TECHNICAL MEMORANDUM #12

|		
Date:	November 5, 2019	Project #: 21289
To:	Project Management Team	
From:	Susan Wright, PE and Molly McCormick (Kittelson & Associates, Inc.)	
Subject:	Department-Level Plans	

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INTRODUCTION

This memorandum outlines the roles and responsibilities of each Rogue Valley Transportation District (RVTD) department to implement the 2040 Transit Master Plan (TMP). RVTD staff provided input on their respective departments through (1) a survey on the status of, and remaining need for, actions identified in the prior TMP; and (2) a meeting with all department heads about the survey and the 2040 TMP's implementation needs. Based on this input, the project team developed the department-level plans for implementing the TMP presented in this memorandum.

The department-level plans identify objectives, action items, and milestones with high-level timelines for completion. Each department should create annual work plans to identify the interim actions and on-going activities necessary each year. These department plans should be revised as needed as RVTD evolves.

Figure 1 provides RVTD's 2019 organization chart. This memorandum is organized by the departments shown in this chart.

Figure 1: RVTD 2019 Organization Chart
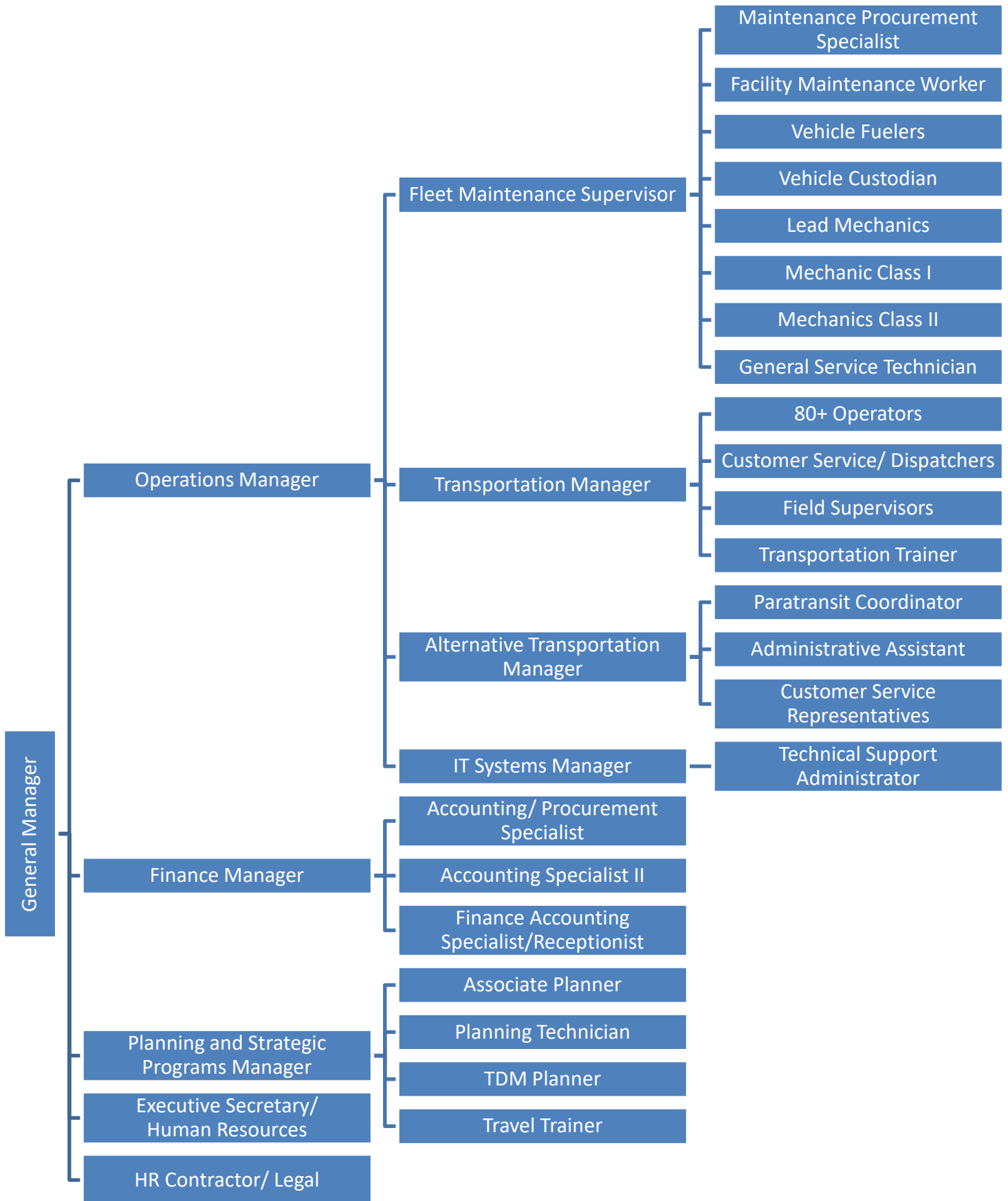
ADMINISTRATION

RVTD's Administration team handles the district's internal tasks and operations that support all staff in their duties. Tasks include employee tracking, benefits management, and preparing for staff and Board meetings. The Administration team includes staff not shown under other departments in Figure 1, such as the "Executive Secretary/Human Resources" and "HR Contractor/Legal" positions.

