


Operations, Maintenance, Safety and Personnel			
Unit	Brief Description of Recommendation	** Priority (high/med/low)	Status
Vehicle Maint.	Move forward with plan to construct a new maintenance facility on site.	high	Collecting Scopes of Work from consultants
	Large number of ripped driver seats	★	Campaign completed in 2009
	Investigate the large number of PM inspections that are performed early.	low	Maint Mgr does not concur with recommendation.
	Detailed clean for each bus at least every six weeks. Hire additional cleaners as necessary.	med	Used work placement program for temporary cleaners in 2009. Request for cleaners in 2010 Op Budget not approved.
B&G	Use the computerized B&G recordkeeping system to track and analyze expenditures on outside contractors.	low	With limited staff resources, this analysis is on 'back burner'.
Parts	Update computer system to address certain improvements such as establishing a formal cycle count program and bar coding.	med	Project in 2011 Capital Budget to purchase the hardware necessary to run TransitFleet paperless (barcode) shop software
	As part of new facility, improve security and access control to the parts room. Also, centralize bus parts into one or two locations.	high	Collecting Scopes of Work from consultants
Paratransit	On-street supervision	med	Family Care & Brokerage are higher priority for staff resources
	Greater use and documentation of customer service calls to verify eligibility.	low	Functional Assessments as tool in eligibility highest priority as an enhancement to eligibility determinations
	Use of universal handicap icon on website	★	Done
Transit Operations	Use mobile information technology to develop a specific program to monitor overall service quality.	med	Have done nothing to date. Use of 'canned' reports in the system could be explored. Development of more detailed reporting requires IT staffing.
	Quarterly meetings of Operations Supervisors.	★	This is happening
	Develop Standard Operating Procedures Manual for Bus Operators and Operations Supervisors.	high	Jim Lehman has electronic copy of Metro's manual, from the Twin Cities.
	Continue monitoring and disciplining for AWOP. Continue assigning a specific Operations Supervisor to each WC case.	★	Systems in place for both.
	Consider making paratransit positions filled through a competitive process, rather than through seniority.	med	Process for this is underway

Unit	Brief Description of Recommendation	** Priority (high/med/low)	Status
Safety & Security	Undertake a 'feedback' and review process to ensure the effectiveness of training activities.	★	In place. Apparently did not adequately explain during O'Neil's review.
	Review of shop safety procedures. Standardized, reviewed, committed to written form and communicated, disseminated, controlled and updated.	high	Underway. Maintenance Mgr has Metro Shop Safety Manual from the 1980's, and samples from Streets Division and Milwaukee County Transit.
	Develop Safety and Security Program Plan	med	Chris Olson attended training in May to develop the plan.
	Ongoing program of public security awareness	med	
	Metro personnel plan and participate in Police and Fire live drills.	★	In place. Apparently did not adequately explain during O'Neil's review.
	In WC, track the number and type of incidents	med	Not undertaken yet, WMMIC/Risk Mgt have records for analysis.
Personnel and Labor Relations	Employee relations database tracking data regarding grievances.	med	Other database applications higher priority with limited staff
	Pursue more flexibility in the use of part-time transit operators.	med	Although we haven't pursued flexibility in the work performed, we have successfully expanded the hours in the upcoming contract.
	Our longevity pay is more generous than typical in the industry. Also, Sunday and evening premiums for bus operators is not common in the transit industry	low	Hard to put the genie back in the bottle
	Employee relations database.		???
	Metro and City of Madison address FMLA leave in the same manner as WC. Monthly case management meetings.	med	Some progress has been made. We've had discussions this quarter with HR on accountability of ee's under FMLA, including monthly review meetings.
	Receive data on regularly occurring frequency that would allow them to track non-FMLA AWOP used by Metro compared to city employees overall.	low	Not undertaken yet. Good suggestion, would require commitment and lead from HR
** Priorities as arbitrarily established by APG. Do not necessarily reflect the views of management.			

