

Administration Response – Auditor’s Report on Service Disruptions in Saskatoon Transit – Winter 2021-22

ISSUE

In the winter of 2021-22, Saskatoon Transit experienced service disruptions to fixed route transit. The City Internal Auditor has completed a review to determine root causes and provide recommendations on actions for improvement. While the review was being completed, Saskatoon Transit was actively working on a number of actions towards meeting service levels in the winter of 2022-23 and beyond. This report provides a summary of some of the major actions completed and underway.

BACKGROUND

The Standing Policy Committee on Transportation, at its meeting held on March 7, 2022, resolved:

“That the Administration report to the April 11, 2022 Standing Policy Committee on Transportation on the framework of the proposed investigation/internal review into transit operations as they relate to service reductions, mechanical issues, preventive maintenance, parts sourcing, impacts of fusion etc. during the 2021/22 winter.

Please include a section in the report that would detail the costs associated with having this investigation/review conducted by an independent third party, in comparison to it being done internally by management and/or the Internal Auditor.”

City Council, at its meeting held on April 25, 2022, considered the [Investigation of Service Disruptions in Saskatoon Transit](#) report, and resolved:

“That option 2, as outlined in the April 11, 2022 report of the General Manager, Transportation and Construction, be approved.”

Option 2 was that the City Internal Auditor with a Co-source Arrangement lead the investigation to complete a review of the service disruptions experienced in the winter of 2021-22.

City Council, at its meeting held on June 27, 2022, considered the [Investigation of Service Disruptions in Saskatoon Transit](#) report, and resolved:

“That the Terms of Reference for the Investigation of Service Disruptions in Saskatoon Transit, as outlined in the report of the City Internal Auditor dated June 6, 2022 be approved.”

At the September 6, 2022 Standing Policy Committee of Transportation meeting, Committee received for information the Saskatoon Transit Update – [Steps Being Taken to Improve Service and Reliability](#) report.

CURRENT STATUS

Saskatoon Transit’s fixed route fleet consists of 134 buses with 81 buses required to meet morning service and 79 for afternoon service needs for the September and October schedules. The number of buses being serviced or waiting for service affects whether enough buses are available to meet full-service levels.

From mid-December 2021 to early March 2022, there were times when Saskatoon Transit experienced service disruptions due to a wide range of issues resulting in a shortage of buses to meet full-service levels. Since the first week of March, significant progress has been made in addressing the issues. As a result, repairs are happening more quickly and more strategically meaning that buses, when requiring repair, are back in service more quickly. The continued focus for Saskatoon Transit is to maintain full-service levels going forward.

The objective of the City Internal Auditor’s review was to conduct a root cause analysis of service disruptions in Saskatoon Transit that happened in the winter of 2021-22 and provide cost effective and practical recommendations to avoid future disruptions. The City Internal Auditor’s report has been completed and is on the agenda for the November 7, 2022 Standing Policy Committee on Transportation public meeting. The Administration supports all the recommendations in the report.

While the City Internal Auditor’s review was underway, Saskatoon Transit was working on a number of actions towards meeting service levels. This report provides a summary of the actions that Saskatoon Transit has undertaken or are currently underway to improve fixed route transit service. Saskatoon Transit plans to provide an update to the strategy outlined in this report, including progress on recommendations in the City Internal Auditor’s report, in the 2022 Saskatoon Transit Annual Report.

Appendix 1 provides a summary of the trend of reduced service disruptions due to bus shortages experienced since December 2021.

DISCUSSION/ANALYSIS

1. Strengthening Stores Operations

As indicated in the report, several steps have already been implemented in order to improve Saskatoon Transit Stores operations. The most significant initiative was the reporting structure change that occurred in August 2022 where the Saskatoon Transit Stores team now reports directly to Supply Chain Management in the Corporate Financial Services Division. This transition was done for a variety of reasons including:

- Leveraging of the experience and technical knowledge of the Supply Chain Management team to improve processes and implement best practices;
- Progress towards standardized practices across the City’s Stores/Inventory Locations; and
- To provide better support to the Saskatoon Transit Stores team.

To date, this transition has been beneficial as many strides have been made in improving the reliability and effectiveness of Saskatoon Transit Stores as evidenced by the reduced number of buses waiting on parts over the past several months. For example, in March 2022, there were up to 20 to 25 buses waiting on parts whereas today there is consistently only 4 to 7 buses waiting on parts, with most of these parts being special order parts for body repairs or low turnover parts.

