

2015

# Michigan City Transit Strategic Plan



Robin Tillman

Director

3/25/2015

## **INTRODUCTION**

---

Michigan City Transit plays a key role in maintaining a high quality of life in Michigan City. MCT provides mobility for those who have limited transportation options and provides an attractive transportation option that helps the community's transportation network operate more efficiently. Michigan City Transit provides Fixed-route and Dial-a-Ride Paratransit services for people with disabilities.

The Strategic Plan provides tactical direction for the department's activities and programs. The Plan includes the Department's vision, mission statement, core values, and guiding principles. The Strategic Plan is oriented around four goal statements. Each goal statement is supported by short-term and long-term strategies.

The Strategic Plan is a dynamic plan that is meant to be updated at regular intervals.

## **MICHIGAN CITY TRANSIT VISION**

---

To be the best small transit system providing world class service to our residents. Our Goal, to meet or exceed your expectations every time, every ride.

## **MICHIGAN CITY TRANSIT MISSION**

---

Michigan City Transit is a team of transportation professionals committed to providing high-quality public transportation and paratransit services to the citizens of Michigan City in a safe, dependable and courteous manner.

- Delivering reliable public transit service.
- Offering innovative service that reduces dependency on the automobile.
- Providing leadership for the community's transportation needs.

## **MICHIGAN CITY TRANSIT CORE VALUES**

---

- **Safety, First and Always**-We are committed to the safety of all in every aspect of what we do. Safety is always the first thought of our staff.
- **Accountability**-We are accountable for our resources, actions and outcomes.
- **Mutual Respect**-We are committed to treating everyone with respect and dignity.
- **Integrity**-We are unshakeable in our integrity and commitment to our Vision Mission, Values and Guiding Principles.
- **Respect for the Community We Serve**-We are committed to respecting our city and its residents.

## **MICHIGAN CITY TRANSIT GUIDING PRINCIPLES**

---

- ❖ **Safety:** People may assume that MCT is safe. We make every effort never to fail them in that responsibility. MCT will have safe employees, practices, vehicles, equipment and facilities.
- ❖ **Courtesy:** MCT shall treat all people who come in contact with our organization with courtesy. We are sincerely committed to providing comfortable, friendly services.
- ❖ **Efficiency:** We will never stop improving. The MCT team will continue to find ways to provide innovative transportation solutions while improving productivity and effectively managing public funds. We are deeply committed to delivering efficient services that promote the sustainability of our city.
- ❖ **Image:** MCT represents the quality of the city we serve. We have pride in our appearance and demeanor, and create professional facilities and services which makes riding the bus an attractive option.

## **STRATEGIC GOAL STATEMENTS**

---

- ❖ Deliver reliable public transportation service.
- ❖ Develop innovative service that reduces dependency on the automobile and maximizes ridership.
- ❖ Maintain MCT's Fiscal integrity.
- ❖ Provide leadership for the city's transportation needs.
- ❖ Maintain a workplace environment that allows employees to succeed.

## **MICHIGAN CITY TRANSIT STRATEGIC PLAN GOALS**

---

### **GOAL: DELIVER RELIABLE PUBLIC TRANSPORTATION WHILE DEVELOPING SERVICE THAT REDUCES DEPENDENCY OF THE AUTOMOBILE.**

Provide high-quality, effective, safe, and reliable service that meets the city's mobility needs and maximizes ridership that attract new riders, including those that have automobiles.

#### **Immediate (2015) Implementation Strategies:**

1. Maintain compliance with Department of Transportation Driver Qualifications.
2. Maintain compliance with the FTA Preventative Maintenance requirements.
3. Maintain compliance with the ADA regulations regarding Transit Operations.
4. Maintain the repair and maintenance of all Wheelchair lifts and ramps.
5. Maintain required department policies and procedures.
6. Maintain 95% on-time service to key time points.
7. Increase ridership by 3%.
8. Conduct Service Survey.
9. Evaluate the possibility to changing system to a "Bus Stop Only" service.
10. Upgrade IT capabilities.
11. Upgrade communication capabilities.

