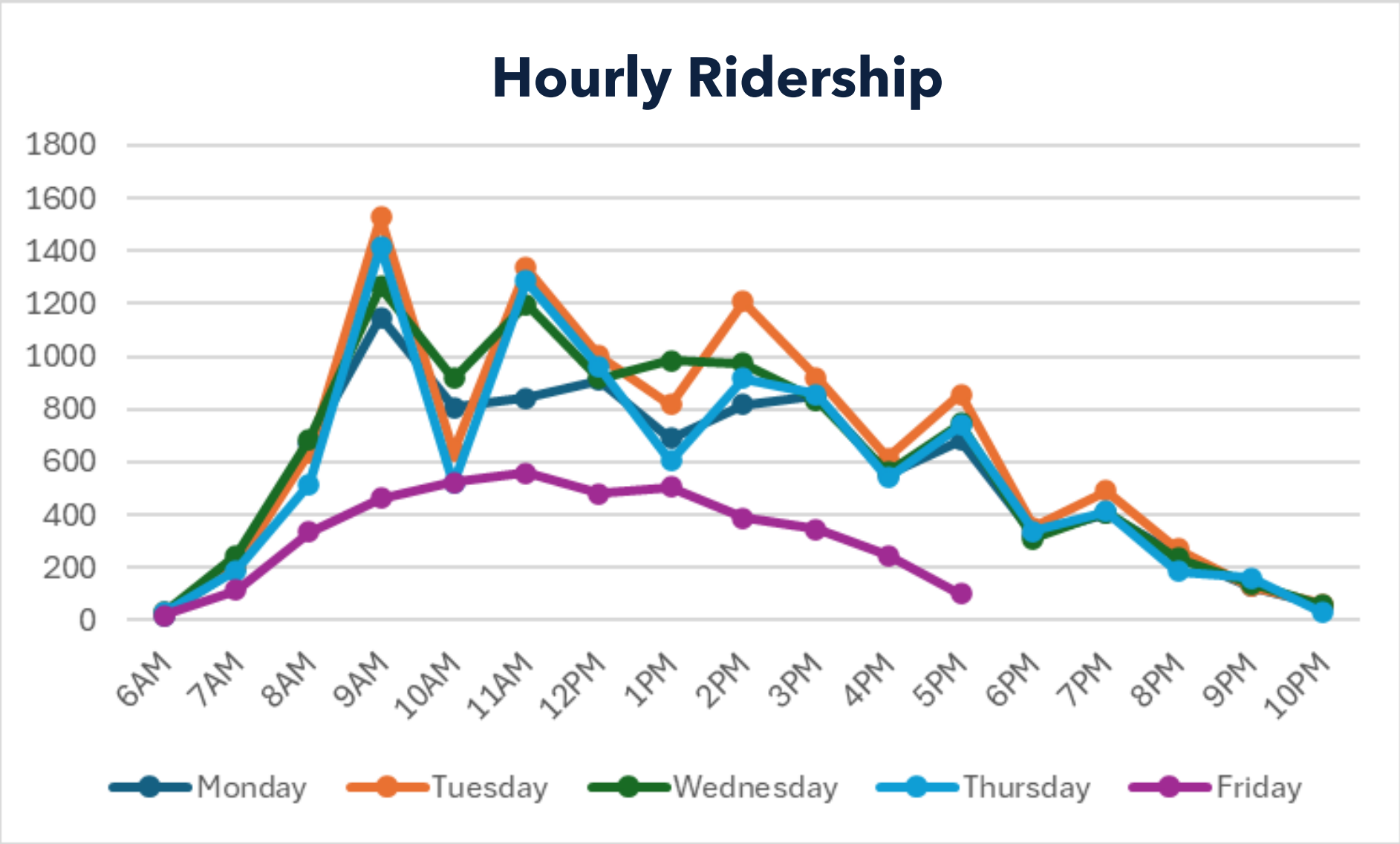
**33,877**



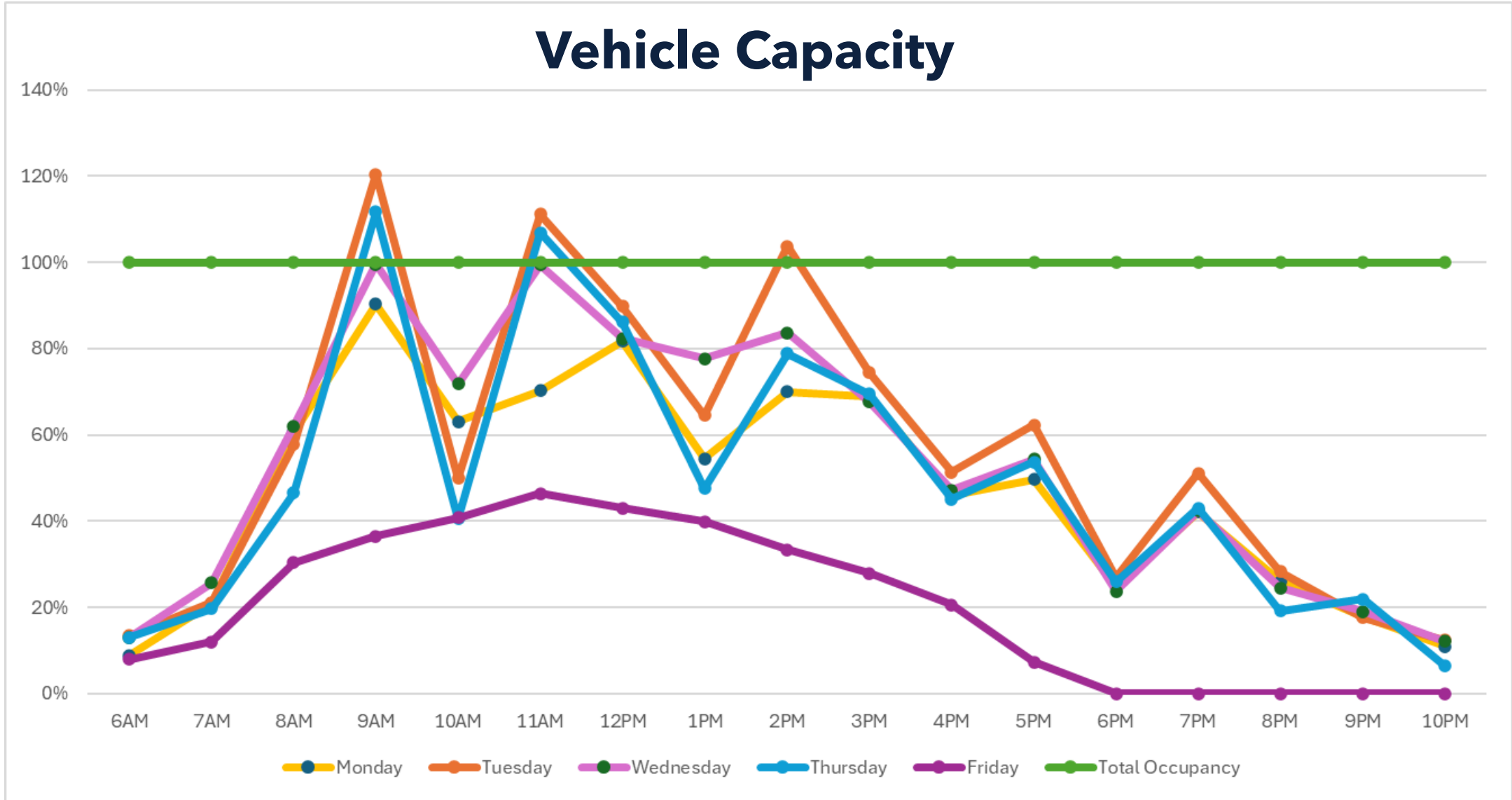
# The Runner: Combined Circulator Routes



# The Runner: Combined Circulator Routes



# The Runner: Combined Circulator Routes



# The Runner: Combined Daily Mileage



Our drivers log about **1,244** miles every single day.  
That's the equivalent of driving from  
**San Antonio to El Paso ... and back**

# Events & Special Services

# Special Event Transportation Services

Special Event  
Services  
\$90/hr.



Star Craft  
30-passenger



**UTSA** Day of Service



**Football Game-Day**  
UTSA to Alamodome

# Partnership with VIA

# Partnership with VIA

## Via U-PASS

VIA launched the special rider program in 2018 that provides unlimited bus rides on all regular VIA services with participating local colleges and universities.



