



October 2, 2008

ADMINISTRATION:

What is Excellence Through People?

CyRide is an agency of the City of Ames and as such follows the Excellence Through People (ETP) organization culture created and developed by city employees. Simply stated.....

"Excellence Through People" means that when each employee brings our values to life each day, our citizens are provided exceptional services at the best price. And when that happens, employees experience an enjoyable and stimulating work environment from which personal and professional growth can occur.

Formal leaders then have additional responsibilities to then create the culture of ETP within their sphere of influence. Recently, however; the Excellence Through People structure was slightly modified in the form of a three legged stool which all city employees were provided. A copy is attached or can be downloaded at www.cyride.com/etp.pdf. The "three legs" represent different responsibilities for employees throughout the city structure and are as follows:

- 1) Every Employee: Bring our Values to life
 - Continuous Improvement
 - Employee Involvement
 - Respect One Another
 - Customer Driven
 - Leadership
 - Data-Driven Decision-Making
 - Creativity
 - Positive Attitude
 - Teaming Environment
 - Listening to Our Customers
 - Innovation
 - Honesty & Integrity
 - Excellence
- 2) Formal Leaders (Supervisors): Create the Culture
 - Model the Way
 - Inspire a Shared Vision

- Challenge the Process
- Enable Others To Act
- Encourage the Heart

3) Executive Leadership Team (Department Managers): Demonstrate a Total City Perspective

- Be a Strategic Leader
- Contribute Resources for the Greater Good
- Foster Open Borders

I hope this information provides each of CyRide's employees with a brief overview of what ETP encompasses. I challenge each of you to look at those 13 values and make sure they are brought to life each day as I truly believe that living these values makes us a better organization. I see CyRide's four basic principals listed below as important cornerstones of this ETP values organization:

1. **Safety First** (leadership, continuous improvement, customer driven);
2. **Wave to Others** (respect one another, customer-driven, positive attitude);
3. **Provide Value Added Service To Our Customers** (customer-driven, positive attitude, listening to our customers)
4. **Maintain the Schedule** (teaming environment, continuous improvement, honesty & integrity).

In the next few months, City of Ames' City Manager, Steve Schainker, will be meeting with CyRide employees, as well as all other city employees, in groups to discuss ETP and how you perceive CyRide/City of Ames as a whole is fulfilling this endeavor. Do you have a clear understanding of what ETP means? As a CyRide employee, how are you bringing those 13 values to life each day? Are your peers doing the same? How about other city departments that you work with? How about your boss? Do CyRide's leaders help Create the Culture? Do they model the way? Do they inspire a better vision for CyRide? Do they enable you to act allowing you to better perform your job? Do they encourage you to do your best?

If you have additional questions about ETP, the upcoming meetings, or what the "three legged stool" conveys, please see Karen Jamison or myself as we would be happy to meet with you! (Sheri K.)

Bus Stop Improvement Plan

A few years ago, CyRide division staff developed a vision for excellent transit service of which two elements were to enhance our image and create a great customer experience. One strategy derived to meet both these elements was to systematically improve CyRide's bus stop locations. As a result, staff has been working on a plan to prioritize bus stop locations and recommend stops to improve over the next three-year period.

Thus far, all of CyRide's 415 bus stops have been evaluated and photographed with a ranking of each stop based on the following criteria: number of boardings/alightings, proximity to a sheltered location, ADA access, safety and customer comments/requests. Based on this ranking, the top sixteen bus stops were reviewed and then prioritized. During

this review process, it was felt by administrative staff that our customers' experience would be most improved by the addition of a safe concrete boarding area to alleviate any snow/slush/mud in high boarding areas. As a result, another list materialized of locations to add concrete pads beyond the top sixteen recommended stops and then the full list was split into "major" and "minor" categories. The major projects involved stops that would require considerable communication with other organizations for implementation. Minor projects involved stops with only a concrete bus pad with minimal issues to discuss. It was decided to implement \$30,000 of improvements to the "major" bus stops with \$10,000 in improvements to the minor category.

Also during this time, staff requested guidance from all CyRide's employees on which stops they wanted improved and updated. I want to personally thank each of you who took time to fill out maintenance cards suggesting improvements/changes to our stops. Each suggestion was valid and recognized by staff as an issue. However, there were some suggestions that clearly improved the accessibility for our passengers which rose to the top. As a result, it was decided that there should be a staff pick stop for both the major and minor categories which are identified at the end of each list. The ranking order listed below on these improvements is just a strategy and some stops may be easier to plan, design and implement allowing them to float to the top of the listing. Therefore, the ranking does not necessarily dictate order of implementation. ISU stops are identified in red with the remainder stops throughout the community.

