

# FY2017 Goals, Strategies and Projects

Last Updated – May 15, 2017

# MANAGEMENT ACTION PLAN (MAP)

Goal: Service Development						
Strategies (those highlighted in bold indicate highest Board priority)						
<ol style="list-style-type: none"> <li>1. <b>Provide routes and services to meet current and future demand for timely/reliable transit service</b></li> <li>2. Increase accessibility to community, services, senior centers, medical facilities and jobs</li> <li>3. <b>Optimize existing routes/services to increase productivity and response to MTC projects and studies</b></li> <li>4. <b>Improve connectivity with regional transit systems and participate in BART to Livermore project</b></li> <li>5. Explore innovative fare policies and pricing options</li> <li>6. Provide routes and services to promote mode shift from personal car to public transit</li> </ol>						
Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done
Long Range Transit Plan (Agency's 30 Year Plan)	<ul style="list-style-type: none"> <li>• Receive draft Long Range Plan from Nelson/Nygaard</li> <li>• Present final draft to Board</li> <li>• Approval</li> </ul>	DP	Projects/ Services	Sept 2017 Oct 2017 Nov 2017	→ <u>Staff finalizing scope of work for Long Range Plan. Work to include park and ride and SAV strategy.</u>	
Follow-up Changes to COA Implementation	<ul style="list-style-type: none"> <li>• Review ridership, passenger comments and on-time performance on a daily/weekly basis to determine issues that need to be resolved.</li> </ul>	DP	Projects/ Services	Jun 2017	→ Straightened out Route 14 in downtown Livermore, rescheduled 502 for improved OTP, added a run into the Livermore Labs on 30R to get workers into lab before 7am. Improved 10R schedule. Changes to 1 & 14 schedules in June to improve their OTP.	X

Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done
Comprehensive Paratransit Assessment	<ul style="list-style-type: none"> <li>Award of Contract</li> <li>Public Outreach #1</li> <li>Public Outreach #2</li> <li>Approval of Recommendations</li> </ul>	DP	Projects/ Services	Nov 2016 Jun 2017 Sept 2017 Jan 2018	→ RFP advertised. Interviews held in October. MOU on partnership ratified by the Board in January. City awarded contract. Kick-off meeting held in February. Currently undergoing data collection. <u>Expect stakeholder meetings and public meetings in June.</u>	X
Fare Study	<ul style="list-style-type: none"> <li>Draft Fare Study</li> <li>Public Hearing (proposed changes on fixed route)</li> <li>Board Approval</li> </ul>	DP	Projects/ Services	May 2017 <u>Sept 2017</u> <u>Sept 2017</u>	→ Draft Fare Study complete. Expect F&A to review in May. <u>Public hearing for fixed route changes in early fall. Paratransit changes to be considered with paratransit study.</u>	X
Signalization Improvements And Three Queue Jumps On Dublin Blvd	<ul style="list-style-type: none"> <li>Award contract for signal control</li> <li>Award contract for queue jump</li> <li>Finish project</li> </ul>	DP	Projects/ Services	Jul 2016 Mar 2017 Jun 2017	→ Board awarded contract for signal control upgrade in July. Board awarded contract for additional signal control capabilities and queue jump project in March. Expect project completion in June.	X X

<i>Projects</i>	<i>Action Required</i>	<i>Staff</i>	<i>Board Committee</i>	<i>Target Date</i>	<i>Status</i>	<i>Task Done</i>
Go Dublin Discount Program	<ul style="list-style-type: none"> <li>• Get clearance from FTA</li> <li>• Sign Agreements with providers</li> <li>• Implement</li> </ul>	ED	Projects/ Services	Nov 2016	→ Participation Agreements signed. Uber, Lyft and DeSoto have activated the promo code. Project area is the city limits of Dublin and two BART stations. Fare is LAVTA will cover 50% of cost of ride, up to \$5. Marketing began in February. <u>Expect discussion on progress with P&amp;S in June.</u>	X
				Dec 2016		X
				Dec 2016		X

**Goal:** Marketing and Public Awareness

*Strategies (those highlighted in bold indicate highest Board priority)*

- 1. Continue to build the Wheels brand image, identity and value for customers**
2. Improve the public image and awareness of Wheels
3. Increase two-way communication between Wheels and its customers
- 4. Increase ridership, particularly on the Rapid, to fully attain benefits achieved through optimum utilization of our transit system**
5. Promote Wheels to New Businesses and residents

