01  Message from the Board Chair and Interim Chief Executive Officer
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02  Definitions of Success
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04  Organizational Chart & Work Plans
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As we continue to build a Culture of Excellence, HART teams enterprise-wide have collaborated on the development of this strategic plan. The plan is in keeping with our performance management process, which is designed to drive employee engagement on work that contributes to HART’s status as a best-in-class transit agency.

This document is comprised of three sections, each aligned with components of the performance management process illustrated here and described below:

1. Definitions of Success, which includes outcomes that signal success for the fiscal year ending September 30, 2021.
2. Performance Scorecard, a quarterly scorecard to monitor and report on how we are performing in efforts to achieve our outcomes.
3. Work Plan, an actionable strategy tied to budget that enables HART teams to deliver the outcomes.
Hillsborough Area Regional Transit Authority, or HART, is proud to have served more than 3.5 million customers during the COVID-19 pandemic.

These essential trips are an important way the agency proves its value to our community, customers and employees. Our Operators, who are essential themselves, are making sure other essential workers get to the places they need to be—hospitals, grocery stores, assisted living facilities and more.

HART’s FY 2021 Success Plan builds on the dedicated service HART already provides to our growing population in Hillsborough County. The plan is a road map to maximizing future dollars as HART goes about its daily mission of serving the public. The plan also includes measurable ways to weigh success and outcomes.

The Adopted FY2021 Budget does not include the All for Transportation surtax funding. It does however include CARES Act federal funding as a temporary means to bolster transit agencies in dire need of financial support.

As public transit advocates, we remain flexible and responsive to our customers as we await a ruling from the Florida Supreme Court on AFT—which Hillsborough County voters overwhelmingly supported in 2018.

Sincerely,

Commissioner Mariella Smith
Hillsborough County Board of County Commissioners
Hillsborough Area Regional Transit or HART is building a “Culture of Excellence” with more than $150.9 million dollars investment in public transportation in Hillsborough County. The largest adopted HART budget in history comes during a crucial time as our agency resets and restores service during the COVID-19 pandemic. Nearly half of the funding, $74.5 million, comes from a federal reimbursement grant known as the CARES Act or Coronavirus Aid, Relief, and Economic Security Act—a stop gap but certainly not a permanent solution.

Since March, HART has provided 3.5 million essential trips to our customers during this challenging time. Our essential employees are taking essential workers to the places they need to be to keep Hillsborough County moving forward.

The HART team, 800 employees strong, has the expertise and commitment to continue to drive our success. In my temporary role of the Interim Chief Executive Officer, I look forward to strengthening the agency by focusing on what’s most important—the customer, the employees and continue fostering lasting community partnerships.

The opportunities ahead for all of us are exciting. We all know and feel how fast our community is changing and evolving and HART is a key player in the growth that Greater Tampa Bay is experiencing. The expectations are high from our customers, our community, and our employees.

Our mission is clear—providing on-time, efficient service to 35 thousand customers each day so our neighbors can get to work, our seniors can get to appointments and our children can get to school. We get there by focusing on four key areas in our FY2021 Budget: Customer Experience, Community Value, Financial Performance, and Employee Success.

The Adopted FY2021 Budget does not include the All for Transportation surtax funding but Hillsborough County voters overwhelmingly told us they were ready for big changes in 2018. Now we wait to see if the Florida Supreme Court upholds the will of the voter.

Respectfully,

Ruthie Reyes Burckhard
Interim Chief Executive Officer
4 KEY AREAS OF FOCUS

Driving a Culture of Excellence to position HART as a best-in-class transit agency involves prioritized focus in key areas of operations and service where the agency should absolutely excel.

In the coming fiscal year HART will focus on Success Outcomes in four key areas:

**Customer Experience**
Customer-centric initiatives, increasing customer satisfaction

**Community Value**
Community sentiment, partnerships

**Employee Success**
Organization realignment, engagement, talent development

**Financial Performance**
Financial sustainability, improving service productivity
SUCCESS OUTCOMES
ALIGNED WITH 4 KEY AREAS OF FOCUS

CUSTOMER EXPERIENCE
HART achieves annual increases in Customer Satisfaction on a comprehensive basis.

