

AGENDA
Tulare County Regional Transit Agency

November 16, 2020, 3:00 p.m.

Tulare County Board of Supervisors Chambers
2800 West Burrell Avenue
Visalia, CA 93291

NOTE: This meeting will allow Board Members and the public to participate in the meeting via Teleconference, pursuant to the Governor's Executive Order N-29-20 (March 17, 2020), available at: <https://www.gov.ca.gov/wp-content/uploads/2020/03/3.17.20-N-29-20-EO.pdf>

Zoom Meeting | Direct Link: <https://bit.ly/2Zt4BQY>

Toll Free Call in: (888) 475-4499 | **Meeting ID:** 744 710 0343 | **Passcode:** 82243742

Call in only instructions: Enter your meeting ID followed by #, Enter # for participant ID, Enter the passcode followed by #.

In compliance with the Americans with Disabilities Act and the California Ralph M. Brown Act, if you need special assistance to participate in this meeting, including auxiliary aids, translation requests, or other accommodations, or to be able to access this agenda and documents in the agenda packet, please contact the Tulare County Association of Governments ("TCAG") office at 559-623-0450 at least 3 days prior to the meeting. Any staff reports and supporting materials provided to the Board after the distribution of the agenda packet are available for public inspection at the TCAG office.

- 1. CALL TO ORDER, WELCOME, AND ROLL CALL**
- 2. PLEDGE OF ALLEGIANCE**
- 3. PUBLIC COMMENT**

NOTICE TO THE PUBLIC
PUBLIC COMMENT PERIOD

At this time, members of the public may comment on any item of interest to the public and within the subject matter jurisdiction of TCRTA but not appearing on this agenda. Under state law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public is invited to make comments at the time the item comes up for Board consideration. Any person addressing the Board will be limited to a maximum of three (3) minutes so that all interested parties have an opportunity to speak with a total of fifteen (15) minutes allotted for the Public Comment Period. Speakers are requested to state their name(s) and address(es) for the record.

4. **ADMINISTER OATH OF OFFICE TO DIRECTORS** by Interim Executive Director (No page)
5. **APPROVE MINUTES OF OCTOBER 19, 2020** (Pages 1-2)
6. **COMMITTEE REPORTS** (No Page)
 - a. Executive Director Search Ad Hoc Committee
October 28, 2020; November 12, 2020
 - b. Policy Committee – November 12, 2020
 - c. Finance Committee – First Meeting Scheduled
 - d. Technical Operations Committee – First Meeting Scheduled
7. **PRESENTATION: CALSTART PROGRAM INITIATIVES & MEMBERSHIP** (Pages 3-4)
8. **PRESENTATION: REGIONAL FARE SYSTEM** (Pages 5-6)
9. **ACTION: EXECUTIVE DIRECTOR RECOMMENDATIONS: JOB DESCRIPTION, SALARY, HIRING AGENCY, AND OFFICE LOCATION** (Pages 7-14)
10. **ACTION: FARE CHANGES AND PROCUREMENT POLICIES** (Pages 15-16)
11. **ACTION: ADOPT MISSION STATEMENT** (Pages 17-18)
12. **INFORMATION: IMPLEMENTATION UPDATE** (Pages 19-36)
13. **OTHER BUSINESS**
 - a. Information: Items from Staff.
 - b. Information: Items from Board Members.
 - c. Request from Board Members for Future Agenda Items.
14. **ADJOURN**

The next scheduled meeting of the Tulare County Regional Transit Agency (TCRTA) Board of Directors will be held on Monday, December 14, 2020 at 3:00 p.m. in the Tulare County Board of Supervisors Chambers, 2800 W. Burrel Avenue, Visalia, CA 93291.

TULARE COUNTY REGIONAL TRANSIT AGENCY

<u>BOARD OF DIRECTORS</u>	<u>ALTERNATE</u>	<u>AGENCY</u>
Kuldip Thusu	Armando Longoria	City of Dinuba
Mary Waterman-Philpot	Dave Hails	City of Exeter
Greg Gomez	Tina Hernandez	City of Farmersville
Pam Kimball	Brian Watson	City of Lindsay
Virginia Gurrola	Monte Reyes	City of Porterville
Jose Sigala	Terry Sayre	City of Tulare
Rudy Mendoza	Emmanuel Llamas	City of Woodlake
Kuyler Crocker	Eddie Valero	County of Tulare

EX OFFICIO MEMBERS

Georgina Cardenas, CalVans

AD HOC & SUBCOMMITTEES

<u>AD HOC –EXECUTIVE DIRECTOR SEARCH</u>	<u>POLICY COMMITTEE</u>
Greg Gomez	Jose Sigala
Virginia Gurrola	Kuyler Crocker
Kuyler Crocker	

<u>TECHNICAL OPERATION COMMITTEE</u>	<u>FINANCE COMMITTEE</u>
Greg Gomez	Kuldip Thusu
Armondo Longoria	Monte Reyes
Kuyler Crocker	Kuyler Crocker

<u>TCRTA STAFF</u>	<u>OFFICE INFORMATION</u>
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*The TCRTA is temporarily receiving support from the Tulare County Association of Governments.

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**Tulare County Regional Transit Agency
Minutes**

October 19, 2020, 3:00 p.m.

Members Present:	Gomez, Gurrola, Sigala, Crocker, Thusu
Members Absent:	Waterman-Philpot, Kimball, Mendoza
Alternates Present:	Reyes, Longoria, Hernandez
Staff Present:	Ted Smalley, Elizabeth Forte, Rich Tree, and Amie Kane
Counsel Present:	Jeff Kuhn

1. CALL TO ORDER

Chair Crocker welcomed everyone and called the meeting to order at 3:00 p.m.

2. PLEDGE OF ALLEGIANCE

3. PUBLIC COMMENT

Public comments opened/closed at 3:03 p.m. No public comments received.

ACTION ITEMS:

4. ADMINISTER OATH OF OFFICE TO DIRECTORS

Mr. Smalley led Member Longoria in the oath of office.

5. APPROVE MINUTES OF SEPTEMBER 21, 2020

Upon motion by Member Gurrola and seconded by Member Sigala the Tulare County Regional Transit Agency unanimously approved the minutes with the revision that Member Mendoza was present.

6. INFORMATION: IMPLEMENTATION PLAN UPDATE

Mr. Tree provided the implementation plan update, describing the timeline of critical activities. Mr. Tree stated staff are working through the legal requirements, and continue to work closely with consultants at SBLB. Mr. Tree outlined the twenty-one areas of compliance needed and provided a detailed list of implementation goals.