The following objectives establish the focus areas of the Administration team with regard to implementing the TMP:

▶ Provide resources and support to all RVTD staff.
▶ Support hiring and new staff onboarding activities as RVTD grows.
▶ Bolster policies to improve consistencies between multiple departments, such as the Planning and Strategic Programs Department and Transportation Department, for better outcomes and expectations.

ADMINISTRATION DEPARTMENT PLAN

The following action items have been identified for the Administration team to support the objectives shown above, identify the department's responsibilities for implementing the TMP, and identify coordination and support needs from other RVTD departments.

Table 1: Administration Department Action Items

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
1	Purchase personnel management and tracking software.	Action	No	Within 2 years	—
2	Improve File Management (storage, e-file, etc).	Action	No	Within 2 years	H/R, Finance
3	Expand office to accommodate HR and Reception.	Action	No	Within 2 years	H/R, Finance
4	Improve entry and security at front reception.	Action	No	Within 2 years	H/R, Finance
5	Improve meeting/ space management and calendar.	Action	No	Within 2 years	—
6	Training on website postings and adding online materials for the public.	Action	No	Within 2 years	—
7	Hire an HR professional to assist with employee tracking, discipline, and benefit functions.	Action	No	Within 5 years	—
8	Support each department to create an annual work plan to address the necessary actions for the year and on-going activities.	On-going	Yes	On-going	All
9	Arrange monthly staff meetings and Board study sessions.	On-going	Yes	On-going	—

FINANCE DEPARTMENT

The Finance Department manages all tasks related to money. Its responsibilities include producing an annual budget, performing accounting functions, and supporting procurement processes. As shown in Figure 1, the Finance Department includes all positions supporting the Finance Manager.

The following objectives establish the focus areas of the Finance Department with regard to implementing the TMP:

▶ Create a budget that allows RVTD to provide convenient and reliable service.
▶ Understand, evaluate, and leverage existing and future funding opportunities.

FINANCE DEPARTMENT PLAN

The following action items have been identified for the Finance Department. The action items support the objectives shown above, identify the department's responsibilities for implementing the TMP, and identify coordination and support needs from other RVTD departments.

Table 2: Finance Department Action Items

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
1	Hire a receptionist and separate receptionist/Touch Pass duties from finance duties.	Action	No	Within 2 years	Administration
2	Support levy renewal or replacement funding alternative.	On-going	NA	Within 2 years	Administration and Planning
3	Adopt a procurement software.	Action	No	Within 2 years	IT Systems
4	Streamline annual PO process for ongoing services.	Action	No	Within 2 years	-
5	Prepare CAFR and make it publicly available.	Action	No	Within 2 years	Marketing
6	Visit the financial reports to the Board.	Action	No	Within 2 years	Administration
7	Conduct a fare analysis to understand impacts of options including increasing fare, decreasing fare, providing fare on a sliding scale, instituting a low-income bus pass program, using a differential tax along transit corridors, and/or providing free fare for specific populations of riders.	Action	No	Within 2 years	Finance, Operations, Transportation
8	Monitor and project existing funding sources.	On-going	No	On-going	Administration and Planning

OPERATIONS DEPARTMENT

The Operations Department handles tasks and staff related to the management and operation of the vehicle fleet and district facilities. As shown in Figure 1, the Operations Department includes all positions supporting the Operations Manager, including mechanics, maintenance staff, and technicians. Because of the diversity of the work completed through this department, three development plans have been developed and are presented below: facility planning, transfer stations/major bus stops, and fleet planning.

The following objectives establish the focus areas of the Operations Department:

- ► Provide more training district-wide.
- ► Improve internal and external customer satisfaction with facilities and vehicles.
- ► Reduce vehicle down-time.
- ► Increase usable footprint at main campus.
- ► Improve customer and employee experience at Front Street Station.
- ► Continue maintenance of fleet and facilities.

FACILITY PLANNING

The following action items have been identified for the Operations Department related to facility planning in implementing the TMP.

