

# FY2016 Goals, Strategies and Projects

Last Updated– June 21, 2016

# MANAGEMENT ACTION PLAN (MAP)

Goal: Service Development						
Strategies (those highlighted in bold indicate highest Board priority)						
<ol style="list-style-type: none"> <li><b>1. 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><b>3. Optimize existing routes/services to increase productivity and response to MTC projects and studies</b></li> <li><b>4. 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
Comprehensive Operational Analysis (COA)	<ul style="list-style-type: none"> <li>• Development of RFP/Selection of Contractor</li> </ul>	DP	Projects/ Services	Mar 2015	→ Project awarded to Nelson/Nygaard.	X
	<ul style="list-style-type: none"> <li>• Completion of scope of work</li> </ul>			Feb 2016	→ Service Design Guidelines approved by Board. First and second round of public workshops completed. Comments on 3 service alternatives received. Draft preferred alternative created. P&S Committee has provided comment. <u>Board conducted public hearing, approved changes to fixed route system, a partnership with TNCs/Taxicabs, and directed staff to plan for driverless shuttles.</u>	X
	<ul style="list-style-type: none"> <li>• Approval of route improvements</li> </ul>			Jun 2016		X
Short Range Transit Plan (SRTP is a 10-year plan)	<ul style="list-style-type: none"> <li>• Create preferred alternative</li> </ul>	DP	Projects/ Services	May 2016	→ Preferred alternative in draft form	X
	<ul style="list-style-type: none"> <li>• Create 10-year SRTP based on direction of planning efforts.</li> </ul>			→ Kickoff meeting held with consultant team on August. Consultant rewrote COA to meet MTC SRTP specs. <u>Approved in May.</u>	X	
Long Range Transit Plan (LRTP is a 30 year plan)	<ul style="list-style-type: none"> <li>• COA planning firm will conduct the LRTP</li> </ul>	DP	Projects/ Services	Sept 2016	→ LRTP to be completed after approval of preferred alternative of COA. Fall of 2016.	

<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>
Schedule Development	<ul style="list-style-type: none"> <li>Develop timetables for each route, with time points, running times and schedules.</li> </ul>	DP	Projects/ Services	Jun 2016	→ <u>Schedule development completed</u>	X
Fare Analysis	<ul style="list-style-type: none"> <li>Evaluate fare analysis proposal of firm with best COA submittal</li> <li>Fare analysis conducted with COA/SRTP/LRTP project.</li> <li>Approval of fare changes</li> </ul>	DP	Projects/ Services	Feb 2015  Apr 2016  Sept 2016	→ Fare analysis awarded to Nelson/Nygaard.  → Draft fare analysis received by staff for comment. This project will coincide with the development of the Long Range Transit Plan in fall of 2016.	X
BART to ACE	<ul style="list-style-type: none"> <li>Provide guidance on bus routes in four alternatives being considered as part of the environmental study. Coordinate with LAVTA COA/Short &amp; Long Range Planning. Establish Working Group to provide input on rail planning in region.</li> </ul>	DP	Projects/ Services	Jun 2016	→ Staff and Nelson/Nygaard providing ongoing feedback on bus routes/facilities within four alternatives. Feedback provided on street design in specific plan for development adjacent to BART station on Isabel. BART has released ridership projections for project. Awaiting public discussion.  → Inaugural meeting of Altamont Regional Rail Working Group held. Legislation introduced in Sacramento. Working Group met in May and discussed opportunities to expedite and streamline the project. Next mtg is July 13 <sup>th</sup> .	

Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done
MTC Plan Bay Area Update	<ul style="list-style-type: none"> <li>• Provide technical expertise</li> <li>• Participate in public workshops to ensure Priority Development Areas and public transit in Tri-Valley area is adequately planned.</li> </ul>	DP	Projects/ Services	May 2015  Jun 2016	<p>→ MTC convened meeting with staff</p> <p>→ Project/budget spreadsheets submitted for business as usual model to 2040. Capital asset inventory and maintenance plan submitted. Info on route system submitted. <u>MTC working on draft environmental impact report for document.</u></p>	X
ACTC County Transit Study	<ul style="list-style-type: none"> <li>• Serve on TAC and participate in public workshops.</li> </ul>	DP	Projects/ Services	Jun 2016	<p>→ Staff has attended TAC meetings and provided input on key activity centers in Tri-Valley and performance standards. Key activity center incorporated into LAVTA preferred alternative. <u>Study Completed.</u></p>	X
ACTC Tri-Valley Integrated Park & Ride Study	<ul style="list-style-type: none"> <li>• Serve on TAC.</li> </ul>	DP	Projects/ Services	Dec 2016	<p>→ Kickoff meeting with DKS and project TAC held. DKS working on potential park &amp; ride locations/modeling. <u>Consultant currently modeling 4 P&amp;R locations in Tri-Valley. Project to conclude in fall of 2016.</u></p>	
CCTA: I-680 Express Bus Study/I- 680 Transit Investment & Transit Relief Study	<ul style="list-style-type: none"> <li>• Serve on TAC and participate in public workshops.</li> </ul>	DP	Projects/ Services	Apr 2015	<p>→ Projects are ongoing. Geographic focus on Walnut Creek to Dublin. Existing conditions report completed. Looked at full range from full BART to light bus. Enhanced bus/intelligent vehicle technology in corridor was preferred alternative.</p>	X

Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done
Clipper Project	<ul style="list-style-type: none"> <li>• Policy development</li> <li>• Site work</li> <li>• Installation</li> <li>• Implementation</li> </ul>	DP	Projects/ Services	Jul 2015	→ Day Pass Accumulator Approved. Amended MOU approved.	X
				Jul 2015	→ Site work has been finished. Equipment install completed on buses. Testing in progress. Employers in Tri-Valley being notified of Clipper progress.	X
				Sept 2015	Training of on-board and ticket-office terminal equipment done. Customer service and operator training done.	X
				Nov 2015	→Customer service training occurred in early October. Operator training done. Go-live successful on Nov 1, 2015.	X
Dublin Signalization improvements, queue jumps on Dublin Blvd	<ul style="list-style-type: none"> <li>• Feasibility study for queue jumps on lanes</li> <li>• Secure final FTA approvals and transfer the FHWA funds to FTA to admin</li> <li>• Engineering of signalization improvements and queue jumps</li> </ul>	DP	Projects/ Services	Jan 2016	→Scope of Work completed. Feasibility study by Kimley Horn completed. <u>3 intersections identified for queue jumps.</u>	X
				Mar 2016	→FTA moved to TRAMs from TEAM program.	X
				July 2017	→ <u>RFP for active signalization project on street. Board award in July. Queue Jump project to follow active signalization project.</u>	
<p><i>Goal:</i> Marketing and Public Awareness</p> <p><i>Strategies (those highlighted in bold indicate highest Board priority)</i></p> <ol style="list-style-type: none"> <li><b>1. Continue to build the Wheels brand image, identity and value for customers</b></li> <li>2. Improve the public image and awareness of Wheels</li> <li>3. Increase two-way communication between Wheels and its customers</li> <li><b>4. Increase ridership, particularly on the Rapid, to fully attain benefits achieved through optimum utilization of our transit system</b></li> <li>5. Promote Wheels to New Businesses and residents</li> </ol>						
Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done

Underlined text indicates changes since last report.

Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done
Website Redesign	<ul style="list-style-type: none"> <li>Develop/Advertise RFP/Evaluate proposals/execute contract</li> <li>New website goes live</li> </ul>	DP	Projects/ Services	Mar 2015	→RFP advertised. Planeteria awarded contract	X
				Dec 2015	→ Draft final version of website reviewed by staff. Final graphics and design work being performed. New website is live.	X
Social Media Engagement	<ul style="list-style-type: none"> <li>Development of LAVTA goals with Facebook/Twitter</li> </ul>	DP	Projects/ Services	Jun 2016	→ <u>Recrafting goals with Social Media engagement. Interns posting on Facebook with staff. Goal is 3 to 5 posts/week.</u>	X
Phone App w/Real Time Info	<ul style="list-style-type: none"> <li>MTC reviewing funding availability on secured grant.</li> <li>Create scope of work/RFP</li> <li>Phone app live</li> </ul>	DP	Projects/ Services	Mar 2015 Jul 2016 Sept 2016	→ Funding has been allocated and staff is awaiting MTC clearance to begin project. <u>Release of phone app RFP this summer for fall launch.</u>	X
Google Transit Trip Planner	<ul style="list-style-type: none"> <li>Submit data for review/approval to Google</li> <li>Go live with planner on new website</li> </ul>	DP	Projects/ Services	Sept 2015	→ Most trip planning in US is done through Google Trip Planner. Google Trip Planner available online. Will be on homepage of new website, which is scheduled to go live in December.	X
				Oct 2015		X