7. ACTION: CREATE COMMITTEES AND APPOINT MEMBERS

Mr. Tree explained that to assist with the many implementation goals it would be helpful to establish four committees: Technical Operations, Policy, Finance, and an ad-hoc Executive Director Search group. After some discussion it was decided that each of these subcommittee groups would allow two Board Members and one Alternate to serve and the TCRTA Chair could appoint members that may be interested as vacancies become available.

Member Gomez and Member Gurrola requested to serve on the ad-hoc committee for the Executive Director Search.

Member Gomez and Alternate Longoria requested to serve on the Technical Operations Committee.

Member Crocker and Member Sigala requested to serve on the Polciy Committee.

Member Thusu and Alternate Reyes requested to serve on the Finance Committee.

Upon motion by Member Thusu and seconded by Member Gomez the Tulare County Regional Transit Agency unanimously approved the formation of the four subcommittees and members as discussed and presented.

8. ACTION: DRAFT MISSION STATEMENT AND GUIDING PRINCIPLES

Mr. Tree explained that to support the formation of TCRTA a mission statement would help shape the organization and its actions by providing guidance in the development of its implementation plan. To support the Board in this task, consultants with SBLB provided a list of possible elements that maybe included in the drafting of a Mission Statement. The Board reviewed the list of elements and discussion was had on their top choices. Ultimately, it was decided that this item would be brought back for adoption after the feedback from the Board could be incorporated into the draft Mission Statement.

9. INFORMATION: TRANSIT FUNDING SOURCES

Ms. Forte provided a summary of major transit funding types and sources, and described the difference between formula and competitive funds. Ms. Forte highlighted Federal funding sources such as Federal Transit Administration (FTA) and Congestion Mitigation and Air Quality (CMAQ) funds. Ms. Forte also provided a detailed overview of State funding sources such as State Transit Assistance (STA) and Low Carbon Transit Operations Program (LCTOP). Much discussion was had amongst the Board and staff regarding funding and financial goals. The Board requested that funding sources be brought back on a routine basis and highlight just one type of funding so a deeper dive and discussion can be had.

10. OTHER BUSINESS

a. Information: Items from Staff.

Mr. Smalley thanked the Board for approving the subcommittees and stated that the Ad Hoc Committee will start work right away to establish the guidelines for the Executive Director position.

b. Information: Items from Board Members.

Member Gurrola inquired about the involvement of the member agencies' transit staff in TCRTA. Ms. Forte responded that transit staff are invited and several of them are participating in TCRTA meetings.

c. Request from Board Members for Future Agenda Items.

Member Gurrola requested that information on CALSTART be presented at the next meeting.

11. ADJOURN

The meeting adjourned at 4:11 p.m. Chair Crocker confirmed the next scheduled meeting of the Tulare County Regional Transit Agency (TCRTA) Board of Directors will be held on Monday, November 16, 2020 at 3:00 p.m. in the Tulare County Board of Supervisors Chambers, 2800 W. Burrell Avenue, Visalia, CA 93291.

AGENDA ITEM 7

November 16, 2020

Prepared by Richard Tree, TCRTA Staff

SUBJECT:

Presentation: CALSTART Program Initiatives & Membership

DISCUSSION:

At the request of Member Gurolla, Mr. Jared Schnader, CALSTART National Program Manager, will be providing a presentation on CALSTART's program initiatives and memberships.

CALSTART is a national nonprofit whose model for change has proven effective, time and again, since it's founding in 1992. CALSTART focuses on five key activities to accelerate clean transportation:

1. Demonstration and development of new clean transportation technologies.
2. Assessment and validation, including third-party performance evaluation and business-case analysis of emerging technologies.
3. Market acceleration, including developing and managing innovative programs that speed purchase and adoption of cleaner technologies and fuels.
4. Policy work, centered on increasing opportunities and funding for clean transportation.
5. Member support, which helps our diverse member firms achieve their business and technical goals, and grow the clean transportation sector.

ATTACHMENT:

None

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AGENDA ITEM 8

November 16, 2020

Prepared by Richard Tree, TCRTA Staff

SUBJECT:

Presentation: Regional Fare System

DISCUSSION:

TCRTA member agencies have been planning, for the past couple of years, to procure a regional fare system that will improve the customer experience, lower operating cost, and generate additional revenue. However, finalizing the project specifications have been challenging.

Fare Payments-as-a-Service is a new way of delivering ticketing systems to transit agencies and riders. Instead of purchasing an expensive Automatic Fare Collection system, agencies can now sign up to a service delivered via a multi-tenant fare payments platform, removing the cost, risk and complexity of providing the latest fare payment innovations and allowing agencies to concentrate on what they do best, operating safe, reliable and convenient services to riders.

Mr. Jeff Nullmeyer, Masabi's Senior Business Development Manager, will be presenting on Masabi's Justride platform. Justride allows transit agencies and operators to sign up to mobile ticketing services, enable Mobility-as-a-Service (Maas) and deploy an account-based system allowing passengers to simply tap a contactless bank card, mobile device and smartcard to travel without needing to buy a ticket or understand fares.

ATTACHMENT:

None

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AGENDA ITEM 9

November 16, 2020

Prepared by Elizabeth Forte, TCRTA Staff

SUBJECT:

Action: Executive Director Recommendations: Job Description, Salary, Hiring Agency, and Office Location

DISCUSSION:

The TCRTA Board created an Ad Hoc Executive Director Search Committee at the October 19 Board meeting. The committee met on October 28 and November 12. The committee discussed a number of items that are necessary in order to move forward with procuring an Executive Director for the TCRTA: Job Description, Salary, Hiring Agency, and Office Location. Recommendations on these items are listed below.

- Job Description: Recommended job description is attached.
- Salary: Recommend an annual salary range of \$110,000 to \$160,000.
- Hiring Agency: Recommend that the Executive Director is hired by the County, specifically under TCAG. All member agencies were consulted regarding feasibility of creating and hiring for this position.
- Office Location: Recommend that the Executive Director's office be located at TCAG for an interim period, potentially one or more years.

A proposed schedule for the hiring process is attached to this staff report as well. March 2021 is an ideal timeframe for getting an Executive Director on Board. More time could be needed based on the processes of the hiring agency, holiday conflicts, or other unforeseen delays.

ATTACHMENTS:

1. Proposed Executive Director Job Description
2. Draft Executive Director Search Activities and Timeline

Tulare County Regional Transit Agency (TCRTA) Executive Director

The Tulare County Regional Transit Agency (“TCRTA”) was formed in 2020 to operate public transportation service for to the cities of Dinuba, Exeter, Farmersville, Lindsay, Porterville, Tulare, Woodlake, and the unincorporated areas of Tulare County. Currently, TCRTA member agencies provide fixed bus routes, ADA paratransit, demand response, and on-demand services.