COMMUNITY VALUE
HART achieves annual increases in positive community sentiment around value of HART to Hillsborough County.

EMPLOYEE SUCCESS
HART achieves annual increases in Employee Engagement levels.

FINANCIAL PERFORMANCE
HART financial performance at the end of the year is consistent with the Financial Plan and actual revenues.
Introduction
This section of the plan includes a performance scorecard that will be used to measure and monitor performance at all levels of the organization.

An important objective of the scorecard is to share with employees and stakeholders how HART is performing each quarter of the year in achieving its goals and outcomes. Another is to increase the understanding about contributions to organizational performance for every member of the workforce in ways they may not have ordinarily considered.

The scorecard provides measures of performance in each of HART’s four key areas of focus:

1. Customer Experience
2. Community Value
3. Employee Success
4. Financial Performance

Weighted & Prioritized Metrics
Each of the four key areas of focus have a corresponding weighted index contained within the scorecard. Weighting values are reflective of importance to HART’s overall health and success. The index weightings total 100 points. Metrics within each index are also weighted based on their contribution to the realization of the goals.

Active Monitoring & Reporting
Each quarter of the fiscal year, the scorecards will be tabulated and results analyzed. Management, employees, the Board, customers, and community stakeholders will all be able to see how HART is performing with respect to goals identified as meaningful to building a culture of excellence.
<table>
<thead>
<tr>
<th>Key Area of Focus</th>
<th>Metric</th>
<th>Performance</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CUSTOMER EXPERIENCE</strong></td>
<td>Overall Customer Satisfaction</td>
<td>Satisfaction with overall quality of service by Fixed Route and Paratransit as determined in Customer Satisfaction Survey results</td>
<td>86%</td>
</tr>
<tr>
<td></td>
<td>Customer Comment Resolution</td>
<td>Measures how timely customer inputs are resolved</td>
<td>90% of customer inputs are resolved within 10 working days</td>
</tr>
<tr>
<td></td>
<td>On-Time Performance Bus &amp; Street Car</td>
<td>Measures how closely service runs to schedule. Departures are considered on-time, if made between 1 and 5 minutes after scheduled departure times</td>
<td>Bus - 77%</td>
</tr>
<tr>
<td></td>
<td>On-Time Performance Paratransit</td>
<td>Measures percentage of Mobility customer pickups made within 30-0 minutes from the scheduled pickup times</td>
<td>Paratransit - 90%</td>
</tr>
<tr>
<td></td>
<td>Safety and Security Events</td>
<td>Safety &amp; security reportable events</td>
<td>Fewer than 1 Safety Event per 100k miles</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>30</td>
</tr>
<tr>
<td><strong>COMMUNITY VALUE</strong></td>
<td>Transit Access*</td>
<td>Evaluate number of jobs within 3/4 of a mile of the network</td>
<td>Increased by 5%</td>
</tr>
<tr>
<td></td>
<td>Community Sentiment</td>
<td>Establish baseline of community sentiment about HART</td>
<td>Baseline established</td>
</tr>
<tr>
<td></td>
<td>Economic Impact</td>
<td>For every $ we spend, ROI $5 (based on FY2021 budget)</td>
<td>Increased by 2%</td>
</tr>
<tr>
<td></td>
<td>Jobs Access*</td>
<td>For every $1M of transit spending an estimated 50 additional jobs may be created (based on FY2021 budget)</td>
<td>Increased by 2%</td>
</tr>
<tr>
<td></td>
<td>DBE Goal</td>
<td>Federally assisted contract awards to qualifying disadvantaged, minority-owned, woman-owned, and small business enterprises as outlined in the HART DBE program</td>
<td>Meet or exceed 8%</td>
</tr>
<tr>
<td></td>
<td>Customer Access</td>
<td>Increased regional mobility through use of Flamingo Fares</td>
<td>2%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>25</td>
</tr>
<tr>
<td><strong>EMPLOYEE SUCCESS</strong></td>
<td>Employee Engagement</td>
<td>The level of engagement of HART employees as indicated in an employee engagement survey</td>
<td>Baseline established</td>
</tr>
<tr>
<td></td>
<td>Professional Development</td>
<td>Establish a professional development program</td>
<td>Establish platform</td>
</tr>
<tr>
<td></td>
<td>Wellness Program</td>
<td>HART will provide employees monthly opportunities to engage in Wellness events</td>
<td>One per month</td>
</tr>
<tr>
<td></td>
<td>Volunteer Opportunities</td>
<td>HART will provide employees quarterly opportunities to engage in Volunteer events</td>
<td>One per quarter</td>
</tr>
<tr>
<td></td>
<td>Workers Compensation</td>
<td>Number of incidents resulting in loss of 7 or more calendar work days per 100 full time employees</td>
<td>Less than 5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>25</td>
</tr>
<tr>
<td><strong>FINANCIAL PERFORMANCE</strong></td>
<td>Financial Management</td>
<td>Revenues will equal expenditures</td>
<td>At year end, actual operating revenues and expenses be within 2% of budget</td>
</tr>
<tr>
<td></td>
<td>Operating Cost Per Passenger – Bus, Streetcar, Paratransit</td>
<td>Total Operating Cost/Total Ridership</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bus - $7.50</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Streetcar - $2.60</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Paratransit - $26.00</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Non-Traditional / Discretionary Revenue</td>
<td>Total discretionary revenue</td>
<td>HART will secure alternative funding opportunities and revenue sources</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>20</td>
</tr>
<tr>
<td><strong>OVERALL PERFORMANCE SCORE</strong></td>
<td></td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