<i>Projects</i>	<i>Action Required</i>	<i>Staff</i>	<i>Board Committee</i>	<i>Target Date</i>	<i>Status</i>	<i>Task Done</i>
Website V2.0 Upgrades	<ul style="list-style-type: none"> <li>• Speed up website</li> <li>• Revise homepage for quicker access to commuter info</li> </ul>	MKT MGR	Projects/ Services	Mar 2017  <u>Jun 2017</u>	→ Planetaria has got website speed up to industry standard. Commuter page being developed.	X

<i>Projects</i>	<i>Action Required</i>	<i>Staff</i>	<i>Board Committee</i>	<i>Target Date</i>	<i>Status</i>	<i>Task Done</i>
V2.0 of Timetables and Schedules With Route Changes	<ul style="list-style-type: none"> <li>• Create second version of timetables and route changes to implement new rebranding and fix route issues from COA implementation</li> </ul>	MKT MGR	Projects/ Services	Jan 2017 Jun 2017	→This project broken into two phases. Phase I changes to timetables with January service changes and Phase II upon rebranding completion. Phase I completed. Brochures/street inserts installed.	X
Future Phone App	<ul style="list-style-type: none"> <li>• Advertise RFP/Contract Award</li> <li>• Introduce Phone App to public</li> </ul>	DP	Projects/ Services	<u>Aug</u> 2017 <u>Jul</u> 2018	→ Currently using Transit as phone app. Scope of Work being created for a future phone app to take into account Park & Ride strategy, SAV project, paratransit study and Go Dublin.	
Wi-Fi Project	<ul style="list-style-type: none"> <li>• Install Wi-Fi on Rapid and Express buses</li> </ul>	DP	Projects/ Services	Oct 2016 Feb 2017	→ Wi-Fi installed and working on all Rapid and Express buses. Awaiting a sponsor to introduce formally to the public.	X
Wayfinding at BART Stations	<ul style="list-style-type: none"> <li>• Plan new wayfinding signage</li> <li>• Install signage</li> </ul>	MKT MGR	Projects/ Services	Nov 2016 Jan 2017	→New wayfinding signs installed by BART in December. BART picked up cost of signs.	X X

Underlined text indicates changes since last report.

Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done
LAVTA Rebranding Project	<ul style="list-style-type: none"> <li>• Surveying and Focus Groups</li> <li>• Draft naming of services to Board</li> <li>• Approval final naming, logo and rebranding of buses</li> </ul>	MKT MGR	Projects/ Services	Jun 2016 Aug 2016 Sept 2017	→ Community survey done. Focus groups done. Additional community survey on narrow list of names done. P&S Committee and Board discussed. Wheels is recommendation for name. <u>New paint scheme for buses reviewed by P&amp;S and favored. New logo being further developed based on P&amp;S input.</u>	X  X
Individualized Marketing	<ul style="list-style-type: none"> <li>• Award Contract</li> <li>• Development of collateral</li> <li>• Public Outreach Campaign</li> <li>• Review of results</li> </ul>	MKT MGR	Projects/ Services	Oct 2016 Mar 2017 Aug 2017 Oct 2017	→ SDG awarded contract. Kick-off meeting held to discuss project and partners. Meetings held with partners in Pleasanton. Collateral developed. <u>Program at halfway point. Challenges in reaching goals of participation households. Update to P&amp;S Committee in May.</u>	X X X
580X	<ul style="list-style-type: none"> <li>• Direct Mailing #1</li> <li>• Door Hangers</li> <li>• Targeted social media</li> </ul>	MKT MGR	Projects/ Services	Sept 2016 Jan 2017 Mar 2017	→ Website slider and page created. Commuter coaches delivered. The first direct mailing was done. Goal is 15 rides per hour. Jan promotions completed; door hangers. Fare free for promotion. Continuing to focus on targeted social media.	X X X
Relocated Rapid Shelters No Longer Served By Rapid to N Canyons Parkway (new alignment of Rapid)	<ul style="list-style-type: none"> <li>• Engineering work</li> <li>• Improvements to site</li> <li>• Relocation of shelters</li> </ul>	AS	Projects/ Services	May 2017 Aug 2017 Sept	→ Final relocation plan developed. Work to be performed with FTA grant. FTA granted approval in March. Doing engineering work in April/May. Expect to have project fully completed in Aug/Sept.	