Underlined text indicates changes since last report.

Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done
Wayfinding at BART Stations	<ul style="list-style-type: none"> <li>Plan new wayfinding signage</li> <li>Seek funding</li> </ul>	DP	Projects/ Services	Feb 2015	→ Staff has taken pictures and provided conceptual of wayfinding signage to BART.	X
				Jun 2016	→ <u>Signage budgeted in FY2017 budget.</u>	X
High School Ambassador Project	<ul style="list-style-type: none"> <li>Finalize program</li> <li>Appoint ambassadors and train</li> <li>Implementation of program</li> </ul>	DP	Projects/ Services	April 2015	→ Applications for Ambassadors being developed for all high schools. No students signed up for program. Regrouping for sign-ups in September.  → Five applicants selected. Training of ambassadors performed in December. 50 students mentored on how to ride the bus thus far.	X
				Aug/Sept 2015		X
				Oct 2015		X
LAVTA Rebranding Project	<ul style="list-style-type: none"> <li>Create RFP</li> <li>Award consultant</li> <li>Finish project</li> </ul>	DP	Projects/ Services	Jan 2016	→ Project to look at agency logo, naming and logos of services, and bus paint/graphics design. <u>PAVLOV awarded contract. Kick off mtg held. Surveys currently be taken. First meeting with Board held in June. Draft rebranding ideas to be presented to LAVTA Board in Sept.</u>	X
				Mar 2016		X
				Jun 2016		
Comprehensive Dial-A-Ride Rider Publication	<ul style="list-style-type: none"> <li>Review dial-a-ride policies</li> <li>Publisher to design and create publication.</li> </ul>	DP	Projects/ Services	May 2017 Jun 2017	→ <u>Project moved to FY17 following the comprehensive study of paratransit services.</u>	

Underlined text indicates changes since last report.

<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>
Dial-A-Ride Customer Service Survey	<ul style="list-style-type: none"> <li>Hire consultant/Develop Survey/Conduct Survey</li> </ul>	DP	Projects/ Services	Oct 2015	→ Scope of work finalized. RFQ will be issued the week of 9/21. Awarded to Invictus. Survey completed and being presented in Nov committee meeting.	X
	<ul style="list-style-type: none"> <li>Report to Board survey results</li> </ul>			Nov 2015		X
<p><b>Goal: Community and Economic Development</b></p> <p><b>Strategies (those highlighted in bold indicate highest Board priority)</b></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>Attend ACTC meetings on student pass program development.</li> <li>Assist in the development of a timeline for policy and project implementation</li> </ul>	DP	Projects/ Services	Jun 2016	→ Staff assisted ACTC in interviewing/scoring the potential consultants. Contract awarded to Nelson/Nygaard. <u>Livermore HS, East Middle School chosen. Program to begin in the fall. Free pass based on income. All others can receive a discount.</u>	X
				Sept 2016		X
Las Positas College Student, Faculty, Staff Pass Program	<ul style="list-style-type: none"> <li>Discuss financing of pass program, including student fee and potential demonstration project</li> <li>Implementation of pass demonstration project to coincide with implementation of COA improvements.</li> </ul>	Exec Dir	Projects/ Services	Nov 2015	→ Researching appropriate method to introduce easy pass. 9,000 students. Chabot college vote failed. Made presentation to Student Senate in Sept. Met with administration in Dec to discuss Easy Pass 1-year pilot program that could coincide with implementation of improvements. <u>Easy Pass demonstration project moving forward, LAVTA to front Easy Pass for 1-year, with goal being to explore ridership potential and find long term funding for permanent pass.</u>	X
				Apr 2016		X

Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done
----------	-----------------	-------	-----------------	-------------	--------	-----------

**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

Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done
Altamont Regional Rail Working Group	<ul style="list-style-type: none"> <li>• Creation of Advocacy Group</li> </ul>	Exec Dir	Projects/ Services	Oct 2015	→ <u>Second ARRWG meeting held. Presentation by Foothill Gold Line Extension. Next meeting in July.</u>	X
	<ul style="list-style-type: none"> <li>• Establish goals and regular meeting schedule</li> </ul>			Jan 2016		X
2016 Legislative Plan	<ul style="list-style-type: none"> <li>• Research on common issues within regional planning agencies and transit agencies</li> </ul>	Exec Dir	Finance/ Admin	Dec 2015	→ Research being done on emerging priorities at state and federal level. 2016 Legislative Plan approved by Board in January. Staff monitoring new legislative cycle.	X
	<ul style="list-style-type: none"> <li>• Creation of 2016 Legislative Plan and review/approval by the Board</li> </ul>			Jan 2016		X

**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>
-----------------	------------------------	--------------	------------------------	--------------------	---------------	------------------

<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>
Trapeze Viewpoint Software	<ul style="list-style-type: none"> <li>Work through custom software issues</li> </ul>	DP	Projects/ Services	Dec 2015	→ Software installed at LAVTA. Custom reports being created with assistance of Trapeze. Bugs identified and fixed. Staff actively using software to monitor OTP and for planning activities.	X
Performance Metrics Improvement	<ul style="list-style-type: none"> <li>Staff setting up aggressive monitoring of key performance metrics. <i>Focus on actions to improve on time performance (OTP).</i></li> </ul>	DP	Projects/ Services	July 2016	→ Changes made to routes 70X, 15, 53, 54, 3. Incentive program established with drivers. Tracking of OTP and operators leaving yard on-time happening on a daily basis.	X

**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>
Leasing Opportunities at Atlantis	<ul style="list-style-type: none"> <li>Conduct outreach to private and non-profit organizations.</li> <li>Work with agency attorney to bring good offers to the Board for consideration.</li> </ul>	Exec Dir	Finance/ Admin	Nov 2015	→ LAVTA and Google staff working on final version of lease agreement. Attorneys have approved agreement. Agreement signed in December. Google has begun to use the facility.	X X

Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done
FY15 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 2015	→ Audit completed Oct 2015. Final presentations to Board Dec 7, 2015. 19 <sup>th</sup> year of excellence in reporting.	X
<i>Other:</i>						
Bus Shelter Rehab/Replacement Project	<ul style="list-style-type: none"> <li>Refinish Rapid bus shelter benches</li> <li>Dozens of bus shelters throughout the system have reached their life expectancy and are in need of rehabilitation or replacement.</li> </ul>	DA	Projects/ Services	Oct 2016 Dec 2016	<p>→ Glass/stripping repair of Rapid shelters completed. 43 benches to be rehabbed in Spring, Summer, Fall of 2016. <u>Project pushed to 2017 to deal with COA changes.</u></p> <p>→ Bus stop inventory of current conditions completed. Planning underway to phase rehabilitation of shelters. <u>RFP to be posted in July for new shelter maintenance contact.</u></p>	
Security Lighting at Transit Facilities (Bus Shelters)	<ul style="list-style-type: none"> <li>Purchase security lighting in/at bus shelters in high priority areas</li> <li>Install lighting. Focusing on key corridors with a high level of evening service.</li> </ul>	DA	Projects/ Services	Mar 2016 Aug 2016	<p>→ Funded through FY14 &amp; FY15 CalOES Security Program ,(Total \$73,392). Funds released Jan '16.</p> <p>Installation will focus on key corridors identified and programmed for night service in COA.</p>	
Replace Info Stations on Kiosks at Livermore Transit Center	<ul style="list-style-type: none"> <li>Get quotes for repairs and complete project</li> <li>Replace Info Stations at Kiosks</li> </ul>	DA	Projects/ Services	Dec 2015	→ Info kiosks at Livermore Transit Center have been vandalized over several years. Staff replacing 12 custom info stations on kiosks. Info stations arrived and were installed in October.	X X

