

Table 2-4: Planning for Operations – General Best Practice Solutions.

Best Practice Solutions	
1	<p><u>Visit/talk to experienced sites:</u> This strategy is perhaps the most helpful for all stages of developing and implementing your project. It can help you at the outset to understand the complexity of issues and for just in time advice at a later date</p>
2	<p><u>Align the timing of delivery and commissioning of HRS and buses:</u> Buses need a refueller during their commissioning phase</p>
3	<p><u>Plan for slow progress:</u> Roadblocks and delays are common when introducing innovations – prepare all stakeholders for this and think in terms of Plan Bs as much as possible. Allow for the possibility of significant delay on your timescales. Sites in JIVE/JIVE 2 have encountered up to 18 months delay. While this should not happen to this extent in the future, be prepared</p>
4	<p><u>Plan for clear and consistent communication:</u> While this may seem obvious, it is not attended to due to a perception of more urgent issues. Have a Communication Plan for stakeholders and be rigorous in following it (see Section 1.3 on this matter). Assign responsibility for making it happen</p>
5	<p><u>Have clear and specific responsibilities, boundaries and accountabilities, e.g.:</u></p> <ul style="list-style-type: none"> • A PTO may not be the best to procure a HRS but they know a lot about buses • PTO or PTA may be better able to procure HRS location site than the HRS supplier • A single “turnkey” HRS supplier has been found to be a better option by some
6	<p><u>Resource the planning stage well (people and time) :</u> Thorough planning = smooth(er) procurement; expert assistance will be of help</p>
7	<p><u>Plan to set up a broadly-based tender team:</u> Tender teams need to have a wide range of expertise: apart from at least one member experienced with conventional tendering, this includes understanding of technical (FCBs/HRs), financial, risk management, contracting and legal frameworks issues(more on this in Ch. 3)</p>
8	<p><u>Engage early, often and widely:</u> political advocates, city administration; local authorities (including firefighters etc.); in particular:</p> <ul style="list-style-type: none"> • PTO(s): These have a pivotal role in ensuring the success of the introduction of this new technology. Brief all levels within the PTO(s) from CEO level to bus drivers with the appropriate information; a new fuel and new technology need thorough introduction • Talk to FCB and HRS suppliers: Get as much understanding of the technology as possible (see also Table 2-5)
9	<p><u>Permitting:</u> Permitting remains a big job in the context of planning and deployment; difficult to know how long this will take - not just because of delayed granting of permission but the fact that many regulators do not know how to handle it; Best Practice has been to “Educate your Regulator” i.e. have "unofficial" discussions with the authorities before handing in your applications for permits, introducing them to the field and to what has been successfully</p>

	deployed at other sites, presenting your plans/solutions, never asking them “What should I do?”; be willing to compromise on technical details
10	<u>Data from FCBs and HRS:</u> The JIVE Projects have shown that performance data you need for seamless integration of both the FCBs and the HRS into your regular IT system (and often for co-funding institutions) are not always considered by the supplier. The data requirements need to be clarified early and be part of the planning process and questioning of suppliers.
11	Be open to reason as everyone is still learning