Table 3: Operations Department - Facility Planning Action Items

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
1	Complete the Front Street Station Master Plan to understand its capacity and the needed additional facilities to support staffing, bus storage, waiting areas, ticket sales, and other RVTD activities. Potentially impacted facilities include the proposed Medford Intermodal Transfer Center (MITCh), the Operations and Drivers Lounge building, and Bus Barn.	Action	No	Within 2 years	Transportation, Planning
2	Complete a RVTD Main Facility Master Plan to determine development of the new property and further development of the existing campus, including amenities and needs for drivers, supervisors, and training space.	Action	No	Within 2 years	Transportation, Planning
3	Expand security camera coverage at Front Street Station.	Action	No	Within 2 years	IT Systems
4	Monitor the Greyhound lease that expires in 2024 and next steps for that property.	Action	No	Within 5 years	Finance
5	Evaluate the amount of electricity the district uses and explore possible implementation of solar or wind energy to power some systems.	Action	No	Within 5 years	IT Systems
6	Maintain the Talent Park and Ride as an asset.	On-going	No	On-going	Finance
7	Continue to plan and develop Front Street Station to accommodate anticipated growth.	On-going	No	On-going	Transportation, Planning

TRANSFER STATION/MAJOR BUS STOP PLANNING

The following action items have been identified for the Operations Department in terms of transfer station/major bus stop planning and development in implementing the TMP.

Table 4: Operations Department – Transfer Station/Major Bus Stop Action Items

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
1	Identify location for a transfer station or major bus stop in Central Point along Hwy 99.	Action	Yes	Within 5 years	Transportation, Planning
2	Identify location for a transfer station or major bus stop in Central Point west of Hwy 99 in Twin Creeks TOD.	Action	Yes	Within 5 years	Transportation, Planning
3	Identify location for a transfer station or major bus stop in Ashland within the new Railroad District.	Action	Yes	Within 5 years	Transportation, Planning
4	Identify location for a transfer station or major bus stop in West Medford within the West Main TOD.	Action	Yes	Within 5 years	Transportation, Planning
5	Identify location for a transfer station or major bus stop in Southeast Medford within the SE TOD.	Action	Yes	Within 5 years	Transportation, Planning
6	Identify location for a transfer station or major bus stop in Phoenix on the west side of Hwy 99.	Action	Yes	Within 5 years	Transportation, Planning
7	Identify location for a transfer station or major bus stop in Phoenix on the east side of I-5.	Action	Yes	Within 5 years	Transportation, Planning
8	Identify location for a transfer station or major bus stop in White City near Antelope & Hwy 62.	Action	Yes	Within 5 years	Transportation, Planning
9	Identify location for a transfer station or major bus stop in Northwest Medford near Hwy 99 & Hwy 62.	Action	No	Within 5 years	Transportation, Planning
10	Identify location for a transfer station or major bus stop in Northeast Medford east of the airport.	Action	No	Within 10 years	Transportation, Planning

FLEET PLANNING

The following action items have been identified for the Operations Department in terms of fleet planning in implementing the TMP.

Table 5: Operations Department - Fleet Planning Action Items

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
1	Complete an alternative fuels/battery electric bus study.	Action	No	Within 1 year	Finance, Planning
2	Create a capital replacement schedule working with the finance department, including a bus purchasing plan to prepare for fleet expansion.	Action	Yes	Within 2 years	Finance, Planning

TRANSPORTATION DEPARTMENT

The Transportation Department supports the in-field operations of the transit system. Vehicle operators, customer service staff, dispatchers, field supervisors, and trainers make up this department. As shown in Figure 1, the Transportation Department includes all positions supporting the Transportation Manager.

The following objectives establish the focus areas of the Transportation Department with regard to implementing the TMP:

▶ Provide an environment to support staff growth and development.
▶ Increase employee and customer safety.
▶ Provide excellent customer service.

FIXED-ROUTE TRANSPORTATION/BUS OPERATIONS DEPARTMENT PLAN

The following action items have been identified for the Transportation Department. The action items support the objectives shown above and identify the department's responsibilities for implementing the TMP.

Table 6: Transportation Department Action Items

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
1	Purchase laptops for Field Supervisors with internet connection for use in field.	Action	Yes	Within 2 years	Finance, IT Systems
2	Purchase and install lockers to accommodate new employees.	Action	No	Within 2 years	Finance, Operations
3	Secure a vendor with all on-board system capabilities in one app, including General Transit Feed Specification (GTFS) and real-time rider information.	Action	No	Within 2 years	Operations, Planning, IT Systems
4	Establish a minimum relief time based on the route length (i.e., ensure 8-hour runs have a minimum of 30 minutes break time, 10-hour runs have a minimum of 45 minutes break time, etc.)	Action	No	Within 2 years	Planning
5	Purchase an advanced customer service program.	Action	No	Within 2 years	Finance, IT Systems
6	Purchase permanent radio for the Field Supervisors' vehicles.	Action	No	Within 2 years	Finance, IT Systems
7	Create secured records storage.	Action	Yes	Within 2 years	Administration, IT Systems
8	Establish a union contract that allows for flexibility of future service models.	Action	No	Within 2 years	Administration, Transportation
9	Hire an Operations Administrative Assistant.	Action	Yes	Within 5 years	—
10	Create a large outside training area for Obstacle Avoidance and Fire Extinguisher training.	Action	Yes	Within 10 years	Operations