With clarity of success outcomes and key areas of focus, specific tactics have been identified for organizational alignment on activities that will contribute to HART’s culture of excellence. Tactics have been assigned an owner within the agency who is responsible for spearheading activities and driving the project to completion.

Several tactics outlined in each of the four key area work plans have quarterly milestones detailed. These milestones are intended to keep the project on schedule and budget.

Several tactics included in the work plans do not have milestones outlined. These projects are contingent upon receipt of All For Transportation funding. Milestones for these projects will therefore be developed for project commencement in the third quarter of the fiscal year.
CUSTOMER EXPERIENCE
CUSTOMER EXPERIENCE
WORK PLAN

AUTONOMOUS VEHICLE PILOT

OWNER
Service Development

TEAM
Communications & Marketing,
Safety & Security

HART has deployed an Autonomous Mobility Service along the Marion Street Transitway as a demonstration of not only moving people, but gathering data about public attitudes towards automation in transportation, gaining a stronger understanding of first/last mile travel habits of riders and measuring the safety benefits of such a service.

Q1 MILESTONE
• Develop safety metrics and set a baseline.
• Snap poll riders and the community on their attitudes and perceptions of autonomous mobility service.
• Hold a public engagement event to promote HART smart service.

Q2 MILESTONE
• Hold a public engagement event to promote HART smart service.
• Develop rider and community survey how and why they use the HART autonomous mobility service.
• Conduct rider and community survey how and why they use the HART autonomous mobility service.
• Report safety metrics.

Q3 MILESTONE
• Hold a public engagement event to promote HART smart service.
• Report rider and community survey how and why they use the HART autonomous mobility service.
• Report safety metrics.

Q4 MILESTONE
• Hold a public engagement event to promote HART smart service.
• Report safety metrics.
ON TIME PERFORMANCE – BUS OPERATIONS

OWNER
Operations

TEAM
Communications & Marketing,
Community Engagement, Service Development

Will measure how closely routes operate to schedule to ensure customers arrived on time and are able to connect to other routes on time. Goal: Buses will arrive at scheduled time points no more than 1 minute early or 5 minutes late – 77% or better.

Q1 MILESTONE
- Track arrival times to schedules time points and evaluate factor affecting timely arrivals.
- Routes will be adjusted by mark-up as a result of on-time performance data.
- Conduct bi-weekly markup review meetings.
- Develop internal communication campaign.
- Develop external communication campaign.

Q2 MILESTONE
- Track arrival times to schedules time points and evaluate factor affecting timely arrivals.
- Routes will be adjusted by mark-up as a result of on-time performance data.
- Implement markup for appropriate route enhancements to improve on-time performance.
- Update and implement internal/external communication campaign.
- Conduct bi-weekly markup review meetings.

