



May 19, 2015

To: Fox Cities Transit Commission

From: Deborah Wetter  
General Manager

**Subject: Approval of Valley Transit Strategic Plan – Near-term Action Plan and Schedule**

The Near-term Action Plan and Schedule which addresses implementation of the Strategic Plan recommendations for Valley Transit in the next year is attached. The Plan includes a listing of tasks that will be accomplished and also a schedule for implementation of the tasks. The goal is to complete all tasks within the next twelve months. As a reminder, the focus of the Near-term recommendations in the Strategic Plan is to optimize Valley Transit's existing resources without requiring additional funding. Staff has already begun work on a number of the tasks and will report results to the Commission in September, January, and April. In January, we will begin reporting On-Time-Performance for the system and other key performance measures monthly.

As part of the budget process for 2016, staff will put together the 1-3 year implementation plan for the next group of recommendations in the Strategic Plan. The 1-3 year recommendations do require significant additional funding. If the funding is not available, then some of the action items in the next part of the plan may be delayed until funding can be acquired.

**Recommendation: Approve the Valley Transit Strategic Plan – Near-term Action Plan and Schedule**

## Valley Transit Strategic Plan – Near term Action Plan

### On Time Performance

- Identify routes that have schedule adherence issues
  - Field observations and ride checks
  - Pull data from AVL, daily by route
  - Training of staff by Trapeze on FX/ITS system
  - Verify that ITS system is working properly
  - Identify the people that will be responsible for pulling the daily information and the ones that will be analyzing it
  - Market research/surveys
  - Prioritize routes for correcting OTP issues
    - Look at data and determine which routes are causing the largest problems for the system
- Identify causes and potential remedies for OTP issues
  - Bus Route Improvement Committee Revived
  - Focus on top priority route first
  - Put together information on that route – what are the issues
  - Identify possible solutions
  - Rate solutions based on customer impact, ease of implementing, greatest benefit to OTP
  - Public comment, input, notice and Transit Commission approval (if necessary)
  - Implement solution(s)
  - Track OTP for at least two weeks to determine if it solved the problem. If not, try again. If it solved the problem, focus on the next most troublesome route
  - Involve drivers who drive the route that is being discussed. Committee should also have Communication Technicians and supervisor/managers on it
- Rapidly implement solutions
  - Put together check list of what it takes to implement solution
  - Share with management team – be sure all issues are addressed
  - Save on management drive as checklist for use with all route changes
- Begin posting OTP for the system on a weekly basis
  - Determine who will gather the OTP data each week
  - Determine how to display the information
  - Design the information display
  - Post the information on Monday for the previous week
  - At end of the month, post the system OTP for the previous month

### Capital Planning

- Establish a capital planning group
  - Include Maintenance Supervisor, mechanic, AGM, GM, Administrative Services Manager

- Evaluate capital projects – how do they achieve VT goals and how do they reflect VT values?
  - Does it improve operational efficiency?
  - Does it enhance customer service
  - Will it improve OTP?
  - Does it support different transportation modes?
  - Does it help meet future demands?
  - What is the return on investment?
  - Does it substantially reduce operating costs?

### **Asset Management Plan**

- Assess all vehicles, facilities and equipment
- Establish objective performance measures –condition of assets
  - Develop standard periodic reporting and metrics to reflect trending
    - Fleet mileage accumulation
    - Maintenance labor and materials cost per mile
    - Inventory cycle count/annual adjustments
    - Inventory usage – traditional ABC analysis
    - Defect repair detail within x miles of completion of PM inspection
    - Labor productivity reporting at repetitive task level\
    - Inventory adjustments entered as transaction rather than adjustment to raw data
- Develop Near-term management plan for existing aged fleet
  - Aged fleet management plan
    - Mileage management
    - Major component replacement
    - Allocation of funds to support near-term program
  - Near term alternatives investigated
    - Acceleration of capital funding
    - Purchase newer year model of used buses
    - Lease new buses
    - Compare alternatives to the cost of maintaining the aged fleet and determine which is most cost effective alternative
  - RFP for buses
    - Compile operational and configuration requirements of replacement buses
    - Develop technical requirements documents
    - Develop bus manufacturer support requirements including technical publications and operating manuals training for mechanics and parts and service support
    - Consider multi-year agreement with bus supplier based on funding availability
- Update Maintenance Plan

- Eliminate A inspections
- Increased emphasis on operator pre-trip
- Incorporate fluids analysis and results for major components
- Decisions about rebuilding vs purchasing rebuilt/remanufactured components
- Implement philosophy of continuous improvement
- Prioritize repair of Arbocs consistent with that of rest of fleet
- Maintenance/Inventory Management Computer System
  - Expand knowledge and familiarity with Startran TransFleet system
  - Use serialized component tracking of major parent-child individual bus components
- Prioritize future investments
- Establish reporting structure for monitoring condition of assets on quarterly basis
- Evaluation yearly of how well current assets meet current and future needs
- Technical support and training

### **Performance Measures**

- Determine what performance measures are needed for each area of Valley Transit
- Be sure performance measures include ones tracked by federal and state oversight organizations
- Determine where the data is available and who will report it
- Develop Dashboard to share quarterly with Transit Commission
- Begin tracking performance measures

### **Subcontractor Monitoring**

- Conduct annual onsite inspections to include vehicle inspections and maintenance records, files and records pertaining to clients, trips and fares, employee files, files related to drug and alcohol testing for all contractor providers and six month inspections on ADA paratransit provider.
- Conduct random ride-along inspections, both announcement and unannounced
- Conduct weekly random telephone answer/hold time audits
- Conduct monthly reviews of scheduling and trip booking data
- Conduct annual rider surveys, post trip telephone questionnaires and onboard surveys
- Document and review findings with provider
- Follow up on corrective action items
- Hold annual provider conference to discuss general findings and provide direction for the coming year.
- Hold annual individual provider meetings to discuss specific findings and discuss corrective plans of action.

### **Marketing and Outreach**

- Inform community leaders and stakeholders about the content of the strategic plan and the committee responsible for it

- Generate awareness of the strategic plan among constituents identified in the community
- Involve strategic plan committee members in the effort
- Generate increased media coverage and social media conversation on the strategic plan
- Key audiences include Valley Transit riders, employees, municipal leaders and elected officials, business leaders, community, education and non-profit leaders, FCTC, representatives from cultural, advocacy and grassroots groups, media representatives. Each group will be communicated and engaged using appropriate media for each.