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
11	Purchase Driving Simulator training module for any and all types of weather, road, and driving conditions, preparing employees for all types of situations in a safe, controlled environment.	Action	Yes	Within 20 years	Operations, IT Systems
12	Monitor Driver, Coach Operator, Customer Service Dispatch (CSD) Agent, and Field Supervisor needs as service hours or miles are extended.	On-going	Yes	On-going	Operations, Planning
13	Purchase computers, phones, one printer, and other basic office equipment for new staff.	On-going	Yes	On-going	Administration, Finance, IT Systems
14	Provide Accident Investigation Training, Drug & Alcohol Awareness Training, and Harassment Training for Field Supervisors and Transportation Manager.	On-going	Yes	On-going	HR
15	Monitor and revise as needed the control system for signal priority.	On-going	Yes	On-going	Operations, Planning, IT Systems
16	Monitor full-time security guard needs for Front Street Station and any other transfer stations that are established.	On-going	Yes	On-going	Operations
17	Purchase and install security cameras at Front Street Station and any other transfer stations that are established.	On-going	Yes	On-going	Operations, IT Systems
18	Establish and maintain a Secret Rider program to assist in Customer Service evaluations of all employees.	On-going	No	On-going	—
19	Monitor and purchase as needed additional staff vehicles to allow for uninterrupted shift changes.	On-going	No	On-going	Finance, Operations
20	Review transfer times for the system and modify as needed (i.e., provide longer transfer times, modify route timing, etc.).	On-going	No	On-going	Planning, Operations

PLANNING AND STRATEGIC PROGRAMS DEPARTMENT

The Planning and Strategic Programs Department develops and implements goals, plans, and programs to further the reach of the district's transit service. Tasks include evaluating current service, recommending service enhancements, and marketing the programs provided by the district. As shown in Figure 1, the Planning and Strategic Programs Department includes all positions supporting the Planning and Strategic Programs Manager. Because of the diversity of the work completed through this department, three separate development plans have been developed and are presented below.

The following objectives establish the focus areas of the Planning Department with regard to implementing the TMP:

- ► Maintain good relationships with city staff and community organization staff.
- ► Maintain passenger surveys and public input.
- ► Encourage higher-density land uses to be built near transit.
- ► Increase the integrity of GTFS, real-time arrivals, and electronic information to improve passenger information.
- ► Stay informed about new technology and service models.
- ► Streamline ridership information to an easier management system.
- ► Transition bus stop inventory to a streamlined system.
- ► Maintain and improve marketing, travel training, and public outreach.
- ► Provide additional Transportation Options programs and activities.

PLANNING ACTION PLAN

The following action items have been identified for the Planning and Strategic Programs Department related to planning actions to support implementation of the TMP.

Table 7: Planning and Strategic Programs Department - Planning Action Items

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
1	Monitor the microtransit service model and adopt service standards. Consider staffing responsibility for ongoing oversight of operations.	Action	No	Within 2 years	Operations, Transportation
2	Transition the Run Board responsibility to Planning.	Action	No	Within 2 years	Operations, Transportation
3	Organize bus stop easements, locations, rights for current and future route planning.	Action	No	Within 2 years	-
4	Update the bus stop amenities data.	Action	No	Within 2 years	-
5	Update and monitor Safety and Security plan.	Action	No	Within 2 years	Operations, Transportation
6	Update United We Ride Plan for 2022 adoption.	Action	No	Within 2 years	Alternative Transportation

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
7	Model heavy rail, OR 99 BRT, and I-5 express to understand options.	Action	No	Within 2 years	Operations, Transportation
8	Work with Medford school district to further their safe routes to school program and identify gaps in pedestrian connections to bus routes.	Action	No	Within 2 years	—
9	Study the potential impacts if the region becomes a transportation management area (TMA), including impacts to funding and service.	Action	No	Within 2 years	All
10	Provide a GIS web app resource for inventory of existing stops and routes, deficient stops, wanted stops on existing routes, and future routes. Include tax lots so that local jurisdictions and developers can zoom in during development reviews.	Action	No	Within 2 years	Operations, IT Systems
11	Work with local jurisdictions on transit route/bus stop guidance or guidelines, with potential to bring in ODOT for review. Identify the development review process and how transit is accounted for within that process.	Action	No	Within 5 years	Operations, Transportation, IT Systems
12	Work with jurisdictions to provide a General Land Use Plan (GLUP) zoning designation for areas being brought into UGB.	On-going	No	On-going	—
13	Organize performance monitoring of service and make report public.	On-going	Yes	On-going	Operations, Transportation
14	Provide GIS training to Planning staff for preparing service maps and to evaluate service areas.	On-going	Yes	On-going	—
15	Establish service standards for existing and new service and make more public.	On-going	Yes	On-going	Operations, Transportation
16	Monitor staff needs for procurement, admin, and finance tasks for the Planning Department.	On-going	No	On-going	Administration, Finance
17	Provide cross training between the Planning Department and Transportation Department, including designating roles for tasks.	On-going	No	On-going	Transportation
18	Continue the triennial passenger surveys on new services. Find ways to get non-riders to provide feedback on how they could become riders.	On-going	No	On-going	—
19	Create a citizen's advisory committee.	On-going	No	On-going	—
20	Create and maintain a bus stop inventory, including ADA-compliant or deficient stops. Provide in a GIS format for easy distribution to local jurisdictions.	On-going	No	On-going	Operations, Transportation, IT Systems
21	Monitor passenger boarding data near limited time parking and paid parking areas.	On-going	No	On-going	—
22	Look at opportunities to pursue heavy passenger rail.	On-going	No	On-going	—