Planning & Scheduling			
Unit	Brief Description of Recommendation	Priority (high/med/low)	Status
	Increase staffing levels to permit data gathering & analysis to better gauge performance of existing service and propose changes.	Med	Staffing levels dependent on budget. Merging of ridership & AVL data will provide better and more accessible route-level, and potentially trip-level data. <i>Current "Operations Technician II" position could be upgraded with expanded data collection and analysis duties.</i>
	Create a succession plan for Schedule Planner position (would include documentation of the scheduling-runcutting-rostering process).	High	Current Transit Planner II has good general knowledge of the process, but it needs to be clearly documented in detail.
Planning & Scheduling	Expanded use of Trapeze as an analytical tool	Ongoing	Trapeze was used to evaluate changes in contract language & also to increase efficiency of upcoming runcut(s)
	Pursue a more proactive role with respect to mid-range and long-range transit proposals; Update of TDP.	High	Metro Planning & Scheduling staff are actively involved with the current TDP update process, which is being used to formulate service concepts for the RTA (~2-5 year horizon).
	Continue monitoring effectiveness of the Transfer Point System; explore other service types that could complement existing service.	Ongoing	As part of TDP update - RTA planning process noted above, BRT, Shared-ride taxi, and express service (both within the transfer points and from peripheral locations) are being explored.
Planning & Scheduling + IT	Analysis & calibration of APC data; develop APC sampling program	High	Initial analysis will be undertaken once the transition to the new Genfare/AVL data editing process has been completed. I will have a better idea of staff time availability at that point.
	Prepare Management Information Plan	Med	This will require the combined efforts of staff from all Metro units; maybe an expanded IT Team?
P&S, Admin	Use of SDC to develop mid- and long-range proposals	Med	More of this is occurring with the TDP update - RTA planning process.
Planning & Scheduling, Finance	Adopt additional service performance measures such as on-time performance, farebox recovery ratio, and subsidy per passenger.	Med	I would like to get Operations Tech II position involved with developing and maintaining an on-time performance program, using AVL data. More detailed, route-level reporting of ridership and revenue data will be available when the merger between farebox and AVL data has been completed.
	Develop a "a three-variable cost model"	Low	Elements of the cost model are already used, depending on type of analysis required.
Planning & Scheduling, Operations, IT	Develop a more formal, scheduled process for collecting driver input	Med	Would need to be done in conjunction with Operations staff; would also need to be administered.

Note: priority rankings are from my perspective only. Other units or individuals may view them differently. - Drew Beck

Marketing & Customer Service			
Unit	Brief Description of Recommendation	Priority (high/med/low)	Status
Marketing	Develop more robust advertising and promotion program	medium	With budget available, we've been focusing on Commute Card program using bus billboards, highway billboards, and other appropriate venues. Once past the pilot year of this project, will discuss possibility of using some revenue from new program to be used for further advertising campaigns.
	Bus stop signs; stickers on back of bus identifying location as bus stop; investigate assuming responsibility for bus stop signs	low	Near side bus stop signage pilot project ongoing. Several stops in downtown area have identifying stickers on back of sign. Currently monitoring customer and public response. May expand project as funding allows.
	Implement phone call recording program. Also implement annual review program.	completed 	Phone recording software and review program have been implemented. Customer service reps have 5 calls per shift reviewed. Supervisor evaluates call and provides 1-on-1 review on a weekly to daily basis
	Calculate average length of calls by call type; this data would allow for more accurate calculations of impacts to CSC staffing as a result of changes to the fixed-route system	medium	Project that can be best addressed with implementation of Interactive Voice Response (IVR) system. Purchase of IVR system is currently in 2011 budget. This upgrade in phone technology would provide for the ability to segment calls by service type and allow for better monitoring of average call length per service type.
	Conduct system-wide survey every 5 years. Conduct focus groups to understand effectiveness of advertising materials and utility of new online and mobile tools.	low	Metro will add this to its 2013 budget.
	Procedure for following up on customer complaint files that remain open beyond 90 days.	low	Procedure has been developed. A report tracking complaints open beyond 90 days will be monitored by customer service unit manager. Complaints that remain open past 90 days will be sent for resolution to general manager and unit head responsible for complaint.
	Collect data used in automatic online trip planner to assemble into database for planning purposes.	Function of Metro IS	This function would be part of the Information Services unit
Finance			
Unit	Brief Description of Recommendation	Priority (high/med/low)	Status
Finance	More timely resolution of fare increase issue as it relates to Metro's budget.	Low for now	Not an issue in 2010 as no fare increases are proposed but final solution will need to come from political process that is out of the control of this department.
Finance	Develop a long term strategic vision to guide future capital budgets.	Low	Nothing concrete has yet been done to begin the development of this plan.
Finance	Develop a program for the on-going review of the cash handling process. Consider a full security audit of this function.	Low	Monitoring the cash handling process has always been a high priority and continues to receive a great deal of attention. The audit's recommendations will be kept in mind as we continue to scrutinize this area.

Information Systems			
Unit	Brief Description of Recommendation	** Priority (high/med/low)	Status
Metro IS	Determine role that APC devices will play in Metro Transit's operations.	low	There has not yet been a staff recommendation regarding Automatic Passenger Counting devices. There has been some information gathering that will lead to a staff recommendation likely including analysis of alternative passenger counting techniques.
	Develop program to replace existing Fare Collection Equipment	med	A Metro staff team has collected information regarding replacement farebox equipment. A staff recommendation to purchase equipment that would provide a "smart card option" is being prepared. If smart card capability is included in the purchase, it would not be activated until Metro staff resources are sufficient to establish an appropriate program.
	Development of standard operating procedures for Metro IT projects.	med	The addition of a half-time position has given Metro IS staff the resources needed to begin development of documented Metro Information Services operating procedures.
	Information Management Study	high	This item has been moved from the Planning and Scheduling Section (Data Management Plan) to IS. This study is necessary to determine and prioritize Metro's internal and external data needs. A funding request for this study will need to be included in a future Metro Operating budget.