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				2017		
Dispose of Shelters Past Useful Life No Longer Served By Route	<ul style="list-style-type: none"> <li>Identify shelters</li> <li>Award Contract</li> <li>Dispose of shelters</li> </ul>	AS	Projects/ Services	Dec 2016 May 2017 Jun 2017	→ Staff has identified shelters past useful life that need to be disposed. IFB being developed to release in May to remove shelters in June.	X
Remove Bus Stop Signage No Longer Served By Routes	<ul style="list-style-type: none"> <li>Removal of bus stop signs by MV</li> </ul>	AS	Projects/ Services	Oct 2016	→ Currently 72 stops have temporary no service signs affixed too bus signs/pole. All signage has been removed.	X
Relocate Shelters Not Past Useful Life That Are On Routes No Longer Served	<ul style="list-style-type: none"> <li>Identify shelters</li> <li>Identify new locations for shelters</li> <li>Relocate shelters</li> </ul>	AS	Projects/ Services	Sept 2016 Oct 2016 Apr 2017	→ Shelters identified and relocation plan created. Currently, shelters have signage on them indicating that they are no longer served. IFB being developed to release in May to relocate shelters in June.	X X
Replace Shelters Past Useful Life That Are On Current Routes	<ul style="list-style-type: none"> <li>Identify shelters</li> <li>Award contract</li> <li>Install</li> </ul>	AS	Projects/ Services	Nov 2016 Apr 2017 Jun 2017	→ Shelters identified. Current plan in Livermore, where most shelters past useful life are located, is to replace them with metro style shelters to accommodate artwork. Brasco awarded contract to build 10 shelters that will accommodate art work. Request for Quote for installation to take place in May for a July install after shelters arrive.	X

<i>Projects</i>	<i>Action Required</i>	<i>Staff</i>	<i>Board Committee</i>	<i>Target Date</i>	<i>Status</i>	<i>Task Done</i>
Purchase and Install Light Kits	<ul style="list-style-type: none"> <li>Identify shelters in need of light kits</li> <li>Complete Installation of light kits</li> </ul>	AS	Projects/ Services	Nov 2016 <u>Jul 2017</u>	→Solar light kits delivered. Pleasanton installations to be completed in <u>May</u> . Dublin in <u>June</u> and Livermore in <u>July</u> .	X X
<p><i>Goal: Community and Economic Development</i></p> <p><i>Strategies (those highlighted in bold indicate highest Board priority)</i></p> <p>1. Integrate transit into local economic development plans</p> <p>2. Advocate for increased TOD from member agencies and MTC</p> <p><b>3. Partner with employers in the use of transit to meet TDM goals &amp; requirements</b></p>						
<i>Projects</i>	<i>Action Required</i>	<i>Staff</i>	<i>Board Committee</i>	<i>Target Date</i>	<i>Status</i>	<i>Task Done</i>
ACTC: Measure BB Transit Student Pass Program	<ul style="list-style-type: none"> <li>Assist ACTC in promoting the student passes</li> <li>Monitor effectiveness of the program and capacity issues</li> </ul>	DP	Projects/ Services	Ongoing Ongoing	→ Approximately 100 passes sold. Staff to promote and bike on bus event at Livermore Middle School in late January. Will expand project to provide all students interested in Wheels a Clipper card in four Livermore schools to use bus system. <u>Marketing Department collaborating with ACTC on pass. Update to be provided P&amp;S in May.</u>	X
Las Positas College Student, Faculty, Staff Pass Program	<ul style="list-style-type: none"> <li>Relocate Rapid shelters</li> <li>Implement Pass</li> <li>Marketing campaign on campus</li> <li>Review analytics and create long-term purchase plan from college</li> </ul>	MKT MGR	Projects/ Services	Aug 2016 Aug 2016 Ongoing Jan 2017	→ Installed shelters and implemented Easy Pass. Goal is to increase ridership 100% or get to 500 rides a day and seek long-term funding for the pass. Have reached goal. Continuing marketing and have continued Easy Pass through next academic year. Students to vote on pass early in Spring of next academic year.	X X X X