Q3 MILESTONE
- Track arrival times to schedules time points and evaluate factor affecting timely arrivals.
- Conduct bi-weekly markup review meetings.
- Routes will be adjusted by mark-up as a result of on-time performance data.
- Implement markup for appropriate route enhancements to improve on-time performance.
- Update and implement internal/external communication campaign.

Q4 MILESTONE
- Track arrival times to schedules time points and evaluate factor affecting timely arrivals.
- Routes will be adjusted by mark-up as a result of on-time performance data.
- Implement markup for appropriate route enhancements to improve on-time performance.
- Update and implement internal/external communication campaign.
- Conduct bi-weekly markup review meetings.
- Evaluate performance and establish goal for FY22.
CUSTOMER CONCERNS RESPONSE TIME

OWNER
All HART Departments

TEAM
All HART Departments

Review the received SeeClickFix (customer relations management database) customer concerns and ensure that a response to customers is provided within 10 business days 100% of the time.

Q1 MILESTONE
• All SeeClickFix concerns registered with HART are received, assigned, investigated, and a reply sent addressing the customers concern within ten (10) business days. Staff will process a report quarterly and identify the percentage of compliance to this goal. The HART goal is 100% of the concerns are addressed within the 10 business day period.
• Track response time to customer reported concerns and implement corrective actions as needed should the goal not be met.

Q2 MILESTONE
• All SeeClickFix concerns registered with HART are received, assigned, investigated, and a reply sent addressing the customers concern within ten (10) business days. Staff will process a report quarterly and identify the percentage of compliance to this goal. The HART goal is 100% of the concerns are addressed within the 10 business day period.
• Track response time to customer reported concerns and implement corrective actions as needed should the goal not be met.

Q3 MILESTONE
• All SeeClickFix concerns registered with HART are received, assigned, investigated, and a reply sent addressing the customers concern within ten (10) business days. Staff will process a report quarterly and identify the percentage of compliance to this goal. The HART goal is 100% of the concerns are addressed within the 10 business day period.
• Track response time to customer reported concerns and implement corrective actions as needed should the goal not be met.

Q4 MILESTONE
• All SeeClickFix concerns registered with HART are received, assigned, investigated, and a reply sent addressing the customers concern within ten (10) business days. Staff will process a report quarterly and identify the percentage of compliance to this goal. The HART goal is 100% of the concerns are addressed within the 10 business day period.
• Track response time to customer reported concerns and implement corrective actions as needed should the goal not be met.
• Evaluate performance to establish goal for FY2022.
### CNG Duplex-Compressor Station No. 3

**OWNERS**
Maintenance, Project Management (PMO)

The project will add Compressed Natural Gas (CNG) Duplex-Compressor Station No. 3 to the CNG fuelling area at HART’s 21st avenue facility. The additional CNG compressor station is needed to provide operational support for HART’s expanding fleet of CNG-powered transit buses.

**TEAM**
Procurement

**Q2 MILESTONE**
- Procurement process – Develop solicitation.

**Q3 MILESTONE**
- Procurement process – Advertise and select vendor.

**Q4 MILESTONE**
- Obtain Board approval.

### Customer Satisfaction Survey - Paratransit

**OWNER**
Operations

Conduct and review information gathered from the customer satisfaction to establish the overall customer rating of HART paratransit service.

**TEAM**

**Q1 MILESTONE**
- Conduct Customer Satisfaction Survey with at least 250 customers on sampling of quality of service received. Overall Customer Rating gathered from completed report.
- Target action items from information gathered and put in place corrective actions where applicable.

**Q2 MILESTONE**
- Continue efforts to conduct outreach and general input on service delivery during this rating period. Looking at data from changes enacted and perception of those changes by from the report.

**Q3 MILESTONE**
- Conduct 2nd Customer Satisfaction Survey with at least 250 customers. Surveys will be conducted Overall Customer Rating gathered from completed report.
- Target action items from information gathered and put in place corrective actions where applicable.