**Via 93 Bus  
Roadrunner Express**

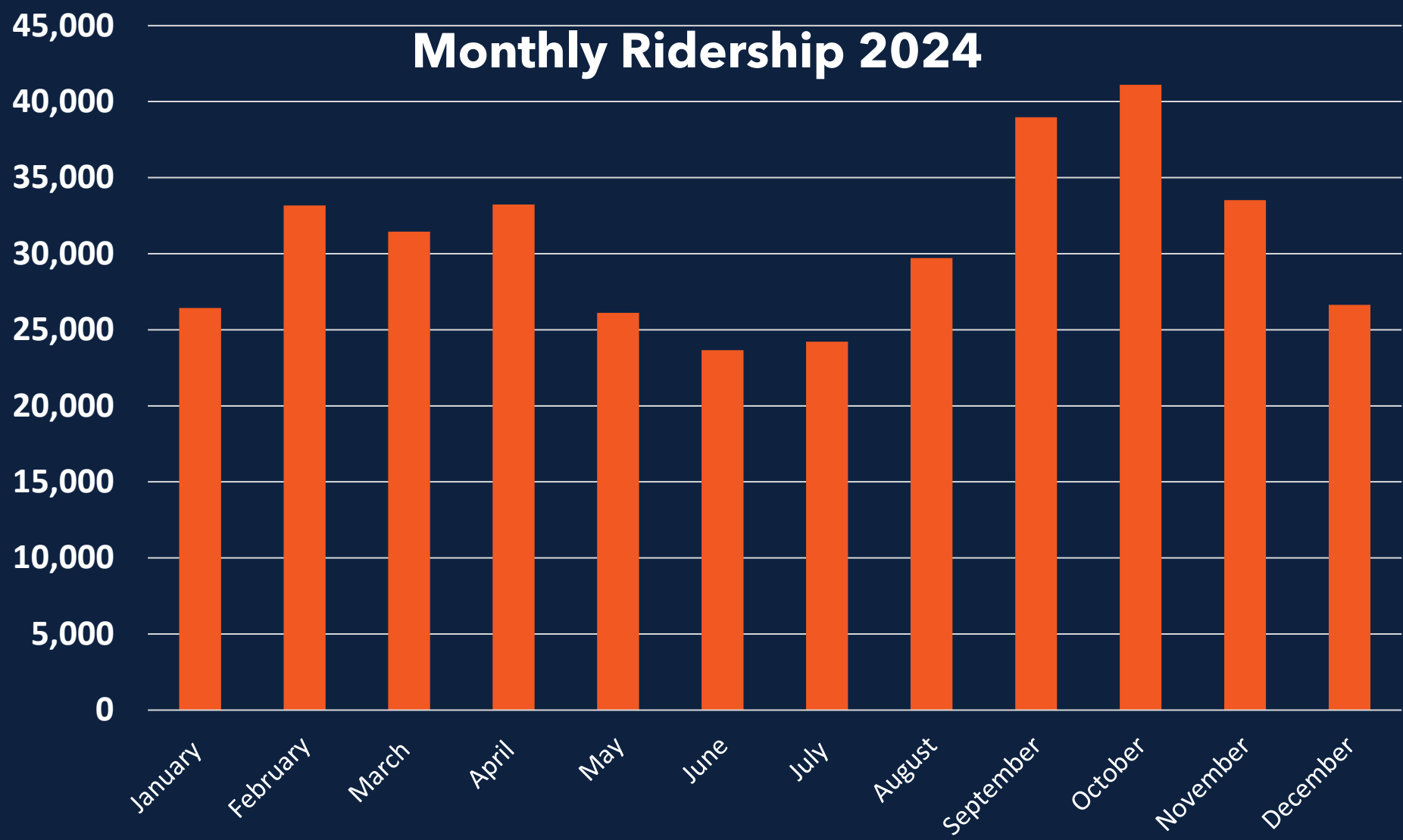
# Intercampus Travel



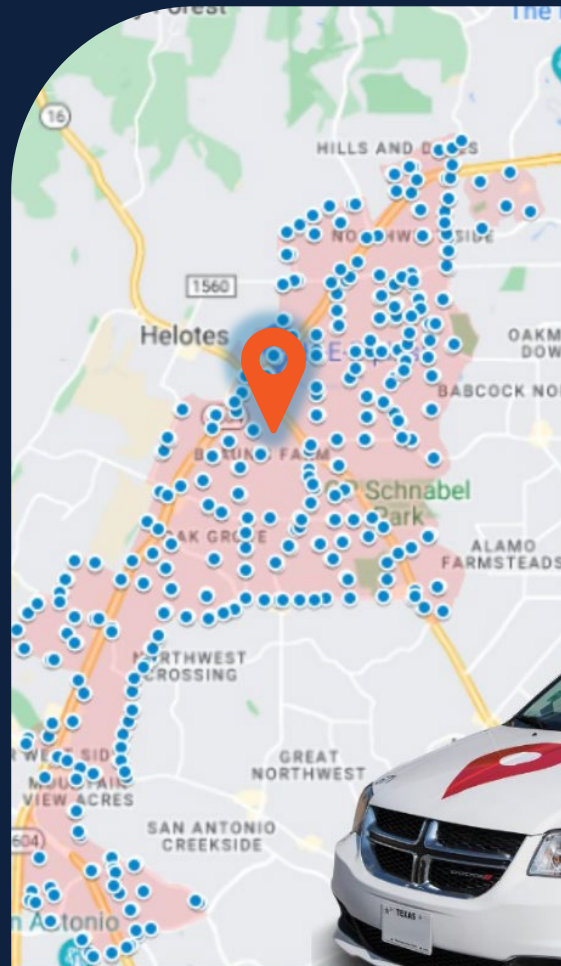
'Runners Ride **VIA** Free WITH U-PASS



# VIA - 93 IH-10 Crossroads/UTSA Express



# VIA-Link: on-demand ride-share



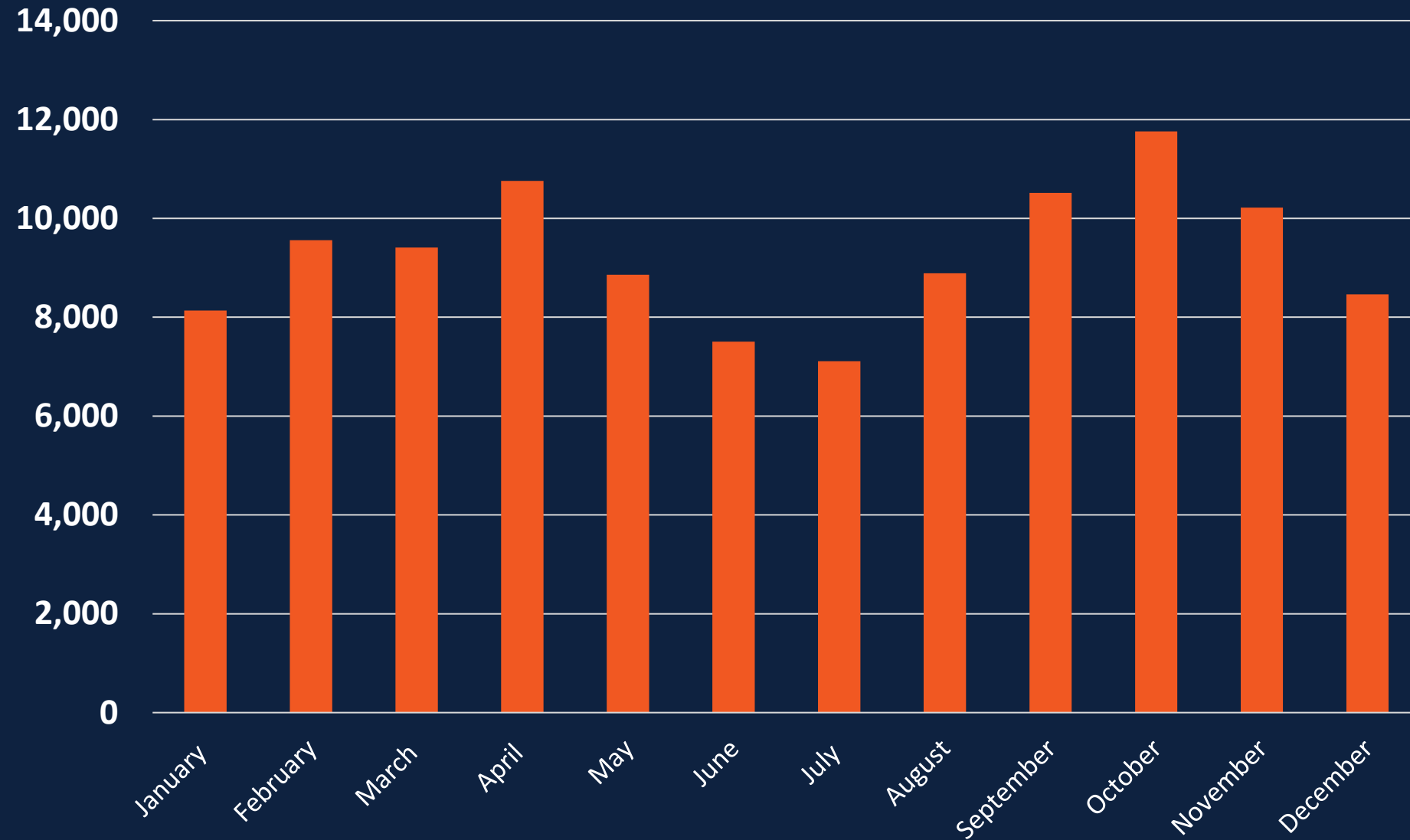
VIA Link  
Mainland Zone

**ACCESS  
YOUR VIA  
U-PASS AND  
RIDE WITH  
VIA LINK!**



VIA Link  
Downtown Zone

## Monthly Ridership 2024



# The Little Runner

**INTRODUCING  
The Little Runner**



**March 2024**

## **Pilot Program - UTSA & Centro**

UTSA and Centro partnered to offer free “last mile” micro transit solution for UTSA students, faculty, staff and guests at the Downtown Campus.