TRANSPORTATION DEMAND MANAGEMENT (TDM) ACTION PLAN

Action items related to RVTD's TDM program are provided in Memo 13: Transportation Options.

MARKETING ACTION PLAN

The following action items have been identified for the Planning and Strategic Programs Department in terms of marketing consistent with the TMP.

Table 8: Planning and Strategic Programs Department - Marketing Action Items

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
1	Provide customer service training and improve communication tools for bus stops complaints, service complaints and tracking requests for service, etc.	Action	No	Within 2 years	Administration, Transportation
2	Install and maintain schedules in each bus shelter.	On-going	Yes	On-going	Operations
3	Continue conventional marketing emphasizing TV, radio, and newspaper.	On-going	Yes	On-going	—
4	Continue unconventional marketing: booths, events, and liaison activities.	On-going	Yes	On-going	—
5	Continue schedule distribution and streamline process.	On-going	Yes	On-going	—
6	Interactive Bus Program: bring one new theme each 5 years.	On-going	Yes	On-going	—
7	Maintain brand and motto use in all publications.	On-going	Yes	On-going	—
8	Create separate branding for TO programs that make users aware that there are different programs all under the RVTD umbrella.	On-going	Yes	On-going	—
9	Conduct specialized outreach for new routes and services, such as flyers and postcards.	On-going	No	On-going	—
10	Improve the riders app.	On-going	No	On-going	—
11	Work with local jurisdictions to market RVTD services and programs through utility bills or when other announcements are sent out to citizens. Potential opportunities include water bills, announcements through the office of the city manager, and the Parks and Recreation pamphlets that many jurisdictions send out each season.	On-going	No	On-going	—

ALTERNATIVE TRANSPORTATION DEPARTMENT

The Alternative Transportation Department handles all tasks related to the district's paratransit services. As shown in Figure 1, the Alternative Transportation Department includes all positions supporting the Alternative Transportation Manager.

The following objectives establish the focus areas of the Alternative Transportation Department with regard to the TMP:

- ▶ Improve online scheduling access.
- ▶ Improve scheduling software configuration to more efficiently schedule rides.
- ▶ Improve phone system operability and features allowing automation and opportunities to gather satisfaction information.
- ▶ Create one seamless scheduling system that allows all trips to be coordinated more efficiently, including non-emergency medical transportation (NEMT) and American with Disabilities Act (ADA) trips.
- ▶ Increase training for staff on working with vulnerable populations (individuals with disabilities, low income, seniors, etc.).
- ▶ Identify better opportunities to shift able-bodied riders from the higher-cost ADA trips to fixed route (software driven).
- ▶ Create online fillable applications that streamline the application process for Valley Lift and Rogue Valley Connector.
- ▶ Improve coordination between accessible transportation and fixed route planning to ensure timely dissemination of information, such as final decisions on route changes and changes in route schedules.
- ▶ Improve ADA fleet to allow increased transport opportunities (increased trips per hour), providing more room for grouping/sharing.

ALTERNATIVE TRANSPORTATION/VALLEY LIFT DEPARTMENT PLAN

The following action items have been identified for the Alternative Transportation Department to implement the TMP.

Table 9: Alternative Transportation Department Action Items

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
1	Re-evaluate and update eligibility screening process.	Action	Yes	Within 2 years	—
2	Evaluate and update fare instrument to decrease overhead and provide more convenience for passengers. Evaluate potential to procure TouchPass on rubber bracelets for non-ambulatory passengers.	Action	Yes	Within 2 years	Operations, Transportation, IT Systems
3	Transfer all client files to a digital format.	Action	Yes	Within 2 years	IT Systems
4	Purchase and implement new ID card system.	Action	Yes	Within 2 years	IT Systems
5	Create portal software for Medicaid department with a focus on opportunities to coordinate NEMT trips with ADA.	Action	No	Within 2 years	IT Systems
6	Evaluate and update scheduling software.	Action	No	Within 2 years	Planning, IT Systems
7	Evaluate and update MDT/AVL hardware/software.	Action	No	Within 2 years	Planning, IT Systems
8	Work with IT to plan for potential issues during a disaster or massive equipment failure.	Action	No	Within 2 years	IT Systems
9	Provide negotiation and customer service training to all CSR's.	On-going	Yes	On-going	Transportation
10	Address and strive to meet and maintain regional transportation goals as set forth by the Coordinated Human Services Committee for the region.	On-going	Yes	On-going	—
11	Assess bus stop amenities for passengers when requiring them to use the bus over Valley Lift.	On-going	No	On-going	Planning, IT Systems