Projects	Action Required	Staff	Board Committee	Target Date	Status	Task Done
Historic Train Depot Relocation at Livermore Transit Center	<ul style="list-style-type: none"> <li>Negotiate acceptable terms for rehab of Depot to be used for customer service.</li> <li>Create agreement</li> </ul>	Exec Dir / GPM	Projects/ Services	Sept 2015	→LAVTA has been meeting regularly with City staff. Environmental work nearing completion. Final location set for passenger island. Agreement signed in November. Working with A/E team on electrical, security, interior and circulation design issues. <u>FTA approved City contribution to pay off federal interest. Planning Commission approved project. City working on title transfer for property that will be under Depot.</u>	X
				Nov 2015		X
2016 Gillig Bus Purchase (20 buses)	<ul style="list-style-type: none"> <li>Board approval of purchase. Purchase order and notice to proceed to Gillig.</li> <li>Final details for buses performed with Gillig.</li> </ul>	DA	Projects/ Services	Aug 2015	→ Approval granted in mid-2014. Purchase order and notice to proceed provided to Gillig.  →LAVTA met with Gillig in Dec to finalize details on buses. <u>Buses scheduled for deliver in July and August of 2016.</u>	X
				Aug 2016		X
2017 Gillig Bus Purchase (20 buses)	<ul style="list-style-type: none"> <li>LAVTA releases RFP for minimum of 20 hybrid replacement buses</li> <li>Board award to manufacturer</li> </ul>	DA	Projects/ Services	Jun 2016  Sept 2017	→ RFP has been advertised. Electric bus option within the RFP. <u>Four proposals received and being reviewed/scored. Anticipate Board consideration of award in September.</u>	X

Underlined text indicates changes since last report.

<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>
Atlantis Phases I, II Fare Vault Project	<ul style="list-style-type: none"> <li>• Phases I and II completed with exception of \$134,000 in miscellaneous projects (funded).</li> <li>• Select vendor for Fare Vault.</li> <li>• Select engineer for design</li> <li>• Bid and perform construction. Close grant.</li> </ul>	DA	Projects/ Services	Feb 2015	→\$134,000 left for future improvements. Fare vault is selected as project.	X
				Nov 2015	→ Genfare GFI selected vendor. Will complete work in June.	X
				Nov 2015	→ OLMM selected engineer. Engineering work completed.	X
				Jul 2016	→ Vault delivered. Looking for installation date.	
Atlantis Security Video Equipment Project	<ul style="list-style-type: none"> <li>• Identify and spec the type of security system desired at Atlantis. To include license plate camera.</li> </ul>	DA	Projects/ Services	Dec 2015 Jan 2016 Mar 2016	→ Cal OES transit security grant, funding by Prop 1B. - \$36,696. Project completed in first week of March.	X
Rutan Rehabilitation Projects (Shop Floor and Parking Lot Rehab/ADA Improvements).	<ul style="list-style-type: none"> <li>• \$537,000 grant awarded for shop floor replacement and for parking lot improvements.</li> <li>• Initiate and execute procurement for Shop Floor Replacement.</li> <li>• Initiate and execute procurement for parking lot slurry sealing and ADA upgrades</li> </ul>	DA DA	Projects/ Services	Dec 2015 May 2016 Jun 2016	<p>→ Grant funds available</p> <p>Shop Floor → IFB issued. Ryan Co. awarded contract. Some delays with construction schedule. Expect Jun, Jul, Aug for 130 days construction timeline.</p> <p>Parking Lot Rehab/ADA Upgrades →Kimley Horn engineering work completed. Project out to bid. Anticipate Sept completion date for lowest price.</p>	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>
Rapid Projects	<ul style="list-style-type: none"> <li>Identify remaining projects to fix productivity issues on Rapid. Also complete Rapid shelters.</li> </ul>	Exec Dir	Projects/ Services	Jun 2016	→ Approximately \$300,000 in federal funding remaining for Rapid project. Staff working with FTA on moving the 8 Rapid shelters in Rapid realignment with funding.	