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Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done
Charter School Easy Pass Program	<ul style="list-style-type: none"> <li>High School Relocation</li> <li>Implementation of Pass</li> <li>Promotion by HS</li> <li>Review analytics and create long term funding plan</li> </ul>	MKT MGR	Projects/ Services	Sept 2016 Oct 2016 Ongoing Mar 2017	→ High School recently moved to new location on 30R. Easy Pass implemented. Monitoring usage and the potential of school to continue the pass on a long term basis. Staff has tried to meet with the school. Appears there is little interest in continuing the pass into the next academic year.	X X
Plan For TOD Project at Livermore Transit Center	<ul style="list-style-type: none"> <li>Tour of TC area by Projects and Services Committee</li> <li>Apply for planning grant jointly with City</li> </ul>	PM	Projects/ Services		→Project on hold due to work loads.	
Historic Train Depot Relocation at Livermore Transit Center	<ul style="list-style-type: none"> <li>City Award of Project</li> <li>Demo of TC Customers Service Buildings</li> <li>Finish Relocation/Renovation</li> </ul>	PM	Projects/ Services	Jan 2017 <u>Jun 2017</u> Feb 2018	→ FTA clearance given to demo current building. Amendment #1 to be considered by the Board in January. Bids received by City. City Council awarded contract. <u>Anticipate temporary facility to be installed before end of May. Demo of current buildings at TC and the relocation of Depot to take place after the 4<sup>th</sup> of July.</u>	
Rehab of Shade Structure and Replacement of Furniture at Livermore Transit Center. Rehab of Custom Shelter adjacent to Livermore TC next to Parking Garage.	<ul style="list-style-type: none"> <li>Obtain a cost estimate for painting the shade structure and customer shelter</li> <li>Obtain cost estimate for replacement of furniture</li> <li>Bid Project</li> <li>Project Completion</li> </ul>	PM	Projects/ Services	<u>May 2017</u> <u>May 2017</u> Sept 2017 Jan 2018	→In project planning stages.	

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**Goal:** Regional Leadership

**Strategies (those highlighted in bold indicate highest Board priority)**

- 1. Advocate for local, regional, state, and federal policies that support mission of Wheels**
2. Support staff involvement in leadership roles representing regional, state, and federal forums
3. Promote transit priority initiatives with member agencies
4. Support regional initiatives that support mobility convenience

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Altamont Regional Rail Working Group	<ul style="list-style-type: none"> <li>• Hire Executive Consultant</li> <li>• Strategic planning by Working Group</li> </ul>	ED	Projects/ Services	Dec 2016 Feb 2017	→ Executive on board with Working Group. AB 758 language developed. <u>Assembly Transportation Committee approved 12-0 in April. To be heard by Appropriations in May.</u>	X X
2017 Legislative Plan	<ul style="list-style-type: none"> <li>• Creation of 2017 Legislative Plan and review/approval by the Board and provide support for key legislation.</li> </ul>	Exec Dir	Finance/ Admin	Feb 2017 Feb 2017	→ Research being done on emerging priorities at local, state and federal level. 2017 Legislative Plan approved by board in February. Staff monitoring legislation to choose optimal time for correspondence of support.	X
State Legislation to Approve SAV Project in Dublin	<ul style="list-style-type: none"> <li>• Introduce SAV legislation</li> </ul>	Exec Dir	Finance/ Admin	Feb 2017	→ Entering into discussions with CCTA lobbyist. Legislation to allow testing of SAVs supported by MTC. <u>AB1444 approved by Assembly Transportation Committee, Communication and Conveyance, and Appropriations in April/May.</u>	

<i>Projects</i>	<i>Action Required</i>	<i>Staff</i>	<i>Board Committee</i>	<i>Target Date</i>	<i>Status</i>	<i>Task Done</i>
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**Goal:** Organizational Effectiveness

**Strategies (those highlighted in bold indicate highest Board priority)**

1. Promote system wide continuous quality improvement initiatives
2. Continue to expand the partnership with contract staff to strengthen teamwork and morale and enhance the quality of service
- 3. Establish performance based metrics with action plans for improvement; monitor, improve, and report on-time performance and productivity**
4. HR development with focus on employee quality of life and strengthening of technical resources
5. Enhance and improve organizational structures, processes and procedures to increase system effectiveness
6. Develop policies that hold Board and staff accountable, providing clear direction through sound policy making decisions