**Q4 MILESTONE**
- Continue efforts to conduct outreach and general input on service delivery during this rating period. Looking at data from changes enacted and perception of those changes suggested from the report.
MARION TRANSIT CENTER CUSTOMER SERVICE CALL CENTER RENOVATION

OWNER
Operations

TEAM
PMO, Safety, Technology & Innovation, Maintenance

The workspace for HART’s customer service team will be enhanced and renovated to support the department’s resource growth and ensure the space is ergonomically correct.

Q1 MILESTONE

Q2 MILESTONE

Q3 MILESTONE

Q4 MILESTONE

ENGINE AND TRANSMISSION REPLACEMENT

OWNER
Maintenance

TEAM
Procurement

HART maintenance department will be replacing the remaining engines and transmissions on an aging Gillig bus fleet to keep up with the demands and service requirements. This will greatly reduce mechanical failures that lead to loss of service and costly tows.

Q1 MILESTONE

Q2 MILESTONE

Q3 MILESTONE

Q4 MILESTONE

• Submit solicitation for engines and transmissions.

• Contract awarded.

• Start receiving engines and transmissions.

• Start the mid-life program (on-going).

MARION TRANSIT CENTER CUSTOMER SERVICE CALL CENTER RENOVATION

OWNER
Operations

TEAM
PMO, Safety, Technology & Innovation, Maintenance

HART maintenance department will be replacing the remaining engines and transmissions on an aging Gillig bus fleet to keep up with the demands and service requirements. This will greatly reduce mechanical failures that lead to loss of service and costly tows.

Q1 MILESTONE

Q2 MILESTONE

Q3 MILESTONE

Q4 MILESTONE

• Submit solicitation for engines and transmissions.

• Contract awarded.

• Start receiving engines and transmissions.

• Start the mid-life program (on-going).

ENGINE AND TRANSMISSION REPLACEMENT

OWNER
Maintenance

TEAM
Procurement

HART maintenance department will be replacing the remaining engines and transmissions on an aging Gillig bus fleet to keep up with the demands and service requirements. This will greatly reduce mechanical failures that lead to loss of service and costly tows.

Q1 MILESTONE

Q2 MILESTONE

Q3 MILESTONE

Q4 MILESTONE

• Submit solicitation for engines and transmissions.

• Contract awarded.

• Start receiving engines and transmissions.

• Start the mid-life program (on-going).
ON TIME PERFORMANCE – STREETCAR

OWNER
Streetcar Operations

Measures how closely service runs to schedule. Departures are considered on-time, if made between 1 and 5 minutes after the scheduled departure times – 99% or better.

TEAM
Operations, Communications & Marketing, Service Development, Community Engagement

Q1 MILESTONE

• Track arrival times to scheduled time points and evaluate factors affecting timely arrivals.
• Implement markup to enhance streetcar schedules.
• Develop internal/external communication campaign.
• Voice of the Customer – conduct first streetcar survey.

Q2 MILESTONE

• Track arrival times to scheduled time points and evaluate factors affecting timely arrivals.
• Evaluate streetcar schedules for better connectivity with HART fixed route schedules.
• Implement markup to enhance streetcar schedules if needed.
• Update and implement internal/external communication campaign.

Q3 MILESTONE

• Track arrival times to scheduled time points and evaluate factors affecting timely arrivals.
• Evaluate streetcar schedules for better connectivity with HART fixed route schedules.
• Implement markup to enhance streetcar schedules.
• Update and implement internal/external communication campaign.

Q4 MILESTONE

• Track arrival times to scheduled time points and evaluate factors affecting timely arrivals.
• Evaluate streetcar schedules for better connectivity with HART fixed route schedules.
• Implement markup to enhance streetcar schedules if needed.
• Evaluate performance to establish goal for FY2022.
PARATRANSIT OPERATIONS PRODUCTIVITY

**OWNER**  
Paratransit

**TEAM**  
Communications & Marketing, PMO

**Q1-Q3 MILESTONE**

- Operations and Service Development will conduct a quarterly report to establish the On Time Performance of the department. Through the use of the data collected from the onboard Mobile Data Terminals and the Trapeze software. Current On Time Performance goal is 90%.
- Once collected, analysis of the data and corrective measures will be established to improve performance, should actions be warranted.
- Conduct customer communications audit.
- Travel Trainers to initiate a campaign to reach paratransit customers on travel on fixed route.