IT SYSTEMS DEPARTMENT

The IT Systems Department supports all district staff with IT-related tasks. As shown in Figure 1, the IT Systems Department includes all positions supporting the IT Systems Manager.

The following objectives establish the focus areas of the IT Systems Department related to implementing the TMP:

▶ To provide a reliable, flexible, and secure infrastructure which can facilitate the district's current and future technology requirements.
▶ To provide prompt and knowledgeable support for all IT/ITS-related issues and systems.
▶ To provide assistance and support for other departments when evaluating technology solutions.

IT SYSTEMS DEPARTMENT PLAN

The following action items have been identified for the IT Systems Department to support implementation of the TMP.

Table 10: IT Systems Department Action Items

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
1	Gsuite migration to Office365 for email, calendar, and collaboration.	Action	No	Within 2 years	Administration
2	New phone system programming and roll-out.	Action	No	Within 2 years	—
3	Replace modems on fixed-route vehicles with Cradlepoint hardware.	Action	No	Within 2 years	Operations
4	Phase out the Meraki network devices and implement a more robust solution.	Action	No	Within 2 years	—
5	Implement VPN solution for remote access to fixed-route vehicle systems.	Action	No	Within 2 years	—
6	Implement a Transit Signal Priority system for fixed-route vehicles. Evaluation occurring currently.	Action	No	Within 2 years	Operations, Transportation, Planning
7	Evaluate and implement passenger WiFi for fixed-route vehicles.	Action	No	Within 2 years	Operations
8	Implement modern security requirements for all systems.	Action	No	Within 2 years	—
9	Provide a disaster recovery solution for network, internet, and critical systems.	Action	No	Within 2 years	—
10	Evaluate and implement a new CAD/AVL system for fixed-route vehicles.	Action	No	Within 2 years	Operations, Planning
11	Evaluate and implement Oregon Brokerage Software (OBSS) replacement software for TransLink.	Action	No	Within 5 years	Alternative Transportation

#	Description	Action or On-going Activity?	In Previous Plan?	Timeline	Supporting Departments
12	Rebuild server environment and network infrastructure.	Action	No	Within 5 years	—
13	Evaluate and implement updated digital signage for passenger announcements and schedule notification at transfer stations and major bus stops. For some locations, explore options to purchase and install Reader Boards that give estimated arrival times of buses with messages and voice recordings.	On-going	Yes	On-going	Operations
14	Reduce the amount of electricity the district uses on computer equipment by investing in energy-efficient monitors, computers, and other technology equipment. Possible implementation of solar or wind energy to power some systems.	On-going	Yes	On-going	Finance, Operations
15	Monitor IT staff needs as RVTD expands.	On-going	Yes	On-going	—
16	Manage RideTeam software development to fulfill OBSS Grant.	On-going	No	On-going	—
17	Assist other departments with adjusting their business processes to use the technology solutions provided more effectively.	On-going	No	On-going	—
18	Evaluate and update security and disaster response features and processes to remain current with technology advances.	On-going	No	On-going	—

FUTURE CONSIDERATIONS

Due to the variability that is part of a 20-year planning horizon, it is recommended that RVTD revisit the above department plans and action items annually. As technology, funding, and RVTD services change, each department's needs will also change. The following questions are recommended for monitoring and consideration on a yearly basis:

- ▶ Does RVTD have new staffing needs?
- ▶ Has technology evolved to a point where an action may be shifted or require different equipment or support?
- ▶ Have departmental responsibilities shifted or changed?
- ▶ What changes have occurred at different levels of government, and how do they change or influence RVTD operations?