The level of experience and expertise brought by the Supply Chain Management team has resulted in several meaningful changes, most notably:

- Introduction of a Supply Chain Management Operations Superintendent to oversee the Saskatoon Transit Stores operations and provide technical knowledge and oversight to the operations;
- Functional level support being offered in relation to Fusion as well as core stores process and best practice training, including the development of documented standard processes;
- Introduction of regular inventory counts and minimum/maximum reviews to ensure inventory accuracy and that re-order points meet the needs of the maintenance program; and,
- Continued work on introducing more contracts for parts and supply delivery to improve delivery reliability and operational inefficiencies.

Longer term, the Supply Chain Management team will continue to work with Human Resources and applicable unions/associations to identify areas where the current job descriptions require updating to ensure the skillsets are in alignment with what is required for a modern and effective stores operation.

2. Strengthening Governance Processes

Initiatives underway in Saskatoon Transit to strengthen governance processes include those recommended in the City Internal Auditor’s report.

Develop Key Performance Indicators and Process Improvements

In July, a term position Performance Improvement Coordinator was hired dedicated to the Maintenance Services section to lead and assist with reviewing current processes and procedures, develop Key Performance Indicators (KPIs) and drive towards improvement that includes adopting industry best practices, benchmarking, and incorporation of accountability and performance management.

Targeted training is being delivered to all employees affected by the changes to ensure they are comfortable and able to succeed using the new processes.

As the processes are strengthened, record keeping and data analysis become more embedded in Saskatoon Transit maintenance operations, administrative support is critical to manage the data required to measure inputs needed to measure KPIs. A term administrative support role was recently added to the Maintenance Services team to

handle the administrative duties and allow managers and supervisors the time they need to successfully deliver programs and lead, coach and support their teams.

The following process improvement initiatives have been implemented:

- Documentation, training, and consistent application of processes as they are developed.
 - All improvement projects adhere to the corporate project management procedures, follow organization change management best practices, and are initiated with a project charter through to a close-out report.
- Increased use of internal document-sharing platforms to allow easy access to processes and key information.
 - A Microsoft Teams site for maintenance staff has been created as a single point of information sharing for processes and key information. Hard copies of the information are also available.

Since July 2022, 32 performance improvement projects have been initiated, with more slated for the future. Performance improvement undertakings have included removing non-value-added activities and streamlining processes to allow for more efficient use of resources and more efficient operations. Daily tracking documents have been developed and implemented to record KPIs and daily maintenance data. A Daily Service Update (DSU) and Maintenance Operation Scorecard (MOS) have been created to track trends, the health of maintenance activities, better inform a proactive approach to anticipate and respond to bus shortages and service disruptions, and to drive data-based decisions. Saskatoon Transit continues to work towards establishing accurate, current, and readily available data sources and create performance dashboards to drive data-based operations, decision making and reporting.

When accurate data sources have been confirmed and enhanced process are fully implemented, the next step is the development of regular and readily available KPI reporting for City leadership.

The Performance Improvement Coordinator, to work initially with the Maintenance Services section and in the future with all of Saskatoon Transit, has been a key factor in providing the expertise and resources to review, improve and create processes as needed. This work has been supported by the existing complement of supervisors and managers. Change management is the responsibility of the entire department and is being delivered, in collaboration with the Amalgamated Transit Union (ATU), through targeted communications before, during and after processes are changed or implemented.

Administration will be including a request in the 2023 budget deliberations for moving the term position to a permanent FTE and funding for the Performance Improvement Coordinator position

Stakeholder Relationships

Strong stakeholder relationship is a critical component of a successful organization. This includes establishing and maintaining strong and healthy relationships within the organization and with key stakeholders through a sustained and intentional multi-faceted approach. These actions will also be foundational to establish trust and improve the workplace culture. Work continues within Saskatoon Transit to strengthen employee and stakeholder relationships at a sustained level, including:

- Increased face-to-face and one-on-one verbal communication at all levels within Saskatoon Transit.
 - Daily stand-up meetings have been implemented at the start of all Maintenance Services section shifts providing an opportunity for daily communications with the employees and supervisors to bring forward issues for discussion, tracking and resolution and review daily work plans and priorities.
- Written communications to maintenance team members to summarize concepts, processes, and programs.
 - Written communication bulletins have been implemented and are available in a central location to ensure maintenance staff have a platform to access new information. Having a physical and digital record of information allows an opportunity for all maintenance employees to access information in the event they are not present when the changes are announced and discussed at the daily stand-up meetings.
- Recommitment to internal monthly newsletters to convey upcoming events or introduce process changes.
 - The Saskatoon Transit Maintenance section has contributed several articles to the newsletter on topics such as safety and process improvements with more contributions planned for future. The newsletters also provide an opportunity to share social news stories and updates in business units that promote teamwork, awareness, and comradery.
- Weekly meetings between ATU, Human Resources and Management to review, discuss and take a solutions-based collaborative approach to human resource management, labour relations, and operational issues and concerns.
- Weekly meetings between the ATU Executive, Transportation and Construction General Manager, and Saskatoon Transit Interim Director to have a table for ongoing dialogue and conversations on issues of concern.
- Enhanced support from Human Resources and Labour Management to the Transportation and Construction General Manager, and Saskatoon Transit management team to assist in resolving complex and outstanding human resource management and labour relations issues and concerns.
- Increased leadership presence and interaction with employees at various Saskatoon Transit operations sites including Civic Operations Centre, the Downtown Terminal, and Access Transit.

- Re-establishment of pre-pandemic team and relationship building activities such as regular appreciation events and availability of leadership for employee engagement activities.
- Encouraging managers and supervisors to provide verbal and written commendations and appreciation to staff received from riders when provided to the Customer Care Centre, supervisors or through other channels.
- Regular meetings with Bus Riders of Saskatoon to discuss issues of concern and collaboratively explore solutions.

Productivity Committee and ATU Engagement with Saskatoon Transit Management

Regular discussions between Saskatoon Transit Management and ATU have been beneficial in developing sustainable and effective bus routes and schedules. Ensuring these conversations occur regularly is an important strategy to combine and verify data collected through digital tools with the real-life experience and knowledge of those that operate these routes.

Regular meetings of the Productivity Committee, which consists of representation from ATU and Management, were instrumental in the creation of the September and October schedule and November and December schedule. The Productivity Committee will continue to work on the development of future schedules to assist with managing resources effectively, designing employee shifts appropriately, and developing routes and schedules that meet service standards and maximize rider benefit.

Collision Reduction Committee

The relaunch of the Collision Reduction Committee has strengthened the commitment between Saskatoon Transit Management and ATU to ensuring Saskatoon Transit is operating a safe and effective service. Regular meetings of this Committee focus on the analysis of collision data to determine if trends necessitate changes to training programs and operational procedures. This team consists of managers, operators and driver trainers who provide recommendations to reduce instances of preventable collisions.

Transit Management

Two key changes have occurred within the last few months in the management team at Saskatoon Transit. In mid-March a change was made in the Maintenance Services section with the appointment of a new Acting Fleet and Maintenance Manager and in late May, an Interim Director was appointed to backfill for the retirement of the Director of Transit. In August, the position of Fleet and Maintenance Manager was permanently filled.

An Executive Search firm has been hired to undertake a nation-wide search for a permanent Director of Saskatoon Transit. The interview process is underway with an expected timeframe of 6 to 8 weeks anticipated to complete the recruitment search. During this interim period, the Transportation and Construction General Manager has been providing additional support and operational oversight at Saskatoon Transit, including regularly working from the Civic Operations Centre. When a permanent

Director of Saskatoon Transit is in place, regular meetings will take place between the Transportation and Construction General Manager on status of key performance measures in the annual Saskatoon Transit Business Plan and Director’s Individual Performance Plan and to discuss and address issues of concern requiring escalation.

Maintenance Organizational Structure Review

Several initiatives are currently underway or planned to commence shortly related to the maintenance service’s organizational structure. These include:

- Review of in-scope and out-of-scope supervisor job descriptions to reflect industry standards and Saskatoon Transit needs.
- Two Journeyperson Mechanic positions were filled with the new employees starting in mid-October. Two additional Journeyperson Mechanic positions are currently in the recruitment phase to fully staff the team of Journeyperson Mechanics. An increase in the mechanics to bus ratio will provide Saskatoon Transit with more resources to perform timely repairs and preventative maintenance work needed to keep more buses on the road and get them back on the road sooner when repairs are needed. When these positions are filled the bus to mechanic ratio for the fixed fleet will be 6.4:1.
- As identified in the City Internal Auditor’s report, a key recommendation is improving the supervisor-to-staff ratio in the maintenance section. In the 2023 budget process, Saskatoon Transit will be submitting a request for two new Mechanical Shop Supervisor positions to increase the supervisor-to-staff ratio to be in line with industry practices.
- The City Internal Auditor’s report also recommended exploring hiring a planning scheduler in the maintenance area to streamline the prioritization of repairs. Saskatoon Transit sees merit in this position and will be submitting a request in the 2023 budget process for a Maintenance Planning and Scheduling Coordinator position.
- A Working Group with representation from Saskatoon Transit Management, ATU Executive and shop floor employees was recently formed to assist with process improvement and identifying opportunities to create efficiencies. One activity the Working Group is currently working on is reviewing the shift schedules for mechanics with a goal of scheduling resources to achieve improved efficiencies and service response times over a seven-day-a-week schedule.
- Plans are underway to relocate the Maintenance Shop Supervisor workspace to the shop floor to provide more leadership presence and a better environment for supervisor support and communications with the mechanics.

3. Improved Preventative Maintenance Program

An effective Preventative Maintenance Program extends the life of the fleet and decreases the repairs and maintenance costs in the long run. Saskatoon Transit has a preventative maintenance program where the buses are periodically checked for potential defects, and routine maintenance is performed.

Saskatoon Transit is reviewing current processes and procedures and benchmarking the current processes and procedures against industry best practices towards implementation of an improved Preventative Maintenance Program. Identifying and closing any gaps in best practices will lead to more efficient and effective work, delivery of timely preventative maintenance, accountability, and improved workplace culture. Activities currently underway or planned to commence in the coming months to strengthen the Preventative Maintenance Program include the recommended items in the City Internal Auditor’s report, including

- Saskatoon Transit has researched the fleet compositions of other transit properties, operational practices, service levels, preventative maintenance schedules, and other factors that impact dependability and reliability. The findings have been used for development and introduction of an improved Preventative Maintenance Program based on Saskatoon’s needs along with manufacturers’ recommended maintenance schedules. Meetings with counterparts in Edmonton, Calgary, Winnipeg, and Regina have brought forward many learnings that are being used to improve the Preventative Maintenance Program and reporting.
- A component of reviewing other municipalities Preventative Maintenance Programs was also gathering information on the resource makeup for operational delivery. Various models are used by transit agencies that may include service line, utility workers, apprentices, and journey person mechanics. For example, Regina no longer operates with a service line. Saskatoon Transit is reviewing the resource makeup for the delivery of the Preventative Maintenance Program based on industry best practices tailored to such things in Saskatoon Transit as the Civic Operations Centre (COC) facility and fleet condition and makeup.
- The City Internal Auditor’s report has also identified further opportunities to increase mechanics at Saskatoon Transit based on a report sponsored by the Federal Transit Administration, however, the report did not consider staffing levels other than resources at Stores as a key driver for service disruption. As part of reviewing the resource makeup for delivery of the Preventative Maintenance Program, further work will be undertaken by Saskatoon Transit maintenance management and the Working Group to explore the need for additional mechanics.
- As a component of the enhanced Preventative Maintenance Program, the fleet-wide installation of a previously piloted predictive maintenance program is planned. Procurement of the predictive maintenance program software has closed and the Requests for Proposals are currently being evaluated. Addition of the predictive maintenance program will help strengthen the Preventative Maintenance Program by identifying at-risk mechanical issues for action prior to failure occurring. The software should also reduce the volume of check engine lights coming on.
- Saskatoon Transit has documented and implemented a new check engine light process for when it occurs at the COC prior to the bus leaving and when it occurs on the road during operations. This project work was a collaboration between management, operations and maintenance, ATU Executive, and mechanics.

- Saskatoon Transit has researched available technology and feasibility of remote diagnostics analysis for check engine lights to assist in assessing the source of check engine lights coming on without the need to return the bus to the COC for diagnostics analysis. The Saskatoon Transit fleet is equipped with Cummins engines. While some engine manufacturers do have remote diagnostics for check engine lights that come as a subscription service, Cummins does not have remote diagnostics for check engine lights available at this time. They have indicated work is underway on a subscription service but could not provide a date when the service may be available. Saskatoon Transit will further review this technology when it becomes available from Cummins.

Appendix 2 illustrates the trend of increasing recorded preventative maintenance activities over the last 12 months.