TCRTA is governed by an 8-member Board of Directors comprised of representatives from the eight jurisdictions served by TCRTA. The Tulare County Association of Governments (“TCAG”) temporarily provides legal and administrative support.

SCOPE AND RESPONSIBILITIES

The Executive Director is responsible for overseeing TCRTA’s daily operations and for shaping and leading the Agency’s strategic long-term vision as well as any planned expansions. TCRTA and its Board of Directors are committed to ensuring that the organization is planning to meet future needs of the community by providing both equitable and sustainable transportation options while not compromising the quality of service currently being delivered on a daily basis.

The Executive Director serves as chief administrative officer and manages all aspects of the Agency in terms of development initiation, administration, operations, and maintenance. While TCRTA’s Board of Directors reserves unto itself ultimate decision-making authority as to the goals, budget, financing, policies, personnel and direction of the Agency, the Board of Directors and the Executive Director are responsible for the Agency’s success. Together, the Board and Executive Director assure the Agency’s relevance in the community, the accomplishment of its mission and vision, and the accountability of the Agency to its diverse constituents.

The ideal candidate will have a proven track record of successfully managing a large, complex and diverse organization that operates to provide the highest quality of service to its customers. The Executive Director must possess outstanding leadership and business skills as well as strong financial management, strategic planning, public relations, community relations and governmental relations skills.

TCRTA’s Executive Director will be an integral leader in enhancing transportation options in the Tulare County region. Elected officials, businesses, residents and other stakeholders expect the next Executive Director to lead a team of transit professionals who are capable of identifying and launching clean innovative transportation solutions to improve mobility and greater access to the region which will in turn lead to smart growth, increased business opportunities, jobs and economic development. It will also provide greater access to existing jobs that are not currently transit accessible.

The ideal candidate will have demonstrated a background and ability as grouped in the following areas:

GENERAL TRANSIT MANAGEMENT

- Experience managing a customer-centric, publicly-financed organization that provides year-round transit service to its customers on a daily basis with an emphasis on safety, security, reliability, cost, and on-time performance.
- Experience creating additional or new sustainable revenue streams including public-private partnerships for business operations and planned growth and expansion.
- Strong financial management skills overseeing large and complex budgets and an ability to offer creative solutions to run the organization more efficiently and effectively.
- Prepares an annual operating budget and any budget amendments for Board review and approval, and administers all services and activities within the budget adopted by the Board.
- Develop and implement a service plan that is consistent with Board and stakeholder priorities and reports periodically to the Board on the status of service, relative to the service plan and the adopted budget.
- Experience developing relationships with businesses and other organizations to create public-private partnership opportunities which lessen the reliance on grants, farebox revenues and public funding.
- Ability to oversee and implement effective cost-control measures and ensure they are in place at all levels of the agency.
- Experience overseeing an effective marketing plan to advance a positive culture and strong public image that promotes the agency, its services, and increases ridership.
- Ability to provide sound oversight and management of daily operations, maintenance and short- and long-term capital projects.
- Ensures compliance of local, state, and federal laws and regulation (EPA, OSHA, DOT, ADA, EEOC)
- Experience with FTA Triennial Review, Transit Asset Management, Public Transportation Agency Safety Plans, and annual NTD reporting.

INTERNAL RELATIONSHIPS

- Challenge agency to think “outside the box” and offer customer-centric solutions that are innovative and incorporate technology solutions that advance customer service.

- Develop and promote a “yes we can” culture across the organization that allows employees to feel safe to think creatively and try to deliver mobility solutions that may not follow the traditional way in which transit agencies have always operated.
- Motivate staff to set priorities for their departments, accelerate decision making and communicate and collaborate with other agency departments to ensure that greater communication is occurring, more solutions to challenges are being identified and that these solutions are being implemented as quickly and efficiently as possible without putting the agency at risk.
- Ability to evaluate, develop, mentor and hire a senior executive management team that will ensure the agency is providing exceptional service that is timely, safe and affordable and also meeting the expectations of the community.
- Establish and maintain a healthy working relationship with the collective bargaining units and all employees across the organization.
- Treat all employees fairly and provide an open, collaborative, positive, professional and safe work environment for all employees and contractors of TCRTA.

EXTERNAL RELATIONSHIPS

- Regularly attend, participate and be a thought leader for increased mobility across the region. Engage other local leaders and the public and provide creative ideas, solutions and approaches to address the mobility challenges within Tulare County.
- Experience engaging and working effectively and persuasively with elected officials, local, state and federal agencies, the business community, faith-based community, disabled community, organized labor, public constituencies, educational and health leaders, the press, and other stakeholders.
- Interact and communicate regularly with employees, customers, the public, elected officials, the press and all other stakeholders to provide transparency and insight into the agency’s implementation of policies and agendas.
- Maintain on-going and effective communication with governmental agencies and elected officials (local, state, and federal) to assure maximum cooperation and to achieve the best possible transportation system for the region.
- Work creatively with constituent groups to address their concerns and generate new programs and instruments that accommodate their needs.

- Meet, speak with and listen to stakeholders in the region to generate new ideas and approaches to enhance TCRTA and mobility around the region.
- Listen, respond and address all community needs regardless of the origin in a fair, open, transparent, honest, sincere and committed manner.

BOARD INTERACTION

- Develop a strong working relationship with the 8-member Board and Board Chair, including having effective two-way communication.
- Keep the Board informed and assist the Board in its policymaking duties and decisions including furnishing information and support.
- Implement Board policy via actionable management plans and provide strategic direction to senior management that will enable the effective execution of these policies.
- Assist and advise the Board in generating and achieving the Board's short- and long-term transit objectives.
- Advise, inform and keep the Board aware of TCRT's engagement and efforts at a local, state and national level to address its state of operations, capital needs, financial state and funding needs.
- Engage and partner with Board members to advocate on TCRTA's behalf with elected officials at a local, state and national level to ensure that TCRTA continues to demonstrate its commitment to quality service, increased mobility, regional growth and sustainable development.

PERSONAL ATTRIBUTES

The candidate should possess the following attributes:

- Professional and executive presence, mature, honest, even-tempered, intelligent, trusting, confident, charismatic and personable.
- Politically savvy, persuasive, open-minded, and fair but firm manager.
- Adaptable to change quickly and often
- Inspiring visionary who is passionate about transit and can be a champion of TCRTA.
- High energy level, sense of humor, gravitas, integrity and ethics above reproach.