ATTACHMENT A: DEPARTMENTAL WORK SESSION SUMMARY

DEPARTMENTAL WORK SESSION

JUNE 5, 2019 – 11:30 AM – 1:30 PM
3200 CRATER LAKE AVENUE, MEDFORD, OR

SUMMARY

MEETING ATTENDEES

Paige West, Julie Brown, Melissa Lowry, Deb Wilbur, Vonda Allen, Nick Black, Matt Christensen, Tim Fountain, Sean Eisma, Edem Gomez, Luanne Spencer, Susie Wright, Molly McCormick

MEETING NOTES

- ▶ RVTD will use this Transit Master Plan (TMP) to help guide grant fund applications, similar to how the current long-range plan has been used
- ▶ It will also be used to justify projects that might not use grant funds
  - o The TMP will be approved and adopted by the board, which adds importance when talking to the community, FTA, and others about RVTD's work and projects
- ▶ FYI that legislature is thinking of taking STF dollars out of the STIF
- ▶ RVTD is interested in part of the plan discussing how grants are pursued, providing further detail than what is in the draft plan
- ▶ This meeting will be used to walk through the survey responses from each department and the opportunities that have been brought up
  - o All of the ideas listed in the "Growth", "Objectives", and "Action Items" tabs are important. The difficulties will be in determining how to prioritize them and find funding

ADMIN

- ▶ Separate Accounts Payable and Payroll duties into two full-time positions
  - o Haven't pursued at this point but is still an ongoing item. Neither position is large enough yet to support two people.
  - o Eventually plan for Vonda to cover payroll and Wendy to cover accounts payable.
  - o This action item might not be relevant anymore. The new accounts payable and payroll process has reduced the time needed since the last plan.
  - o Another action item is to separate receptionist/touch pass duties from finance duties. Envision the receptionist as aiding the HR department, which is a position that could be filled this year
- ▶ Encourage each department to create an annual work plan to address the Long Range Plan performance measures
  - o There needs to be project manager training on how to start this task

- o RVTD managers are overwhelmed with the current amount of work. An annual work plan can re-organize duties and prioritize actions to relieve the managers
  - o Delegate who is responsible for each subtask and create a plan to complete those tasks (scope, schedule, roles, responsibility, etc.)
- ▶ Create sub-committees to the Board when needed
  - o The board doesn't feel comfortable with subcommittees, and this item should not move forward into the TMP

FACILITIES

- ▶ Build Medford Intermodal Transfer Center (MITCh) to replace Front St. Station
  - o The current 15-year lease with Greyhound is up in 2024. Can consider repurposing that building at that point
  - o RVTD will already be adding onto Front Street Station
    - ▪ A master plan project to occur this year to understand needs associated with staffing, bus capacity, waiting area, ticket sales, etc.
- ▶ Move Administration staff to new building (MITCh)
  - o Action item no longer relevant
- ▶ Move Drivers Lounge and Operations staff to Administration building
  - o Action item no longer relevant
- ▶ Demolish Operations and Drivers Lounge building to expand bus circulation and parking at Bus Barn
  - o This action item has been started through acquiring another property and looking at an adjacent facility
- ▶ Talent Park and Ride: Improve and locate resources at RR Transfer Station
  - o This property needs to be maintained as an asset since RVTD has the rights to use the Talet Depot and may choose to use it in the future.
  - o Currently, do not have a need to occupy, although an FTA grant was used to improve the building previously
- ▶ All these facility action items could be removed by the Front Street Station master plan since it will dictate how RVTD decides to use its property

MAINTENANCE

- ▶ Purchase new exhaust ventilation system in garage
  - o 99 percent complete. Waiting on one part to finish
- ▶ New over-head crane or hoist in rebuild area
  - o Action item no longer relevant. Not needed since RVTD now outsources the repairs that would have needed the special equipment

TRANSPORTATION

- ▶ No additional comments provided during the meeting

TDM

- ▶ Establish two vanpools with at least one traveling from Grants Pass
  - o RVTD does not currently manage vanpools but would be open to it.
  - o Vanpools can be a tough sell unless it is paid for by RVTD.
    - ▪ Could utilize part of the out-of-district STIF
  - o Consider Tolo or other areas outside the service area

- Establish Safe Routes to School Task Force
    - There was one but is since disbanded. There is interest and a need to restore this task force
    - RVTD has heard that Medford School District is applying to have a task force and will apply for grant funding
- Enlist at least two new employers into the bus pass program each year
    - There are currently 12 employers, including schools, housing authority, and others
- Hire at least one full-time TDM Planner to assist with event coordination and teaching classes
    - There are currently 2.5 FTE

MARKETING

- Install and maintain schedules in each bus shelter
    - This action item was started but not successful. Moving toward electronic boards
- Consider ad sales on shelters
    - Action item is no longer relevant because not allowed to put ads on shelters
- Interactive Bus Program: bring one new theme each 5 years
    - Need to create a new theme next fiscal year
- Maintain brand and motto use in all publications
    - Interested in more branding for the Way To Go program.
    - There is on confusion the different services provided by RVTD and community members thinking they are not part of the same program

PLANNING

- Separate short range planning and long range planning tasks and hire one full-time staff person to fulfill one workload
    - Sean is handling long-range; Melissa is handling short-range
- Hire one full-time Planning/Operations staff person to continually monitor Operations performance and provide recommendations for service adjustments
    - This is covered by several departments, so not necessarily a single position
    - Had performance measures prepared but did not have staff resources to review
- Provide GIS training to Planning staff for preparing service maps and to evaluate service areas
    - Melissa is currently the only staff member with GIS training but need to have cross-training with others as well
    - A contract with RVCOG is another option if there are time constraints