**September 2024**

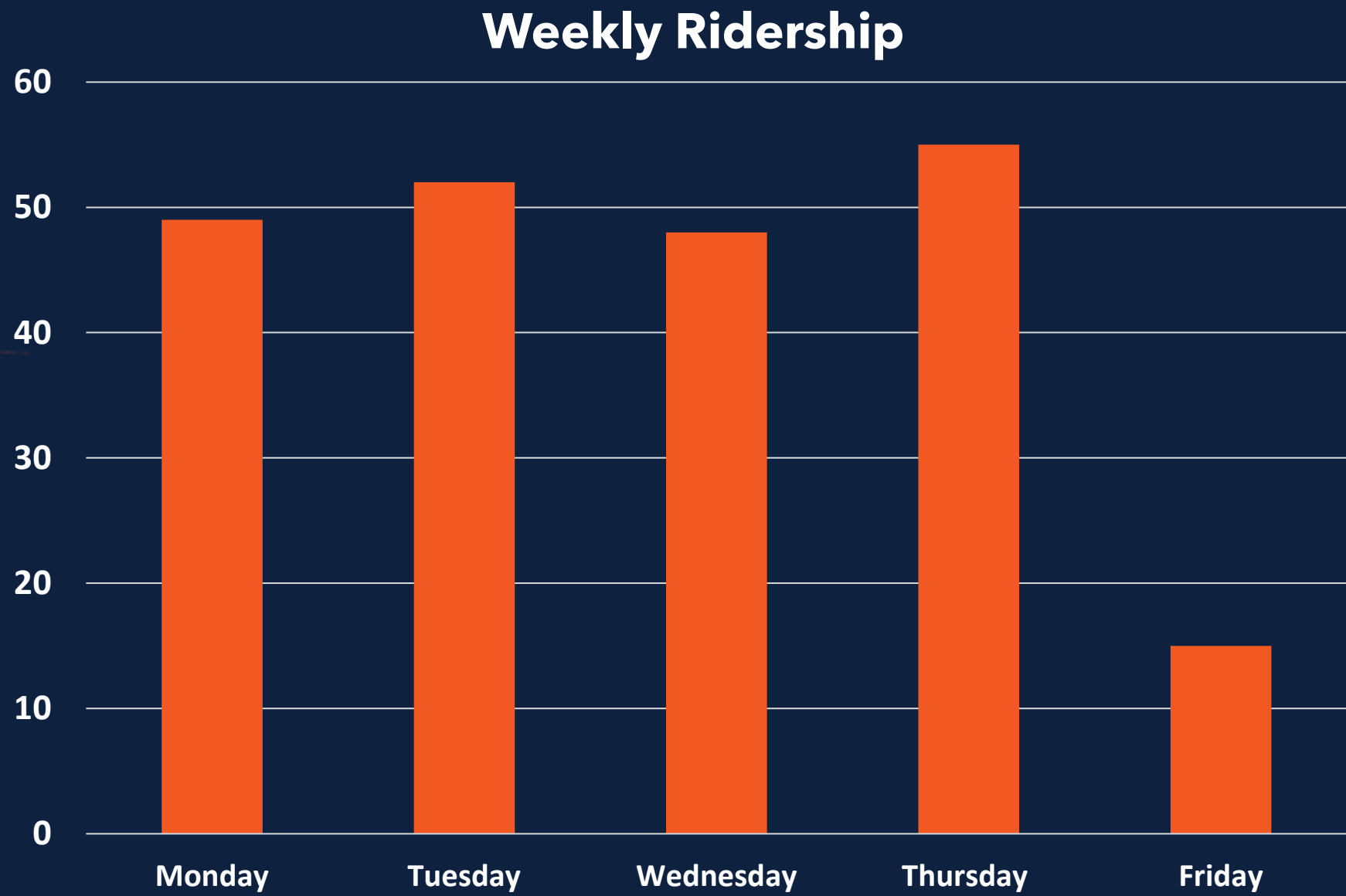
## **Partnership with VIA & Centro**

The Little Runner, now operated by VIA

- Continues UTSA San Pedro Service
- Added on-demand service to VIA's new Downtown Link Zone



# The Little Runner: SPI Circulator Route



# Customer Engagement



**“We’ve got an app for that!”**

Passengers receive real-time updates on vehicle locations and arrival times through our mobile app, reducing uncertainty and wait times



**UTSA** Campus Services

# Social Media and Marketing Outreach



**Know Your Options**

With your UTSA Card and VIA U-Pass, students ride FREE!

.....

The Runner  
VIA Bus  
VIA Link

.....

UTSA Campus Services



**VIA**

**JANUARY 2025 Service Improvements**



**UTSA**

**RIDE THE VIA ROADRUNNER EXPRESS**

FAST, RELIABLE TRANSPORTATION BETWEEN THE MAIN AND DOWNTOWN CAMPUSES

UTSA Campus Services

**The Runner FINALS SCHEDULE**

DEC. 9-12	DEC. 13
FINAL DEPARTURE	FINAL DEPARTURE
11:05 PM	5:55 PM



TRAVEL BETWEEN CAMPUSES & AROUND SAN ANTONIO WITH VIA U-PASS

#UTSAPARKING

@Bk4 and @Bk5