- Innovative, compassionate, transparent, inclusive in his/her decision-making process and willing to delegate responsibility.
- Ability to speak to large and small groups alike.
- Results-oriented individual with a dedication to accuracy, sense of urgency, efficiency and on-time delivery.
- Willing to accept, embrace and adjust to criticism and make suggestions for change.
- Ability to communicate with and treat all stakeholders equal and with respect.
- Ability to facilitate, negotiate and provide realistic and strategic solutions to problems and comfortable mediating difficult situations and building consensus.
- Strategic leader, open-minded communicator and critical thinker who is unwilling to let challenges prevent success, but rather looks at challenges as opportunities for success.
- Effective manager who listens and encourages employees, teams, and stakeholders to debate and challenge ideas.
- Creative approach to problem-solving with a proven track record of implementing innovative initiatives in complex organizations.
- A leader who has a strong financial orientation and who can identify inefficiencies and areas of potential cost reduction.

EXPERIENCE REQUIRED

The successful candidate will have a minimum of 10 years' executive management experience with a large organization, transit agency or another public or private entity of comparable nature, complexity and size of TCRTA. While a Bachelor's degree in transportation, transportation management, engineering, business management, planning or equivalent is required, a Master's degree is preferred. An equivalent combination of education and experience consistent with the required qualifications will also be considered.

This position is subject to background testing and drug screening.

TCRTA is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, or veteran status.

TCRTA
Executive Director Search Activities and Timeline

Task	Responsibility	Date
1. Job Description	Draft and approve Executive Director job description	October 28, 2020
2. Housing & Location	Survey member agencies for ED housing and benefit packages	November 6, 2020
3. Ad Hoc Meeting	Finalize job description, housing, location, compensation and benefits	November 12, 2020
4. Board Meeting	1. Approve job description, housing, location, compensation and benefits 2. Authorize advertisement of position	November 16, 2020
5. Advertise Position	Nationally advertise position	November 23, 2020 – December 18, 2020
6. Candidate Screening	Screen candidates and prepare documents for selection committee	January 8, 2021
7. Interviews	Schedule candidate interview with selection committee	January 18 – 21, 2021
8. Background Verifications	Perform background verifications	January 25 – 29, 2021
9. Board Meeting	Board interviews and candidate presentation (if needed)	February 8, 2020
10. Board Meeting	Board approves candidate and candidate announced	February 15, 2020
11. On Duty	Executive Director begins service	March 1 – April 1, 2021

Executive Director Search Locations

California Association for Coordinated Transportation (CalACT)	California Transit Association (CTA)
American Public Transportation Association (APTA)	TransitTalent (www.transittalent.com)
Careers In Government (www.careersingovernment.com)	Mass Transit Magazine (www.masstransitmag.com)
MPO Communication	Municipality Communication
County Communication	

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AGENDA ITEM 10

November 16, 2020

Prepared by Richard Tree, TCRTA Staff

SUBJECT:

Action: Fare Changes and Procurement Policies

DISCUSSION:

The TCRTA Board created a Policy Sub-Committee at the October 19, 2020 Board Meeting. The committee met on November 12, 2020 to discuss a number of policy items necessary to further the Implementation Plan. The Policy Sub-Committee recommends the following policies for approval:

1. Consistent with the Federal Transit Administration's Office of Civil Rights to ensure that the impacts of fare changes are not discriminatory and distributed equitably to minority and low-income populations. **The TCRTA Board shall evaluate and approve proposed member agency fare changes prior to implementation.**
2. Consistent with the Federal Transit Administration's Best Practices Procurement Manual that establishes procurement practices intended to help federal recipients improve their procurement processes and avoid un-coordinated procurements. **The TCRTA Board shall evaluate and approve proposed member agency procurements in excess of \$150,000 prior to implementation.**

ATTACHMENT:

None

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AGENDA ITEM 11

November 16, 2020

Prepared by Richard Tree, TCRTA Staff

SUBJECT:

Action: Approve Mission Statement and Guiding Principles

DISCUSSION:

At the TCRTA meeting held on October 19, 2020, the board was presented with a selection of elements to be included in the TCRTA Mission Statement. At this meeting, board members expressed their support of including the elements listed below.

- Provide improved customer service, seamless in terms of fares, service coverage, and information tools.
- Provide improved cost effectiveness for the agencies operating services through cost savings, shared expenses, more flexible use of available resources and equipment, and economies of scale.
- We at TCRTA deliver clean, sustainable mobility choices that link people, communities, and jobs, and provide services safely and efficiently.

Staff has applied this input and is recommending the following mission statement for your consideration:

“We at TCRTA deliver clean, sustainable mobility choices that link people, communities, and jobs. Our focus is to elevate customer service, safety, and provide seamless transportation alternatives by optimizing efficiencies through joining together and maximizing economies of scale.”

Once the mission statement has been approved, it will be utilized in communicating the important mission of the agency to our stakeholders.

ATTACHMENT:

None

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AGENDA ITEM 12

November 16, 2020

Prepared by Richard Tree, TCRTA Staff

SUBJECT:

Information: Implementation Plan Update

DISCUSSION:

At the Board meeting of October 19, 2020, the Board directed staff to continue working on the Implementation Plan. Since that time, staff has been working with SBLB, TCRTA's consultant, on various aspects of the Implementation Plan.

The attached Implementation Plan Checklist emerged to provide staff a sorted list of tasks by color-coded categories in an effort to assist in meeting milestones. Staff has also been working with the consultant on updating each milestone based on current needs and expected timeline. Staff expects that the Implementation Plan Task Description to be completed by the end of November 2020.

ATTACHMENTS:

1. TCRTA Implementation Plan – Checklist
2. Updated TCRTA Implementation Plan

TRANSITION CHECKLIST ORGANIZED BY START DATE

TCRTA JPA Task Description	Responsible Person(s)	Task Start Date
Identify implementation Committees/Create a start-up budget	JPA Board members with staff support	10/1/20
Establish Ad Hoc Policy Committee that is tasked with the Executive Director search process	JPA Board members with Staff support	10/1/20
Establish Policy Committee that considers Agency Policies outside of Finance	JPA Board members with Staff support	10/1/20
Establish a Finance Policy Committee that is responsible for guiding the JPA's Budget, grant and fare policy strategy.	JPA Board members with Staff support	10/1/20
Develop Implementation Communications Plan that includes 1. Monthly TCAG standing reports, 2. Quarterly Community Updates 3. Quarterly Communications with Funding Agencies and 4. New Transit Agency Brand Development	Rich Tree with Staff/ Consultant Support and Board Approval	10/1/20
Process and establish new personnel e-mail addresses and website information page.	Rich Tree	10/1/20
Initiate Executive Director Search Process with hiring goal of Spring 2021	Ad Hoc Policy Committee with Staff Support	10/1/20