<i>Projects</i>	<i>Action Required</i>	<i>Staff</i>	<i>Board Committee</i>	<i>Target Date</i>	<i>Status</i>	<i>Task Done</i>
Performance Metrics Improvement	<ul style="list-style-type: none"> <li>• Staff setting up aggressive monitoring of key performance metrics: on-time performance, accidents and customer service.</li> </ul>	DP	Projects/ Services	Ongoing	→ Daily and weekly meeting to discuss key metrics at staff level. Baseline for key areas of routes established.	
MTM Contract Oversight	<ul style="list-style-type: none"> <li>• Staff reviewing monthly statistics to ensure accuracy</li> <li>• Staff working with contractor on seven focus areas to ensure only those using service are those eligible</li> </ul>	PD	Projects/ Services	Ongoing Ongoing	→ Contractor has recently purchased Trapeze software. Statistics appear to be accurate. Staff monitoring. Eligibility interviews being conducted. Paratransit assessment being procured.	
MV Contract Oversight	<ul style="list-style-type: none"> <li>• Create and Implement Monitoring Plan of Contract</li> <li>• Provide updates to Board on key trends</li> </ul>	AS	Projects/ Services	Oct 2016 Ongoing	→ Staff has begun meeting with MV weekly to monitor multiple elements of the contract. Staff anticipating a discussion with Board on route/contractor performance in <u>June</u> .	X

<i>Projects</i>	<i>Action Required</i>	<i>Staff</i>	<i>Board Committee</i>	<i>Target Date</i>	<i>Status</i>	<i>Task Done</i>
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**Goal:** Financial Management

**Strategies (those highlighted in bold indicate highest Board priority)**

- 1. Develop budget in accordance with strategic Plan, integrating fiscal review processes into all decisions**
2. Explore and develop revenue generating opportunities
3. Maintain fiscally responsible long range capital and operating plans

<i>Projects</i>	<i>Action Required</i>	<i>Staff</i>	<i>Board Committee</i>	<i>Target Date</i>	<i>Status</i>	<i>Task Done</i>
FY16 Comprehensive Annual Financial Report	<ul style="list-style-type: none"> <li>• Complete financial audit and all required reporting to Board, local, regional and state agencies.</li> </ul>	DA	Finance/ Admin	Dec 2016	→ Audit completed in Sept 2016. Final presentations to Board in Nov 2016.	X

**Other:**

Transit Center Concrete Project In Bus Driving Isle	<ul style="list-style-type: none"> <li>• Perform demo of asphalt and construction of concrete in driving isle.</li> </ul>	PM	Projects/ Services	Feb 2018	→ Utilizing City concrete contract. Asphalt to be removed and construction completed in May/Jun of 2017. This project to tie in closely with Historic Depot Relocation project. Will be final phase of Depot project.	
Administrative Offices Asphalt and ADA Project	<ul style="list-style-type: none"> <li>• Award Contract</li> <li>• Finish Improvements</li> </ul>	PM	Projects/ Services	Mar 2017 May 2017	→ Contractor selected by Board in March. Project completed in May.	X X

<i>Projects</i>	<i>Action Required</i>	<i>Staff</i>	<i>Board Committee</i>	<i>Target Date</i>	<i>Status</i>	<i>Task Done</i>
SAV Project	<ul style="list-style-type: none"> <li>• Acquire funding to begin project</li> <li>• Submit legislation to test SAVs.</li> <li>• Purchase SAVs for testing.</li> </ul>	PD	Projects/ Services	<p>Oct 2016</p> <p>Dec 2017</p> <p>Feb 2018</p>	<p>→ AQMD awarded LAVTA \$1 million over 3 years in funding in exchange for advertising. Governor signed legislation that will allow Bishop Ranch testing of SAVs. Staff is meeting with Dublin City staff and attending regular consortium meetings. LAVTA Board received a presentation on this project and next steps at Feb meeting. <u>AB1444 approved by Assembly Transportation Committee, Communication and Conveyance, and Appropriations in April/May. Staff working with CCCTA for a possible partnership.</u></p>	<p>X</p> <p>X</p>
Replace Steam Bay Lift	<ul style="list-style-type: none"> <li>• Quotes/Award of Project</li> <li>• Complete install</li> </ul>	DA	Projects/ Services	<p>Nov 2016</p> <p>May 2017</p>	<p>→ The bus lift in the steam room used to clean engines and undercarriage of buses recently failed. It is past its useful life and staff is evaluating budget to replace. Board awarded purchase of lift in January. Cement work completed. Lift installed in May.</p>	<p>X</p> <p>X</p>
2017 Gillig Bus Purchase (20 buses)	<ul style="list-style-type: none"> <li>• Award contract for bus purchase</li> <li>• Delivery of buses</li> </ul>	DA	Projects/ Services	<p>Sept 2016</p> <p>May 2017</p>	<p>→ Board approved contract with Gillig for future bus purchases. Delivery date in May &amp; August from new Gillig factory.</p>	<p>X</p>