MAJOR

1. S. 5th/Duff – NW (Wal-Mart)
2. Mortensen/Coconino - SE
3. Mortensen/Pinon - SE
4. Mortensen/Ames Middle School - NW
5. Welch Road/
Friley Food Dock - W
6. Lincoln Way/Beedle – SE
7. Mortensen – NE
8. Osborn/Parks Library – S
9. Stange/Aspen – SW
10. Lincoln Way/Marshall – SE
11. Morrill/Parks Library – W
12. Union Dr./Morrill Road – NE
13. Staff Pick – Beach Road/Maple Hall – NE
(make stop accessible at Success Center) or Union Drive/Student Services – N (larger shelter/waiting area for passenger; make stop more accessible in boarding wheelchairs as currently have to go into shelter to get off the lift)

MINOR (concrete pad addition)

1. Stotts/Lot J – E
2. Blankenberg/UV Laundry – S (possible relocation west at Blankenberg/Long)
3. Blankenberg/UV Laundry – N
4. Ontario/Delaware – NW
5. S. Duff/Chestnut – SW
6. Storm/Welch – SW (Towers)
7. Bloomington/Roy Key – SE
8. West/Hyland – SE
9. S. Duff/Chestnut – SE
10. Steinbecks/S. Dakota – SW
11. Hyland/Lincoln Way – NE
12. Grand/28th – SE
13. Duff/Airport Rd. – SE
14. Duff/Ames Rental – E (Wal-Mart)
15. Staff Pick – Duff/11th – E (Hospital) – extend concrete pad east for alighting of wheelchair passengers.

The detailed recommendation with photographs of each of these stops is available in CyRide's breakroom for employees to view. However, this is just the beginning of the plan. Iowa State University's facilities planning department staff and City of Ames planning staff will be highly involved in the next year in the design and implementation of these improvements. The next course of action is to develop design standardizations for each bus stop configuration (shelter stop, pole stop, bench stop, etc.) and when that particular configuration should be implemented in addition to policies for our bus stops. In addition, staff will be recommending updated shelter designs for future implementation. (Shari A.)

We Are Not Alone – More Riders, Tighter Budgets Across the Nation

I recently read an article in a national transit publication that talked about how transit systems were coping with high fuel prices and its effect. The article was entitled, "More Riders, Tighter Budgets". By in large, transit systems are experiencing record ridership across the nation at a time when their budgets are limited due to additional fuel expenses. I thought CyRide employees might find some of the information contained in this article interesting in light of the conversations I have had recently with drivers who are amazed and stressed at the ridership increases we experienced last year (+9.7% on our regular routes) and again this year (+4.8% in the first four weeks of school). While it may feel like you're alone, you're not as we're all

working on this together here at CyRide and, as the article points out, what we are experiencing is happening throughout the nation challenging every transit system. My thanks goes out to everyone for stepping up the challenge this creates!

Below are some of the systems throughout the nation having trouble with their budget despite the higher demand for service:

- **Cleveland, Ohio** – Proposing service cuts, fuel surcharge
- **Eugene, Oregon** – Proposing service cuts
- **Phoenix, Arizona** – Using mini buses on routes where possible to reduce fuel usage
- **Dallas, Texas** – Increasing trip loads by putting more customers on a bus
- **Baltimore, Maryland** – Launching a public awareness campaign to ask riders to modify their commute to off-peak times to ease overcrowding, asking customers to purchase passes to reduce loading time at each stop.
- **Salt Lake City, Utah** – Fuel surcharge
- **Madison, Wisconsin** – Targeting businesses to pay for their employees bus pass to bring in new revenue
- **Grand Rapids, Michigan** – Delaying capital projects

While each transit system is dealing with it in their own way, it's interesting that we must deal with this at all when U.S. residents are now turning to public transportation as a solution. Here at CyRide, we anticipate being over budget in fuel expenses by \$300,000 before the fiscal year ends in June 2009. In order to balance our current budget, the plan is to: reduce our reserve balance, switch from purchasing new buses to newer, used buses (14 over the next two years), and reduce administrative expenses.

We are just beginning next year's budget and will need to work with CyRide's funding partners, City, ISU and students through the Government of the Student Body, to determine what, if any, actions should be taken next year. Options will include – increased local funding, service cuts, and/or fare increases. (Sheri K.)