TRANSITION CHECKLIST ORGANIZED BY START DATE

Policy Board Orientation & Development 1.Establish Quarterly Policy Board Transition Meetings to review JPA Transition Issues 2. Schedule Spring 2021 JPA Retreat 3. Arrange for site visit of recently consolidated California Transit Agency	Rich Tree, Staff and Consultant Support with Board Approval	10/1/20
Coordinate service provider's contract option years	Rich Tree with TOC	10/15/20
Determine office location of initial TCRTA staff	Rich Tree /TCAG support	10/15/20
Establish & Calendar Regular Meetings Dates with Committees	TECH Adv Committee, Rich Tree with Consultant Support	11/1/20
Notify and gain support of FTA and Caltrans or provide for a smooth funding transition to the JPA	JPA Board with Staff support	11/1/20
Finalize Cost sharing and funding allocations	JPA Board with Staff support	11/1/20
If applicable prepare RFP for contract operations & maintenance	TCRTA ED with Consultant	11/15/20
Establish bus stop maintenance and amenities plan	Rich Tree, TOC, Consultant support	11/15/20
Review existing fleet assignments for service area optimization	Rich Tree with Tech Comm. (TOC)	12/1/20

TRANSITION CHECKLIST ORGANIZED BY START DATE

Determine staffing plan and plan for contracted services	Policy Com., TCRTA Staff with Board Approval	12/1/20
Develop Staff Transition Plan	Policy Com. with Board Approval	12/1/20
Develop and implement TCRTA public information outreach & campaign/	Rich Tree/TCAG support	12/1/20
Develop TCRTA service plan	Rich Tree, TOC, Consultant support	12/1/20
Replace decals and logos with unified system brand	Rich Tree, TOC	12/1/20
Develop new brand identity for the TCRTA	Rich Tree/TCAG/Consultant	12/15/20
Adopt performance measure and standards	TCRTA Board & Staff, Consultant	1/5/21
Identify opportunities for micro transit and alternative forms of service delivery	TCRTA Board & Staff , Consultant support	1/5/21
Determine fare structure	TCRTA Board & Staff , Consultant support	1/5/21
Inform Caltrans of vehicle transfers & change of licensing/permitting	Rich Tree, TOC	1/5/21
Consider necessary facility upgrades for ZEB implementation	Rich Tree, TOC	1/5/21
Review/Coordinate/Determine internal IT team and Project Scope requirements	Rich Tree with TOC	1/5/21

TRANSITION CHECKLIST ORGANIZED BY START DATE

Review fare collections equipment for eventual standardization	Rich Tree with TOC	1/5/21
Plan for standardized communications equipment on all vehicles	Rich Tree with TOC	1/5/21
Determine vehicle and facility utilization and asset transfer/rental fees	Technical Staff /Board Approval	1/15/21
Combine Fixed Asset inventory into Consolidated JPA format	Rich Tree with TOC	1/15/21
Develop Budget	Rich Tree /TCAG support	1/15/21
Develop set of administrative procedures	Rich Tree /TCAG support	1/15/21
Create public information about the planning process and planned outcomes of the consolidated planning effort'	Rich Tree/TCAG support	1/15/21
Develop short range transit plan and long term financial plan	TCRTA Staff	2/1/21
Review fleet fuel procurement processes and optimization opportunities	Rich Tree with TOC	2/1/21
Hire staff/facilitate move of staff to new roles or contract adm.	TCRTA ED (Executive Director)	2/1/21
Review spare parts inventory and consider centralizing	Rich Tree, TOC	2/1/21

TRANSITION CHECKLIST ORGANIZED BY START DATE

Standardize spare parts inventory and procedures	Rich Tree, TOC	2/1/21
Develop uniform capital replacement program	Rich Tree with TOC	3/1/21
Conduct public hearings and adopt fare structure and service plan	TCRTA Board & Staff , Consultant support	3/1/21
Confirm storage locations for vehicles	Rich Tree, TOC	3/1/21
Review and standardize maintenance standards and procedures as applicable.	Rich Tree, TOC	3/1/21
Conduct public meetings about planned changes to transit	Rich Tree/TCAG/Consultant	3/15/21
Develop consolidated transit information	Rich Tree/TCAG/Consultant	3/15/21
Secure telephone number for TCRTA	Rich Tree with TCAG	4/1/21
Transfer licenses for all software uses to JPA	Rich Tree with TOC	4/1/21
Ensure IT hardware requirements are ordered, i.e. network hardware, IVR/phone system, computers, radio hardware, tablets, etc.	Rich Tree with TOC	4/1/21
Establish and Calendar IT requirements installation/set-up needs	Rich Tree with TOC	4/1/21
Calendar IT review meetings with appropriate Project management.	TOC and Service Contractors	4/1/21

TRANSITION CHECKLIST ORGANIZED BY START DATE

Coordinate and engage external IT labor & installation vendors as may be needed.	Rich Tree with TOC	4/1/21
Negotiate external IT vendor Agreements under preicurment guidelines.	Rich Tree	4/1/21
Determine facility phone and internet requirements.	Rich Tree	4/1/21
Initiate centralized scheduling and dispatch center for consolidated services	TCRTA Staff with Board Approval	4/1/21
Contact and coordinate phone/internet vendor agreement(s), calendar installation date(s).	Rich Tree	4/1/21
Finalize service schedule and operator run cuts	Rich Tree, TOC, Consultant support, Contract Service Operators	6/1/21
Implement TCRTA service plan	TCRTA Board & Staff , Consultant support with exsiting contract operators	6/1/21
if applicable negotiate seniority, bid selection with union	TCRTA	11/15/21
Plan for transition of assets to JPA	Rich Tree with TOC	11/15/21
Develop website for the TCRTA	Rich Tree/TCAG/Consultant	12/15/21
Establish all financial and grant tracking procedure to ensure compliance	Staff	11/120

TRANSITION CHECKLIST ORGANIZED BY START DATE

Conduct kickoff event to launch consolidated transit services	Rich Tree/ED/TCAG/ Board	7/1/21...or ?
Set-up bank account, determine authorize signers	Rich Tree	As needed
Set-up armored truck service for farebox revenue pick-up and bank delivery (if applicable). Determine possible coordination	Rich Tree	As needed
Develop JPA Mission Statement that highlights goals of the JPA	Develop JPA Mission Statement that highlights goals of the JPA	Develop JPA Mission Statement that highlights goals of the JPA
Explore local revenue enhancement strategies for public/private partnerships	TCRTA Staff	Ongoing
Refine schedules and service as needed	TCRTA Staff, TOC with TCRTA approval	Ongoing