4. Communications and Reporting

Administration supports the City Internal Auditor’s recommendation that Saskatoon Transit Administration should carefully review and analyze transit information before making a public disclosure to ensure accuracy of information.

The Communications and Public Engagement (CPE) department have developed several policies, guidelines, and training for public and media communications. CPE will be reviewing these documents and training, and making changes as required to further amplify the importance and accountability of approved media spokespersons and subject matter experts providing accurate and confirmed information to the public, City leadership and City Council. CPE will be providing public and media communications training in the near future to Saskatoon Transit Administration, which will include the new permanent Director.

5. Reporting of Service Disruptions to the Public

When service disruptions occur, it is imperative that clear, concise, and timely communication exists, so riders know what adjustments are needed. Several initiatives have begun at Saskatoon Transit to increase both effectiveness and timeliness of service disruption reporting.

- Transit App and Website Alerts rely on templated text and system generated messages. These tools have been adjusted to provide clear language that articulates the disruption and, when possible, alternative trip options are recommended.
- The Automated Vehicle Location (AVL) software used by Saskatoon Transit automates the service disruption communication process to the Transit App and Google Transit. A new project with IT has been initiated to further integrate this tool with the Saskatoon Transit Website and Twitter so that all alerts are published automatically and in real time, no matter which platform a rider relies on for information. This will significantly speed up the communication process as well as increase consistency and accuracy.
- Reacting to service disruptions can be difficult for individuals that rely on transit services for their commute. Although alternative trip options may be provided,

these options may not meet the needs of impacted riders and other options may be necessitated. Advanced warnings are necessary so that riders can appropriately plan and the earlier these can be communicated, the more effective they become. Saskatoon Transit is working on how it can best estimate bus availability in the evening so that it can report potential disruptions the night before service.

- Transit Administration is reviewing options available for recording and maintaining records of when service alerts are posted.

6. Workplace Culture

A healthy workplace culture is a critical component of a successful organization. Establishing and maintaining a healthy workplace culture requires a sustained and intentional multi-faceted approach. Work continues within Saskatoon Transit to improve workplace culture at a sustained level on several fronts.

The City has been actively working on improving the workplace culture since becoming more aware of the issues at Saskatoon Transit. The City’s Respectful Workplace Consultant has and continues to interview employees in order to address concerns raised by them to implement any required changes.

The City has also been working very closely with the ATU on various strategies to improve the workplace culture. While this strategy is ongoing and evolving, it is our intention to audit the workplace culture, when appropriate, to ensure our efforts have had and/or are having a positive effect on the workplace.

Many of the initiatives outlined in this report aimed to strengthen the Stores operations, strengthen governance processes, and improve the Preventative Maintenance Program have already been, and will continue to be, key components to improving the workplace culture at Saskatoon Transit.

Other Areas

Asset Management Plan and Funding Strategy for Fleet Replacement

In 2015, the Fleet Renewal Strategy was adopted in principle by City Council with funding requests regularly submitted through the Multi-Year Business Planning and Budget process. Leveraging available federal and provincial funding to support a long-term consistent and steady funding stream for the fleet renewal strategy will provide a steady and consistent supply of rolling stock into Saskatoon Transit’s fleet.

Saskatoon Transit has prepared the Approaches to Address Saskatoon Transit’s Long-Term Fleet Renewal and Funding Strategy report for presentation at the November 7, 2022 Standing Policy Committee on Transportation meeting which outlines a 10-year fleet replacement and funding strategy for City Council’s consideration.

On Demand Transit Revamping

Saskatoon Transit introduced On Demand Transit (ODT) service in the summer of 2020 through a pilot program. This pilot has concluded, and to operationalize the program a

revamped ODT model that is a more efficient and effective service was launched on August 2, 2022.

With the launch of the new ODT model, the city-wide pilot ODT service came to an end and the new operational focus shifted to the new and developing neighbourhoods of North Kensington, Blairmore, Brighton and Rosewood where there is no fixed route transit service. In addition, Saskatoon Transit is shifting the ODT service to a “designated stop to transit hub” model versus the current any bus stop to any bus stop model. Through this connectivity and integration of neighbourhoods and transit hubs, customers traveling to and from these points will be able to connect with the entire transit network and to all points in the city, resulting in a more city-wide effective and efficient use of available resources to provide service to new and developing neighbourhoods.