**Q4 MILESTONE**

- Operations and Service Development will conduct a quarterly report to establish the On Time Performance of the Department. Through the use of the data collected from the onboard Mobile Data Terminals and the Trapeze software. Current On Time Performance goal is 90%.
- Once collected, analysis of the data and corrective measures established to improve the performance, should actions be warranted.
- Analyze travel trainers campaign to develop strategies for FY2022.

UNIVERSITY AREA TRANSIT CENTER (UATC) ADA IMPROVEMENT

**OWNER**  
Operations

**TEAM**  
Maintenance, PMO

**Q1 MILESTONE**

- Permitting.

**Q2 MILESTONE**

**Q3 MILESTONE**

- Procurement and HART Board approval.

**Q4 MILESTONE**

- Kickoff meeting completed and Project Design signed off.
- Begin construction.
SAFETY AND SECURITY EVENTS

OWNER
Safety

TEAM
Operations, Communications & Marketing

Q1 MILESTONE
• Conduct quarterly mandatory safety training for operators.
• Enhance existing safety and security committee structure.

Q2 MILESTONE
• SMS employee reporting system development.
• Operations Safety Day of Action.
• Conduct quarterly mandatory safety training for operators.

Q3 MILESTONE
• Conduct quarterly mandatory safety training for operators.
• Operations Safety Day of Action.
• Finalize SMS employee reporting system.

Q4 MILESTONE
• Conduct quarterly mandatory safety training for operators.
• Operations Safety Day of Action.
• Roll out SMS employee reporting system.
### BUS STOPS AND SHELTERS PROGRAM

**OWNER**
Operations

**TEAM**
Planning, Procurement

This program is for the improvement of bus stops and of transit facilities to ADA compliance for new and existing service at various locations. As well as, to provide accessible means to and from the bus stops, including sidewalks, benches, trash cans, lighting, bike racks and other passenger amenities.

#### Q1 MILESTONE
- Complete Construction: Lumsden Rd and Providence Rd.
- Complete Construction: Orange Grove Dr and Stall Rd.

#### Q2 MILESTONE
- Complete Construction: 22nd St and 28th Ave.
- Complete Construction: Orient Rd at the State Fair Ground.

#### Q3 MILESTONE
- Complete Construction: 22nd St and Hillsborough Ave.
- Complete Construction: Tampa St and Fortune St.

#### Q4 MILESTONE
- Complete Construction: SR60 and Strawberry Ridged Rd.
- Complete Construction: Rome Ave and Hillsborough Ave.

### BATTERY ELECTRIC BUS AND CHARGING INFRASTRUCTURE PILOT

**OWNER**
Operations

**TEAM**
Maintenance

In order to support HART operations and provide environmentally clean transportation, HART will be purchasing 4 Battery Electric Buses and introducing them into service.

#### Q1 MILESTONE
- Board approval.

#### Q2 MILESTONE
- Procurement process – Order buses to be built.

#### Q3 MILESTONE

#### Q4 MILESTONE
- Finalize Design; Permit and begin Construction of Depot and In-Route charging systems.
E-FARE REVENUE COLLECTION PROJECT (FLAMINGO FARES)

OWNER
Finance

TEAM
PMO, Technology & Innovation, Operations, Marketing, Retail Sales, Customer Service

The goal is to create an electronic fare-payment infrastructure that will be deployed region-wide. A state-of-the-art, integrated, electronic fare payment for seamless travel.

Q1 MILESTONE
• Project based functions Go-Live: System and RWG readiness.
• Initial public awareness.

Q2 MILESTONE
• Public launch and public adoption/education development.

Q3 MILESTONE
• Public transition/on-boarding to Flamingo Fares structure.
• Retail network pilot.

Q4 MILESTONE
• Flamingo Fares in full operations.
• Full launch of retail network.

INTELLIGENT TRANSPORTATION SYSTEM (ITS) REPLACEMENT PROGRAM – RADIO COMMUNICATIONS

OWNER
Maintenance

TEAM
Technology & Innovation, PMO, Procurement, Legal, Operations

Replace the radio communications equipment on the fleet.