TRANSITION CHECKLIST ORGANIZED BY START DATE

COLOR KEY BY CATEGORY

JPA TRANSITION CHECKLIST
CAPITAL & FINANCE ITEMS
ADMINISTRATION STAFFING
MARKETING & PUBLIC INFORMATION
SERVICE PLANNING
FACILITIES, EQUIPMENT & MAINTENANCE

	TCRTA JPA Task Description	Responsible Person(s)	Task Start Date	Target Completion Date	Comments
	JOINT POWERS AGENCY TRANSITION TASKS	Ad Hoc ,Tech Ops, Policy, Finance Com			
1	Develop JPA Mission Statement that highlights goals of the JPA	JPA Board members with staff support	10/1/2020	11/15/2020	Draft Board Agenda Item should be presented at next meeting for Board's review and approval
2	Identify implementation Committees/Create a start-up budget	JPA Board members with staff support	10/1/2020	11/15/2020	Draft Board Agenda Item should be presented at next meeting for Board's review and approval
3	Establish & Calendar Regular Meetings Dates with Committees	TECH Adv Committee, Rich Tree with Consultant Support	11/1/2020	4/15/2021	These meetings will assist in further defining a transition timeline detailed task list.
4	Establish Ad Hoc Policy Committee that is tasked with the Executive Director search process	JPA Board members with Staff support	10/1/2020	6/1/2021	This committee will meet frequently to direct the Executive Director Search Process.
5	Establish Policy Committee that considers Agency Policies outside of Finance	JPA Board members with Staff support	10/1/2020	6/1/2021	This committee shall meet frequently to address issues in accordance with the Policy and Procedures Manual and Article 11 that are outlined in the JPA . In addition compliance with regulatory agencies will also be addressed in this committee.
6	Establish a Finance Policy Committee that is responsible for guiding the JPA's Budget, grant and fare policy strategy.	JPA Board members with Staff support	10/1/2020	6/1/2021	This committee shall meet frequently to address coordination issues and critical budget processes.
7	Develop Implementation Communications Plan that includes 1. Monthly TCAG standing reports, 2.Quarterly Community Updates 3. Quarterly Communications with Funding Agencies and 4. New Transit Agency Brand Development	Rich Tree with Staff/ Consultant Support and Board Approval	10/1/2020	6/1/2021	A draft Communications Plan will ensure that the process is conducted in a transparent fashion that addresses passenger service quality consideration and optimization.
8	Process and establish new personnel e-mail addresses and website information page.	Rich Tree	10/1/2020	12/15/2020	Establishing a new TCRTA email address assists with the public's recognition of the new entity.
9	Initiate Executive Director Search Process with hiring goal of Spring 2021	Ad Hoc Policy Committee with Staff Support	10/1/2020	4/30/2021	The Executive Director Search should be conducted as soon as possible.
10	Policy Board Orientation & Development 1.Establish Quarterly Policy Board Transition Meetings to review JPA Transition Issues 2. Schedule Spring 2021 JPA Retreat 3. Arrange for site visit of recently consolidated California Transit Agency	Rich Tree, Staff and Consultant Support with Board Approval	10/1/2020	6/1/2021	A series of Board Orientation and Development meetings should be scheduled to enhance board communication and policy input.

	CAPITAL & FINANCE ITEMS				
1	Notify and gain support of FTA and Caltrans or provide for a smooth funding transition to the JPA	JPA Board with Staff support	11/1/2020	5/1/2021	Coordination with FTA and Caltrans is essential for a successful beginning. Advising both entities is necessary to ensure that funding requirements are met.
2	Establish all financial and grant tracking procedure to ensure compliance	Staff	11/1/2020	1/1/2022	Initiating centralized reporting at the onset of the process will assist in compliance.
3	Finalize Cost sharing and funding allocations	JPA Board with Staff support	11/1/2020	5/1/2021	Analyzing funding calculations i.e. service per mile, per population, per service mile or a combination of several should be determined to ensure transparency in funding allocations.
4	Review existing fleet assignments for service area optimization	Rich Tree with Tech Comm. (TOC)	12/1/2020	3/1/2021	Review operating vehicle assignment to meet service quality standards and cost efficiency
5	Develop uniform capital replacement program	Rich Tree with TOC	3/1/2021	5/1/2021	Developing this will enable air quality compliance planning and maximize funding opportunities.
6	Explore local revenue enhancement strategies for public/private partnerships	TCRTA Staff	ongoing		Maximizing public private partnerships will assist in new agencies service provision opportunities.
7	Develop short range transit plan and long term financial plan	TCRTA Staff	2/1/2021	5/1/2021	Defining both plans are FTA and State requirements.
8	Set-up bank account, determine authorize signers	Rich Tree			TCRTA should initiate bank account.
9	Set-up armored truck service for farebox revenue pick-up and bank delivery (if applicable). Determine possible coordination	Rich Tree	as needed		TCRTA should set up regional armored truck service to coordinate process.
10	Determine vehicle and facility utilization and asset transfer/rental fees	Technical Staff /Board Approval	1/15/2021	3/1/2021	Cost Analysis and negotiation of user fees and/or asset transfers should be performed.
11	Review fleet fuel procurement processes and optimization opportunities	Rich Tree with TOC	2/1/2021	3/1/2021	Possible savings
12	Combine Fixed Asset inventory into Consolidated JPA format	Rich Tree with TOC	1/15/2021	5/1/2021	Analysis of fuel procurement needs and coordination of procurement should be performed.
	ADMINISTRATION STAFFING				

1	Determine staffing plan and plan for contracted services	Policy Com., TCRTA Staff with Board Approval	12/1/2020	3/1/2021	Establishing an org. chart based on technical capacity should be done as soon as possible.
2	Develop Staff Transition Plan	Policy Com. with Board Approval	12/1/2020	2/1/2021	Identifying existing resources that may be displaced with the transition and consider transfers.
3	Hire staff/facilitate move of staff to new roles or contract adm.	TCRTA ED (Executive Director)	2/1/2021	5/1/2021	Maximize opportunities when considering new contract services and upcoming RFP staffing needs.
4	If applicable prepare RFP for contract operations & maintenance	TCRTA ED with Consultant	11/15/2020	3/1/2021	Strategize regarding operating contract expiration and new TCRTA organizational structure
5	If applicable negotiate seniority, bid selection with union	TCRTA	11/15/2021	5/1/2021	Identify all union agreements that would impact new agency
6	Plan for transition of assets to JPA	Rich Tree with TOC	11/15/2021	5/1/2021	Assemble asset inventories & schedule condition inspections and asset transfer timeline.
7	Develop Budget	Rich Tree /TCAG support	1/15/2021	5/1/2021	Create TCRTA 2021/22 proposed budget for Board consideration.
8	Develop set of administrative procedures	Rich Tree /TCAG support	1/15/2021	5/1/2021	Create Administrative procedures or identify existing administrative procedures from a similar entity that can be utilized
9	Coordinate service provider's contract option years	Rich Tree with TOC	10/15/2020	1/15/2021	Identify contract terms and cost impact of options years.
10	Determine office location of initial TCRTA staff	Rich Tree /TCAG support	10/15/2020	1/15/2021	Identify physical office space where initoa; TCRTA staff will be housed.
MARKETING & PUBLIC INFORMATION					
1	Create public information about the planning process and planned outcomes of the consolidated planning effort'	Rich Tree/TCAG support	1/15/2021	5/30/2021	Keeping all of the stakeholders informed is critical
2	Develop new brand identity for the TCRTA	Rich Tree/TCAG/Consultant	12/15/2020	2/15/2021	Brand identity will assist in defining the new agencies services.