Farebox and Smart Card Technology

Saskatoon Transit’s farebox and Smart Card system went live February 1, 2010. The system has now surpassed its useful life and is no longer serviced by the vendor. Ongoing issues due to the age of this equipment has negatively impacted fare collection and ridership measurements.

Saskatoon Transit has initiated supply agreements for required upgrades to restore all buses to full fare collection ability and will be reporting by January 2023 to the Standing Policy Committee on Transportation regarding the status of upgrades to farebox and Smart Card technology.

Operator Recruitment

Saskatoon Transit is facing challenges attracting qualified and talented operators, which has been exacerbated since the pandemic. Similar recruiting challenges in neighbouring agencies, combined with high demand in the truck and transport industry, are leading to higher than typical staff turnover and shortages of qualified applicants.

To date, Saskatoon Transit has relied on the City of Saskatoon Career Postings page and local job sites to advertise open positions. Success through this has been varied and, to increase the number of applicants, Saskatoon Transit is working with Human Resources to look at opportunities for increasing the candidate pool and with Communications to explore options for marketing campaigns to extend beyond current recruitment practices.

Operator Barrier Supply and Installation

In November 2020, City Council approved \$500,000 for the supply and installation of an operator safety barrier phase in program to start in 2021. Shortly after approval of the funding, a tender was released for the supply and installation of operator barriers. A Request for Proposals was advertised, evaluated, and awarded to the successful vendor for Phase 1 of the operator barrier supply and installation.

Through a collaborative process with ATU, prototype barriers were created for the three bus manufacturers in the fleet. Once the prototypes were tested and confirmed operational, the \$500,000 budget allowed for supply and installation of 47 operator barriers in Phase 1. All 47 barriers for Phase 1 have been installed.

Based on the success of Phase 1, during the 2022-23 Multi-Year Business Planning and Budget deliberations, Administration informed City Council that sufficient funding had been identified in previous years capital programs for Phase 2 of the project for supply and installation of the remaining approximately 79 operational conventional buses in the fleet. The contract for Phase 2 was recently awarded and Saskatoon Transit is currently in discussions with the vendor to finalize timelines for supply and installation of the barriers.

FINANCIAL IMPLICATIONS

Administration has reviewed the 2023 Transit budget to capture internal efficiencies that can be leveraged to implement the City Internal Auditor’s report recommendations and other initiatives underway in Saskatoon Transit outlined in this report. After capturing all available efficiencies, funding opportunities and FTEs in the 2023 Transit budget, Administration has identified the following funding and FTE shortfalls that will be brought forward to the 2023 budget deliberations:

1. Two Mechanical Shop Supervisor positions;
2. One Maintenance Planning and Scheduling Coordinator position, and,
3. One Performance Improvement Coordinator position.

If additional resources are identified in 2023 for continued implementation of the City Internal Auditor’s recommendations or further work on initiatives to improve service and dependability, they will be submitted for consideration in the 2024-25 Multi-Year Business Planning and Budget process.

OTHER IMPLICATIONS

There may be human resources and labour relations implications that need to be considered as Saskatoon Transit moves forward. Some of the changes proposed may need to be negotiated through contract negotiations with ATU. Saskatoon Transit will seek support and expertise from corporate Human Resources and Labour Relations to work collaboratively with ATU as required.

NEXT STEPS

1. Saskatoon Transit will move forward with the recommendations in the City Internal Auditor’s report and continue moving forward with the steps and actions to improve service and reliability outlined in this report. An update to the strategy will be provided in the Saskatoon Transit 2022 Annual Report.
2. A budget request will be submitted for consideration in the 2023 budget deliberations for FTEs and funding for 1) two Mechanical Shop Supervisor positions, 2) one Maintenance Planning and Scheduling Coordinator position, and 3) one Performance Improvement Coordinator position.

3. Saskatoon Transit will be reporting by January 2023 to the Standing Policy Committee on Transportation regarding the status of upgrades to farebox and Smart Card technology.

APPENDICES

1. Percent Planned Service Provided – December 2021 to October 2022
2. Preventative Maintenance (PM) Activities Completed – October 2021 to October 2022

Report Approval

Written by: Tracey Davis, Fleet and Maintenance Manager
Michael Moellenbeck, Operations Manager
Clae Hack, Chief Financial Officer
Terry Schmidt, General Manager, Transportation and Construction

Reviewed and Approved by: Terry Schmidt, General Manager, Transportation and Construction