TRANSFER STATIONS

- The TMP has potential transfer locations identified, which will update this part of the plan

ALTERNATIVE TRANSPORTATION

- Re-evaluate eligibility screening process
    - Current system asks the client to come in for a walk-through LTD course
        - Another option would be to contract for LTD interview at their homes after they complete their initial assessments
    - Current system does not give a real overview of client's abilities, with only category one and three conditional screening

- Evaluate fare instrument to decrease overhead and provide more convenience for passengers
  - Touchpass would ideally be the fare mechanism used to coordinate with fixed route and paratransit systems
  - Would use a tablet with RFID chip reader/bluetooth capabilities to pay for fare

ITS

- Purchase and install Reader Boards at Transfer Station and other key bus stops that give estimated arrival times of buses with messages and voice recordings
  - Likely to be replaced by moving toward electronic boards or QR codes. Digital signage is a great application
- Evaluate ability to allow patrons to purchase bus passes and Valley Lift fare off secure Internet website
  - Future Valley Lift considerations may be covered in what was discussed in alternative transportation with Touchpass availability
- Ticket generators: Locate ticket generators where riders could purchase daily/weekly/monthly passes with cash or debit card
  - Action item no longer relevant with Touchpass
- Reduce the amount of electricity the district uses on computer equipment by investing in energy efficient monitors, computers, and other technology equipment. Possible implementation of solar or wind energy to power some systems
  - This is naturally happening as computer system technology progresses
    - Consolidation due to increased power of equipment
  - Solar panels were installed but that type of project should be moved to facilities
    - Power from the panels typically covers RVTD building, warehouse, electric, and majority of the operations at the Crater Lake campus
    - Does not cover CNG compression, which is biggest electricity cost

PROJECTS

- Ensure all District IT/ITS systems are properly licensed
  - Completed this year but is an ongoing action item
- Installed new generator for call center
  - Very significant for RVTD operations
- Significant upgrade to existing scheduling software. Upgrade happened around 2017 followed by a week's worth of training and testing.
- Worked through several iterations of the OHA CCO model with the call center being restructured and conforming to unique requirements for serving three CCOs and OHA
  - Major change to address the complexities with requirements and reporting
- Implemented new electronic timesheet system on the website in conjunction with new HR software; completed in 2016
  - There are more capabilities of the HR program that RVTD could be using, such as managers tracking measures by department (need to allow privacy as well)
  - RVTD to schedule a demo to go over this
- GTFS and real-time rider information
  - Plan to transition away from the current vendor. Some vendors have all capabilities within one app

GROWTH

Starting this summer, and continuing into next year, RVTD will be significantly increasing service as a result of additional state funding, resulting in longer service hours, more frequent service, and fleet and staff expansions. Please discuss the challenges you think this growth will pose to your department.

- ▶ Transportation: Lack of space for new and current employees. Customer service management. Tracking the current required items by the Transportation Manager. Disciplinary support. Ongoing training.
    - o Customer service management is a main concern (dispatch, driver training and how drivers are treated, covering questions from customers to help navigate the new system)
    - o Can there be an "ambassador" booth set up at Front Street Station whenever a major service change occurs?

RVTD currently operates a fleet fueled by natural gas. The RVTD Board is interested in phasing the fleet over to electric (battery) power. What challenges do you think such a conversion will pose to your department?

- ▶ Not just batteries for electric power, also hydrogen fuel cells. Say "electric" on its own
    - o RVTD is interested in studying several different alternative fuel technologies. The primary being battery electric but would also be interested hybrid and hydrogen powered buses.
- ▶ As long as there is enough power for all the on-board systems, no significant challenges to IT/ITS as a result of the conversion
- ▶ From the planning/operations perspective, the major concerns include:
    - o The cost of the charging infrastructure
    - o Being able to operate all day in very hot and very cold weather and not having to return to the RVTD bus facility to charge. What is the range and how does that impact the number of vehicles needed?
    - o Reliability. RVTD is excited about the possibility of moving to the next phase of clean fuels and at the same time apprehensive as this technology is still in its adolescent stages.
    - o Smaller vehicles do not have an electric power option at this point. Commercial-size vehicles will likely be the next market (but those need to operate all day long).
    - o Potentially needing short trip lengths, charging at key locations, and impacts on routing

OBJECTIVES
- ▶ How should RVTD approach and plan for transfer stations? Is property needed?
- ▶ Where do financial/funding objectives go?

ACTION ITEMS
- ▶ Phase out the Meraki network devices and implement a more robust solution
    - o Most of this is foundational work to allow IT to be flexible and provide support to what other departments want to do. Can't plan too much into the future since technology is constantly changing