3	Conduct public meetings about planned changes to transit	Rich Tree/TCAG/Consultant	3/15/2021	7/1/2021	Public Hearing regarding service and fare adjustments are regulatory requirements.
4	Develop consolidated transit information	Rich Tree/TCAG/Consultant	3/15/2021	5/15/2021	Developing consolidated public information will assist with passenger education.
5	Develop website for the TCRTA	Rich Tree/TCAG/Consultant	12/15/2020	3/30/2021	Establishing a website where the public can obtain information regarding the new JPA is important.
6	Develop and implement TCRTA public information outreach & campaign/	Rich Tree/TCAG support	12/1/2020	2/1/2021	Developing a public outreach and ongoing marketing plan will assist staff and Board in providing public information and gaining passenger input.
7	Conduct kickoff event to launch consolidated transit services	Rich Tree/ED/TCAG/ Board	7/1/21...or ?		Defining a TCRTA service kick off date and public celebration will assist in establishing the new JPA's identity.
	SERVICE PLANNING				
1	Develop TCRTA service plan	Rich Tree, TOC, Consultant support	12/1/2020	6/1/2021	Consolidating all service schedules into one Service Plan will be the first step in reviewing service.
2	Adopt performance measure and standards	TCRTA Board & Staff, Consultant	1/5/2021	3/15/2021	Establishing performance measures and standards for the new Agency.
3	Identify opportunities for micro transit and alternative forms of service delivery	TCRTA Board & Staff , Consultant support	1/5/2021	Ongoing	Review opportunities to introduce new forms of transit to serve community.
4	Determine fare structure	TCRTA Board & Staff , Consultant support	1/5/2021	Ongoing	Establish regional fare structure.
5	Conduct public hearings and adopt fare structure and service plan	TCRTA Board & Staff , Consultant support	3/1/2021	6/1/2021	Perform FTA required public outreach
6	Establish bus stop maintenance and amenities plan	Rich Tree, TOC, Consultant support	11/15/2020	2/1/2021	Establish consistent bus stop maintenance and amenities standards.
7	Finalize service schedule and operator run cuts	Rich Tree, TOC, Consultant support, Contract Service Operators	6/1/2021	6/15/2021	Develop service schedule and run cuts for service implementation and operator assignment.
8	Implement TCRTA service plan	TCRTA Board & Staff , Consultant support with existing contract operators	6/1/2021	7/1/2021	Initiate new service plan for the new Agency. This would be provided through the existing contractors until contract expiration when services can be rebid.
9	Refine schedules and service as needed	TCRTA Staff, TOC with TCRTA approval	Ongoing	Ongoing	TCRTA Staff and Service Contractors with Board Approval

	FACILITIES, EQUIPMENT & MAINTENANCE				
1	Replace decals and logos with unified system brand	Rich Tree, TOC	12/1/2020	7/1/2021	Full fleet implementation can be implemented in phases in order to minimize costs.
2	Inform Caltrans of vehicle transfers & change of licensing/permitting	Rich Tree, TOC	1/5/2021	7/1/2021	CHP should be consulted regarding licensing timing and CALTRANS should be consulted regarding vehicles asset ownership transfers.
3	Consider necessary facility upgrades for ZEB implementation	Rich Tree, TOC	1/5/2021	7/1/2021	ZEB implementation should be reviewed to establish capital project implementation.
4	Review spare parts inventory and consider centralizing	Rich Tree, TOC	1/5/2021	7/1/2021	Review service contracts for optimization
5	Standardize spare parts inventory and procedures	Rich Tree, TOC	1/5/2021	7/1/2021	Review service contracts for optimization
6	Confirm storage locations for vehicles	Rich Tree, TOC	3/1/2021	6/1/2021	Optimization Review of vehicles utilization to be performed to support new service plan.
7	Review and standardize maintenance standards and procedures as applicable.	Rich Tree, TOC	3/1/2021	7/1/2021	Review service contracts for optimization
	IT TECHNOLOGY AND SYSTEMS ADMIN				
1	Review/Coordinate/Determine internal IT team and Project Scope requirements	Rich Tree with TOC	1/5/2021	7/1/2021	
2	Review fare collections equipment for eventual standardization	Rich Tree with TOC	1/5/2021	3/15/2021	
3	Plan for standardized communications equipment on all vehicles	Rich Tree with TOC	1/5/2021	3/15/2021	
4	Secure telephone number for TCRTA	Rich Tree with TCAG	4/1/2021	4/15/2021	
5	Transfer licenses for all software uses to JPA	Rich Tree with TOC	4/1/2021	7/1/2021	
6	Ensure IT hardware requirements are ordered, i.e. network hardware, IVR/phone system, computers, radio hardware, tablets, etc.	Rich Tree with TOC	4/1/2021	7/1/2021	
7	Establish and Calendar IT requirements installation/set-up needs	Rich Tree with TOC	4/1/2021	7/1/2021	
8	Calendar IT review meetings with appropriate Project management.	TOC and Service Contractors	4/1/2021	7/1/2021	
9	Coordinate and engage external IT labor & installation vendors as may be needed.	Rich Tree with TOC	4/1/2021	7/1/2021	
10	Negotiate external IT vendor Agreements under procurement guidelines.	Rich Tree	4/1/2021	7/1/2021	
11	Determine facility phone and internet requirements.	Rich Tree	4/1/2021	7/1/2021	

