

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 a project. It can help give an early understanding of 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 to refuel during their commissioning phase</p>
3	<p><u>Plan for slow progress:</u> Hurdles 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 in 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
6	<p><u>Resource the planning stage well (people and time):</u> Thorough planning = smooth(er) procurement; expert assistance can 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 the technology (FCBs/HRSs), financial issues, risk management, contracting and legal frameworks (more on this in Section 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 and Table 2-6)
9	<p><u>Permitting:</u> Permitting is a time consuming issue 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 (authorities) do not yet have the required expertise; Best Practice has been to ‘Educate your Regulator’ i.e. have unofficial discussions with the authorities before handing in applications for permits, introducing them to the field and to what has been successfully deployed at other sites, presenting the plans/solutions, never asking them “What should I do?”; be willing to compromise on technical details</p>

10	<u>Data from FCBs and HRS:</u> The JIVE projects have shown that the performance data needed for seamless integration of both the FCBs and the HRS into the 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