### **Short-Term (2-3 Years) Implementation Strategies**

- ◇ Continue to improve Fleet Safety.
- ◇ Continue to improve Customer Service. Reduction of complaints by 50% with a goal of no more than 5 per month.
- ◇ Continue creation of required Department policies.
- ◇ Increase ridership on city routes by 3%.
- ◇ Implement "Bus Stop Only" Service.
- ◇ Evaluate Service needs.
- ◇ Explore the 212 corridor to Green Acres/Tall Timbers.
- ◇ Begin updates of Bus Stop Signage.
- ◇ Survey need for shelters at key points in the city.
- ◇ Develop Paratransit program efficiency and productivity standards.
- ◇ Explore Service needs for community special events.

### **Long-Term (3-5 Years) Implementation Strategies**

- Continue to improve Fleet Safety.
- Continue to improve Customer Service.
- Increase ridership by 3%.
- Implementation of service for community special events.
- Explore other types of new services.

### **GOAL: MAINTAIN MICHIGAN CITY'S FISCAL INTEGRITY**

A fiscally responsible plan should meet both short-term and long-range operational and capital needs within a planning horizon defined by a Long-Range Financial Plan (LRFP). In addition, MCT's ability to obtain advantageous financing for its capital agenda will depend on the quality of the Long-Range Financial Plan. The ability to develop new sources of funding for capital and expand resources for operational support will be critical to MCT's success and expansion. Michigan City Transit will be a prudent and conscientious custodian of public funds.

### **Immediate (2015) Implementation Strategies**

1. Compliance with FTA Grant reporting.
2. Compliance with National Transit Database Reporting.
3. Creation of 5-year Revenue-vehicle Rolling Stock Plan.
4. Explore all federal and state funding options available.
5. Maintain compliance with NTB reporting for possible STIC funding.

### **Short-Term (2-5 Years) Implementation Strategies**

- ◇ Continue to explore all federal and state funding options.
- ◇ Create Long-Range Capital improvement plan.
- ◇ Study Fare Structure.
- ◇ Adjust fares consistent with industry standards.
- ◇ Negotiate an appropriate Labor Contract.
- ◇ Satisfactory evaluation in the form of the FTA review.
- ◇ Creation of revenue generating advertising.
- ◇ Join Indiana Transit Association to begin networking to discover funding sources and other options.

### **Long-Term (3-5 Years) Implementation Strategies**

- Continue to explore Federal and State funding for Capital projects.
- Seek funds through normal appropriations process.

### **GOAL: PROVIDE LEADERSHIP FOR THE CITY'S TRANSPORTATION NEEDS.**

Success is more readily achieved when there are partners committed to the same goal. Promoting investment decisions to benefit travel modes beyond the automobile is a significant transportation agenda.

### **Immediate (2015) Implementation Strategies**

1. Make department more visible to community and City Council.
2. Create system for annual evaluations.
3. Strengthen relationship with NIRPC.

### **Short-Term (2-3 Years) Implementation Strategies**

- ◇ Explore viability of a citizen/volunteer transit advisory committee.
- ◇ Explore partnerships with local agencies to promote transit.
- ◇ Conduct periodic city-wide market research surveys.

### **Long-term (3-5 Years) Implementation Strategies**

- Develop knowledge of transit benefits through school education programs.
- Continue to conduct periodic city wide market research surveys.
- Continue to build partnerships with public agencies and community groups.

**GOAL: DEVELOP A PROFESSIONAL WORKPLACE ENVIRONMENT THAT ALLOWS EMPLOYEES TO SUCCEED**

The quality of the workplace environment is central to MCT’s success. By working together, we share the tasks and the rewards and recognition of the outcomes. We are mutually committed to our goals because we believe in the principles and the values they represent.

**Immediate (2015) Implementation Strategies**

1. Maintain clear lines of responsibilities and authority.
2. Maintain and communicate clearly defined employee expectations or performance and professional conduct.
3. Instill a sense of flexibility in the way of thinking and operating with workforce.
4. Build workforce morale
5. Create a positive communications approach with operators.
6. Create a positive relationship with the ATU.

**Short-term (2-3 Year) Implementation Strategies**

- ◇ Strengthen operator training and safety programs.
- ◇ Strengthen Safety First and Always philosophy.
- ◇ Continue to build operator morale.
- ◇ Continue to work with operators to improve operational flexibility.
- ◇ Continue to work on communication issues with operators and system.
- ◇ Continue to improve relationship with ATU.

**Long-term (3-5 Years) Implementation Strategies**

- Continue to improve relationship with the ATU.
- Continue to improve the morale of operators.