**PARK HERE**



**Ride The 'Runner**

**Route 43** 👉

# Reserve Summary

# Reserve Summary

## AX0256 - RESERVES TRANSPORTATION FEE

Fiscal Year	Beginning Balance	Net Transfers	Ending Balance
2021	267,421	(74,824)	192,597
2022	192,597	155,155	347,752
2023	347,752	(57,726)	290,026
2024	290,026	(205,135)	84,892
2025	84,892	(84,892)	-

## AX0262 - RESERVES TRANSPORTATION SVCS

Fiscal Year	Beginning Balance	Net Transfers	Ending Balance
2021	920,040	(472,817)	447,223
2022	447,223	3,082	450,304
2023	450,304	37,812	488,117
2024	488,117	(386,573)	101,544
2025	101,544	(101,544)	-

# Questions & Feedback



TRACKING # (Assigned by the Budget & Fin Planning Office)	
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Operational Review Packet

Name of Unit: Campus Services Transportation	College / Division: Business Affairs
Contact Name: Carrie Charley	Phone/Email: 210-458-6651/carrie.charley@utsa.edu

Type of Unit:

Academic Support Unit	<input type="checkbox"/>	Auxiliary Unit	<input checked="" type="checkbox"/>
Administrative Support Unit	<input type="checkbox"/>		

REQUIRED DOCUMENTS:

<b>General Information to "Tell Your Story"</b> <input checked="" type="checkbox"/>  Explain "who you are", "what you do", "how you do it", and "how it aligns to the destination & strategic initiatives."	<b>Organizational Chart and Position Data</b> <input checked="" type="checkbox"/>  Provide snapshot of functional organization chart with FTE information; identify potential or planned staffing or organization changes
<b>Challenges / Opportunities</b> <input checked="" type="checkbox"/>  Explain critical issues and identify potential opportunities and efficiencies; discuss benefits to students and campus	<b>Key Performance Indicators / Benchmarks / Comparisons</b> <input checked="" type="checkbox"/>  Provide operational and efficiency metrics along with benchmarks or comparisons; Explain service delivery model framework, including service expectations and aspirations
<b>Budget / Actual Financial Data</b> <input type="checkbox"/>  5-Year Proforma; Provide actuals for prior 2 years, current year projection, and 2 additional future year projections [Note: Template will be provided]	<b>Explanation of Reserves</b> <input checked="" type="checkbox"/>  Provide details of current balances and practice of adding to reserves each year; Provide 3 years of prior growth and current projection.

Supplemental Information (Optional) :

Customer Surveys	<input type="checkbox"/>	Summary of current year results, along with changes over time
External Review Data	<input type="checkbox"/>	Summary of results from an external source, such as related to accreditation/assessment
Trending Data	<input type="checkbox"/>	Trend data showing how an operation has changed over time, explaining conclusions

Describe Any Additional Information Provided (Optional) :

Routing and Approvals:

Unit Director / AVP Signature: <div>Signed by: Carrie Charley 10BCB31207134CB</div>	Date: 03/31/2025   8:27 AM CDT
Printed Name: Carrie Charley	
Dean / VP Approval Signature: <div>DocuSigned by: Mary Hernandez A18DE3BE1D09480</div>	Date: 03/31/2025   2:29 PM CDT
Printed Name: Mary Hernandez	

\* Include this cover sheet with the packet submitted to Operational Review Governance Committee

## Certificate Of Completion

Envelope Id: 8A36F97A-B35D-4724-A194-FAC98C409C96

Status: Completed

Subject: Operational Review Packet Checklist FY25, ORC\_Transportation2025

VPUit:

Source Envelope:

Document Pages: 41

Signatures: 2

Envelope Originator:

Certificate Pages: 2

Initials: 0

Julia Poo

AutoNav: Enabled

One UTSA Circle

Envelopeld Stamping: Enabled

San Antonio, TX 78249

Time Zone: (UTC-06:00) Central Time (US & Canada)

Julia.poo@utsa.edu

IP Address: 129.115.2.190

## Record Tracking

Status: Original

Holder: Julia Poo

Location: DocuSign

3/31/2025 7:46:15 AM

Julia.poo@utsa.edu

## Signer Events

Carrie Charley

carrie.charley@utsa.edu

Security Level: Email, Account Authentication  
(None)

## Signature

Signed by:

  
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## Timestamp

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Viewed: 3/31/2025 8:27:22 AM

Signed: 3/31/2025 8:27:32 AM

Signature Adoption: Pre-selected Style

Using IP Address: 96.33.107.226

## Electronic Record and Signature Disclosure:

Not Offered via DocuSign

Mary Hernandez

Mary.Hernandez@utsa.edu

Interim VP for Business Affairs

Security Level: Email, Account Authentication  
(None)

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## In Person Signer Events

## Signature

## Timestamp

## Editor Delivery Events

## Status

## Timestamp

## Agent Delivery Events

## Status

## Timestamp

## Intermediary Delivery Events

## Status

## Timestamp

## Certified Delivery Events

## Status

## Timestamp

## Carbon Copy Events

## Status

## Timestamp

Support Admin A&O

supportadmin.ops@utsa.edu

Security Level: Email, Account Authentication  
(None)

**COPIED**

Sent: 3/31/2025 2:29:58 PM

## Electronic Record and Signature Disclosure:

Not Offered via DocuSign

Carbon Copy Events	Status	Timestamp
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IRM IRM@utsa.edu Security Level: Email, Account Authentication (None) <b>Electronic Record and Signature Disclosure:</b> Not Offered via DocuSign	COPIED	Sent: 3/31/2025 2:30:01 PM Viewed: 3/31/2025 2:51:22 PM

Witness Events	Signature	Timestamp
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Notary Events	Signature	Timestamp
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Envelope Summary Events	Status	Timestamps
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Signing Complete	Security Checked	3/31/2025 2:29:54 PM
Completed	Security Checked	3/31/2025 2:30:01 PM

Payment Events	Status	Timestamps
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