Q1 MILESTONE
• Review all options and decide on the approach with a cost benefit analysis.

Q2 MILESTONE
• Radio contract/solution decided.

Q3 MILESTONE
• Radio designs approved and purchased.

Q4 MILESTONE
• Radio central system pilot installation completion and approval to proceed with implementation on the fleet.
<table>
<thead>
<tr>
<th><strong>SANITATION AND CLEANING OF HART VEHICLES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OWNER</strong> Operations</td>
</tr>
<tr>
<td><strong>TEAM</strong> Planning, Procurement</td>
</tr>
<tr>
<td>This project will provide goals and a plan to improve the cleanliness of HART vehicles. This includes repairs and improvements to these areas and tools needed to sanitize and clean, improved tracking through EAM, generated reports, and cementing new processes with a SOP.</td>
</tr>
</tbody>
</table>

**Q1 MILESTONE**
- Finish painting and cleaning/setting bay 10 for vehicle cleanings.
- Train custodians to utilize and track cleanings through EAM.
- Purchase tools and equipment to streamline tasks.
- Write Service Lane SOP.

**Q2 MILESTONE**
- Publish service lane SOP.
- Establish goals for deep cleanings, build reports to track progress.
- Provide training on new processes.

**Q3 MILESTONE**
- Monitor reports, make any adjustments as needed to goals and tracking.
- Build or modify any existing work Instructions.

**Q4 MILESTONE**
- Monitor reports, make any adjustments as needed to goals and tracking.

<table>
<thead>
<tr>
<th><strong>STREETCAR REHABILITATION PROJECT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OWNER</strong> Streetcar Operations</td>
</tr>
<tr>
<td><strong>TEAM</strong> PMO, Procurement</td>
</tr>
<tr>
<td>To extend the state of good repair for the street cars, HART will be refurbishing 4 of our Streetcars in a “frame up” restoration process. The original Streetcar manufacturer “Gomaco” will perform the refurbishment. This will provide updated, clean, safe and mechanically sound Streetcars to keep up with the demands of the extended service.</td>
</tr>
</tbody>
</table>

**Q1 MILESTONE**
- Monitor rebuilds on Streetcars #428 & #432.

**Q2 MILESTONE**
- Streetcar #428 Completed and returned to Tampa for testing and release back into Service.
- Streetcar #434 shipped to Iowa to start complete rebuild.

**Q3 MILESTONE**
- Streetcar #432 Completed and returned to Tampa for testing and release back into Service.
- Streetcar #430 shipped to Iowa to start complete rebuild.

**Q4 MILESTONE**
- Monitor rebuilds on Streetcars #434 & #430.
STREETCAR RIGHT OF WAY INFRASTRUCTURE UPGRADES

OWNER
Operations

TEAM
PMO, Procurement

To extend the state of good repair for the streetcar, HART will be replacing wood cross ties on the ballasted track sections of the streetcar line, to keep up with the demands of the extended service.

Q1 MILESTONE
• Vendor to order materials for Phase 2.

Q2 MILESTONE
• Phase 2 - Section of Track between York Street Station and Cumberland Station (approximately 475 Feet of track, 230 ties) to be completed late February / early March.

Q3 MILESTONE
• Plan Phase 3 based on efficiency of work completed in Phase 2.

Q4 MILESTONE
• Evaluate work plan to for implementation of Phase 3 in Q1 of FY22.

IMPLEMENTATION OF TRANSIT ASSET MANAGEMENT (TAM) POLICY

OWNER
Maintenance

TEAM
Finance, Service Development, Transportation

Build TAM policy in commitment to maintain HART assets in a State of Good Repair through a strategic and systematic process of financial stewardship, reinvestment, transparency and promoting a culture that supports asset management across the organization.

Q1 MILESTONE
• Have 50% of all Facility Assets entered into EAM.
• Complete deactivating of all non-active bus stops.
• Streetcar “track” segments identified, 50% entered into EAM.
  -NOTE: All power poles have to be identified and labeled by streetcar personnel.
• Prepare assets reports for NTD.