12	Initiate centralized scheduling and dispatch center for consolidated services	TCRTA Staff with Board Approval	4/1/2021	TBD	
13	Contact and coordinate phone/internet vendor agreement(s), calendar installation date(s).	Rich Tree	4/1/2021	7/1/2021	
	DIRECT EMPLOYEES (IF APPLICABLE)				
1	Recruitment for Open Positions	HR Committee			
2	Schedule and conduct new employee candidate reviews, coordinate reviews with appropriate staff/managers	Service Contractors			
3	Make job offers	JPA Staff on Exempt Positions			
4	Conduct Background checks/MVR per agency requirements	JPA Staff on Exempt Positions			
5	Send processed approved new hire candidates for pre-employment Drug test	Service Contractors			
6	Send processed approved new hire candidates for pre-employment Department of Transportation (DOT) physical (if deemed applicable).	Service Contractors			
7	Order Uniforms for new drivers, maintenance and operations personnel, ensure vendor delivery date is guaranteed in advance of service start date.	Rich Tree with TOC			
8	Set-up and organize new personnel files	JPA Staff on Exempt Positions			
9	Labor (If applicable)	TBD as necessary			
10	Identify Union participation and assure check off	TBD as necessary			
11	Validate seniority list	TBD as necessary			
12	Conduct labor relations training	TBD as necessary			
13	Review strike plan	TBD as necessary			
14	Order and Replace all HR postings	JPA Staff on Exempt Positions			
15	Create Employee Handbooks	JPA Staff on Exempt Positions			
16	Revise and print Operator Rulebook	Service Contractors			
17	All policies updated, including Substance Abuse Policy	JPA Staff on Exempt Positions			
18	Prepare Job Descriptions	JPA Staff on Exempt Positions			
19	Release of Previous Employer DOT FTA	Service Contractors			
20	FCRA	Service Contractors			
21	Pre-Hire Self Identify	Service Contractors			
22	New Hire Checklist	Service Contractors			
23	Contract with Payroll Vendor (if necessary)	Rich Tree with HR Committee			
24	Contracts & E-Verify	Service Contractors			
25	Timekeeping System Established	Service Contractors			
26	Swipe Badges Ordered (If applicable)	Service Contractors			
27	Vacation & Sick Accruals	Rich Tree with HR Committee			

28	Drug & Alcohol Facility Contract	Service Contractors			
29	Testing Facility Address	Service Contractors			
30	MRO Contact Information	Service Contractors			
31	Drug & Alcohol Consortium Contract	Service Contractors			
32	Substance Abuse Professional & EAP Contracts	Service Contractors			
33	Drug Testing Authorization Form	Service Contractors			
34	DOT Physical Facility Contract	Service Contractors			
35	Uniform Vendor Contract	Rich Tree with TOC			
36	Name Badge Vendor Contract or create badges (if needed)	Rich Tree with TOC			
37	Incumbent Hourly Employees	Service Contractors			
38	Conduct Background checks/MVR per agency requirements	Service Contractors			
39	Send processed incumbent personnel for pre-employment Drug test	Service Contractors			
40	Send processed incumbent personnel for pre-employment Department of Transportation (DOT) physical (if deemed applicable).	Service Contractors			
41	Select Uniforms for incumbent drivers, maintenance and operations personnel, ensure vendor delivery date is guaranteed in advance of service start date.	Rich Tree with TOC			
42	If necessary, coordinate and finalize a general contractor agreement(s) to complete any renovation/upgrade needs.	TBD as necessary			
43	Examine the need for any associated regulatory property inspections or permits by local/state agencies.	Rich Tree with TOC			
44	Coordinate and accomplish any necessary property permits/inspections.	Rich Tree with TOC			
45	Conduct and record facility furniture and equipment inventories audits.	TOC			
46	Conduct and record facility condition walk-thru audit with property owner.	Rich Tree with TOC			
47	Set-up and activate facility utility needs, i.e. electricity, water, gas, disposal bins, cable/satellite, alarm security.	TBD as necessary			
TRAINING/SAFETY DETAILS					
1	Coordinate procedures with local industrial clinic for pre-employment physicals & Drug tests	Service Contractors			
2	Review and determine Driver training curriculum and hours requirements.	TOC & Service Contractors			
3	Assemble class training curriculum and prepare class training calendar if necessary	Service Contractors			
4	Set-up all safety sensitive personnel drug files	Service Contractors			

5	Set-up separate medical records files for all personnel	Service Contractors			
6	Collect, review an file appropriate incumbent Driver DMV training record	Service Contractors			
7	Set-up Department of Motor Vehicles (DMV) pull-notice program	Service Contractors			
8	Send appropriate personnel names to DMV as required by pull notice program	Service Contractors			
9	If needed, apply with DMV for an Employer Testing Program (ETP) - Allows for Employer Commercial Driver License Testing in lieu of DMV scheduling/testing.	Service Contractors			
10	Develop and submit required Employer Designed Driver testing route to DMV for approval	Service Contractors			
11	Order and arrange delivery of all Training manuals and training support supplies	Service Contractors			
12	Order Project personnel safety vests	Service Contractors			
13	Schedule Incumbent employee orientation class	Service Contractors			
14	Review project requirements to determine Driver (incumbent and new hires) "Behind the Wheel" (BTW) training needs to meet training start date needs.	Service Contractors			
15	Develop Driver "BTW" training schedule and determine number of training vehicles needed.	Service Contractors			
16	Notify and schedule appropriate number of certified "Behind the Wheels" trainers	Service Contractors			
17	Begin Driver "BTW" training campaign	Service Contractors			
18	Develop, Calendar and Schedule Driver Classroom Training.	Service Contractors			
19	Notify and schedule appropriate number of certified Driver classroom trainers	Service Contractors			
20	Conduct Driver Classroom Training - Refer to Classroom Training schedule for detail.	Service Contractors			
21	Issue Driver Uniforms at conclusion of Classroom training.	Service Contractors			
22	Conduct pre-transition facility safety audit, advise management on any recommended safety improvement needs.	Rich Tree with TOC			
23	Communicate Accident Standard Operating Procedures (SOP) to Project management	Service Contractors			
24	Ensure Occupational Safety and Health Administration (OHSA) regulatory requirements are met and injury tracking is set-up.	Service Contractors			
25	Notify Insurance Claims Department/Company to add Project to record for potential future Accident/Injury Claims management.	Service Contractors			
26	Conduct a Safety Management System (SMS) Gap analysis	Rich Tree with TOC			
27	Develop SMS Implementation Plan	Service Contractors			

28	Conduct SMS Leadership Training	Service Contractors			
29	Charter Site Safety Council and Event Review Team - conduct training with teams	Service Contractors			
30	Conduct Investigation Training	Service Contractors			
31	Conduct Employee SMS training for all employees	Service Contractors			
32	Set Site Safety Metrics	Rich Tree with TOC			