



DRAFT 2018 GREEN MOUNTAIN TRANSIT STRATEGIC PLAN

Goal 1: Improved Financial Stability (Finance Committee)

Objectives:

- A. Balanced budget
 - 1. Capital asset management plan (October 2018) - Finance
 - 2. Labor cost containment strategies – Admin/Ops/Maintenance
- B. New and sustainable revenue streams (grants, advertising revenue, possible legislative changes) – Admin/Finance
- C. Montpelier Transit Center operating agreement review– Admin/Finance/Ops
- D. Review any financial impact of other strategic goals before implementation.

Measures:

- Clean Single Audit
- Successful grant negotiations
- Reduction of OT cots, finding the right balance of staffing

GOAL 2: Enhance User Friendliness (Strategy Committee)

Objectives:

- A. Digital signage for transit system – Admin/Ops/On Going
 - 1. Implement Route Shout
- B. Expanded wireless connectivity along routes and near stops – Admin/Ops/On Going
 - 1. Implement Route Shout
 - 2. Audit site/routes
- C. Amenity oriented transit centers and stops - Planning/Ops
- D. Improved public communication (Phase II ITS) – Admin/Finance/Ops
 - 1. Voice
 - 2. Mobile Ticketing
 - 3. Automated Passenger Counter Signal Prioritization

Measures:

Goal 3: Increased Ridership (Operations Committee/Strategy?)

Objectives:

- A. Measure and achieve 90% on-time performance- RM/Ops
- B. Implement marketing and public affairs plan - Marketing
- C. Improved passenger amenities, ITS (information technology systems), parking, and public communication – Admin/Planning/Ops
- D. Improved multi modal connections - Planning



Measures:

Goal 4: Operational Excellence, Efficiency, and Safety (Operations Committee)

Objectives:

- A. Implement new updated training programs for Operations and Maintenance including prevention and safety topics – **HR/Ops/Maintenance**
- B. Provide reliable fleet – **Admin/Finance/Maintenance**
 - 1. reduce roads call - Increase % of PMs completed on time
 - 2. reduce average age of fleet
- C. Improved customer service (complaints/compliments) – **Admin/HR/Surveys**
 - 1. Quarterly customer surveys
 - 2. CSR training Manual
 - 3. On line customer feedback
- D. Maintain positive labor & employee relationships- **Admin**
- E. Analyze current Performance Improvement Plan (PIP) metrics and recommend changes – **Ops/Admin**

Measures:

Goal 5: Board is Engaged with GMT and Informed on Public Transit Issues(Leadership)

Objectives:

- A. Attendance and participation in assigned committee meetings - **Board**
- B. Participation in Board training events (external and internal)- **APTA-CTAA**
- C. Informed ridership experiences – **Surveys/Ops**

Measures:

Goal 6: Operate Efficient and Accessible Paratransit and Medicaid Services (Operations/Strategy)

Objectives:

- A. Analysis of current services including rural ADA and recommend changes – **In Motion**
- B. Evaluation of Non-Emergency Medical Transportation (NEMT and Medicaid) contract services – **VPTA/Finance**
- C. Review Charter to include name change and community assessments – **In Motion**

Measures:



Goal 7: Improve energy efficiency (Operations)

Objectives:

- A. Energy efficiency Plan – Planning/Finance/Admin
 - 1. Complete third party consultant review and recommendations
- B. Improved fleet efficiency – Admin/Finance/Maintenance/In Motion
 - 1. Add electric buses to GMT’s fleet
- C. Improved facility efficiency - Maintenance
- D. Plan with Vtrans and RPCs to meet state energy goals – Admin/Planning
- E. Implement recommended fuel changes – Admin/Maintenance

Measures:

- Unit of energy consumed by facilities and fleet
- Cost of energy for facilities and fleet

Goal 7: GMT will be an asset to the community (Strategy/Leadership)

Objectives:

- A. Productive relationships with VTRANS and the FTA – On Going/Admin
- B. Understand community/customer needs and priorities – Surveys/Admin/Board
- C. Coordination with regional planning commissions – Planning/Admin
- D. Established public policy priorities with state and federal legislative representatives – Admin/Board

Measures:

Goal 8: Improved system wide delivery effectiveness and efficiency (Operations/Strategy)

Objectives:

- A. Completed Comprehensive Service Analysis (CSA) and NextGen Study Report – On Going/Planning
- B. Completed fare and fare media analysis – On Going/Planning
- C. Prioritization for implementation - Planning/Admin/Board
- D. Improved service structure based on recommendations - Planning/Admin/Board
- E. Improved inter-regional connectivity based on CSA results - Planning/Admin/Board

Measures:

Goal 9: Upgraded and improved GMT facilities (Operations)

Objectives:

- A. 1 Industrial Ave. – Admin/Finance/Maintenance
 - Roof needs replacement as well as some of the HVAC units
- B. 15 Industrial - Admin/Finance/Maintenance
 - Upgraded to a training facility or a call center



- C. Downtown Transit Center – HR/Maintenance/Ops
 - Continue to monitor the utility costs and upgrade when needed
- D. Berlin Facility - Admin/Finance/Maintenance/Ops
 - Complete upgrade for the maintenance area and admin area
- E. St. Albans – Maintenance/Ops
 - Continue to monitor the facility needs
- F. Stowe Garage - Maintenance/Ops
 - Continue to monitor the facility needs
- G. Montpelier Transit Center

Measures:

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Updated – 12/04/17(mas), 12/15/17(mas), 01/17/18 (mas)