OPERATIONS:

The Art of Moving Back: With our increase in ridership and as the weather gets cooler and cooler, it is imperative to ask our passengers to move back on the bus so more people can board. Making a request to your passenger is an **ART**.

Attention Getter

Request Politely

Thank your passengers for their cooperation

Here are some sample announcements:

"May I have your attention; I have just a few more people to board if you would please move back in the aisle a few steps...Thank you."

"Good Morning, we have a lot of passengers traveling with us this morning if everyone would move back a step or two we will have room for everyone...Thank you."

Morning Orange route drivers should make this announcement **after** they leave the parking lot, so there is room for passengers boarding at Maple Hall. (Jenny and Rob)

Parking Buses Outside during Nice Weather: We are having many buses left outside with the front doors open. When buses are parked outside the front doors should be closed. Please remember to close windows and roof vents also. (Jenny and Rob)

Parking Buses Outside during Cold Weather: When parking buses outside the garage in cold weather, the following procedures must be done:

- Leave the transmission in neutral
- Set the parking brake (do not use the rear door interlock as a parking brake)
- Close all windows and roof vents
- Turn off all interior lights and fans
- Turn off the 4-way flashers
- Close the front door by reaching through the driver's window
- Close the driver's window

When parking a big bus outside and the outside temperature is 20 degrees or below, do not turn off the bus engine. When parking a minibus outside and the outside temperature is 0 degrees or below, do not turn off the bus engine. The high idle and front heat or defrost should be left on all buses. This procedure will prevent the front windows from frosting over and diesel fuel from gelling and clogging both fuel lines and filters. (Barb & Jenny)

Fall Back: Daylight Savings Time ends November 2nd. Do not forget to set your clock (or watch) back one hour. Enjoy that extra hour of sleep! (Jenny and Rob)

Stuff the Bus: We are participating in the sixth annual "stuff the bus" promotion with The Iowa State Daily, The Tribune, and KCCQ/KASI. We are encouraging residents to help us "stuff the bus" by donating food to MICA (Mid-Iowa Community Action). Last year we filled two buses collecting 300 boxes of food, which totaled \$15,000 and over \$2,500 in donations.

Individuals can drop off their non-perishable food donations at one of the CyRide buses located at Fareway, both HyVee locations, both Wal-Mart locations, and Cub Foods, October 10th and 11th. (Barb)

HIRING AND TRAINING:

Snow and Slide Training: Drivers who started at CyRide after March will be receiving both snow and slide training. Snow training is classroom instruction highlighting proper vehicle handling techniques on ice and snow. Slide training is conducted when weather conditions permit at the Hilton Coliseum (ISC) parking lot. Drivers will attain speeds of 30 mph (or

greater) and purposely slide (skid) their bus to experience the "feel" of winter driving conditions. These "skid drills" will help build confidence in your ability to handle anything an Iowa winter can produce. Tom Budd and George will be contacting you if you need this training. (Tom B and George)

Spring 2008 Run Pick: We will hold Spring Run Pick in late November or early December (after students have had a chance to pick their spring classes.) This is for drivers who will have conflicts with their current work schedule due to spring semester classes. Runs from drivers that have conflicts as well as all runs that are currently open will be made available in the run pick. You will be able to choose new runs from these available runs. You can only drop runs that conflict with new spring classes. Drivers will choose their new runs based on seniority as of October 31, 2008. (Tom B and George)

FLEET AND FACILITIES

Lockout / Tagout: We've recently expanded our lockout / tagout program to include bus repairs. Previously we used the program for building maintenance. A lockout / tagout program involves locking or tagging start-up switches and controls for the safety of the personnel who are servicing the vehicle.

Vehicles that are being worked on will have a large white steering wheel cover attached to them. The wheel cover warns, "Do Not Start or Operate" and it can only be removed by the employee that places it there. The objective of the program is to prevent injuries caused by one employee starting or moving equipment when they are unaware another employee is working on it. (Rich L.)

Bus Painting: CyRide has been painting its 950 series buses in an effort to improve CyRide's image to the public and our customers that ride these buses each day. Unit numbers 953 and 954 have been painted. Unit 955 is next in line to begin the first week of October. (Rich L.)

Fuel Mileage: In the fall driver meeting, we promised to post mileage information to give drivers feedback on meeting our goal of reducing fuel consumption. We are working to have this information to you by mid-October. (Rich L.)

Facilities: Siding and roof repairs were completed on CyRide's facility in September 2008. Parking lot lines will be painted in October. Clothing hooks will also be installed in the shower areas in the new few weeks. (Rich L.)