Q2 MILESTONE
• Have 75% of all Facility Assets entered into EAM.
• Working with the HART Asset Manager have 25% of all bus stops identified for entering into EAM.
  -NOTE: All bus stops and shelters will have to have new asset numbers attached by the Asset Manager.
• Have 100% streetcar “track” segments entered into EAM.
• TAMS forecast report to identify needs for FY2022 capital need.

Q3 MILESTONE
• Have 100% of all Facility Assets entered into EAM.
• Have 50% streetcar “equipment” assets entered into EAM.
• Working with the HART Asset Manager have 75% of all bus stops identified and entered into EAM.

Q4 MILESTONE
• Have 100% streetcar “equipment” entered into EAM.
• Working with the HART Asset Manager have 100% of all bus stops identified and entered into EAM.
• Advance to Level 3 of the FTA Asset Management Maturity - GOAL.
### Vehicle Availability

**Owner**
Maintenace

**Team**
Technology & Innovation, Human Resources, Operations

85% of total fixed route fleet are available for service each day, which exceeds pull out requirement by 5%

**Q1 Milestone**
- Failure analysis monthly – create campaigns to address high level failures.
- Streamline PM program and follow up repairs – identify length of time to complete all repairs.
- Recruitment campaign for maintenance personnel – Goal 40 techs.
- Review tow-ins to address common issues/deficiencies.
- Engine and Transmission contracts in place.
- Enterprise Asset Management (EAM) system of record to improve part availability.

**Q2 Milestone**
- Continue failure analysis.
- Complete PM program streamline – baseline for repair times.
- Continue recruitment efforts – Goal 43 tech.
- Receive engines and transmissions to start mid-life overhauls.
- Collect data to complete part min/max values.

**Q3 Milestone**
- Continue failure analysis.
- Complete PM program streamline – find efficiencies.
- Continue recruitment efforts – Goal 46 tech.
- Continue mid-life – goal of two complete per month.
- Fill stock out and below min level for parts.

**Q4 Milestone**
- Continue failure analysis.
- Complete PM program streamline – goal average completion time of 72 hours.
- Continue recruitment efforts – Goal fully staffed at 48 tech.
- Continue mid-life – goal of two complete per month.
- Set goals to minimize vehicles down for parts delays.
MEAN DISTANCE BETWEEN FAILURE (MDBF)

OWNER
Maintenance

TEAM
Human Resources, Operations

Vehicles would meet or exceed 4,500 miles between mechanical failures.

Q1 MILESTONE
• Failure analysis monthly – create campaigns to address high level failures.
• Streamline PM program and follow up repairs – identify length of time to complete all repairs.
• Recruitment campaign for maintenance personnel – Goal 40 techs.
• Review tow-ins to address common issues/deficiencies.
• Engine and Transmission contracts in place.

Q2 MILESTONE
• Continue failure analysis.
• Complete PM program streamline – baseline for repair times.
• Continue recruitment efforts – Goal 43 techs.
• Receive engines and transmissions to start mid-life overhauls.

Q3 MILESTONE
• Continue failure analysis.
• Complete PM program streamline – find efficiencies.
• Continue recruitment efforts – Goal 46 techs.
• Continue mid-life’s – goal of two complete per month.

Q4 MILESTONE
• Continue failure analysis.
• Complete PM program streamline – goal average completion time of 72 hours.
• Continue recruitment efforts – Goal fully staffed at 48 techs.
• Continue mid-life – goal of two complete per month.
### PLANNING & DESIGN SUPPORT FOR CAPITAL PROJECTS

**OWNER**

**Project Management**

Architecture & Engineering services to support capital projects. These services would include renovation and construction of facilities, technologies, design and permitting, real estate services, planning activities, streetcar projects and/or extension.

### BUS TRANSIT INFRASTRUCTURE IMPROVEMENTS

**OWNER**

**Project Management**

Design services to include but not limited to: design of a new bus bay, renovation of existing bus bay, design of shelters and pads, sidewalk continuity, drainage and survey support, information on new technologies, permitting assistance, and planning.

### BUS STOP LIGHTING IMPROVEMENT

**OWNER**

**Project Management**

Purchase of 100 pole mounted solar light systems that can be placed at bus stops that are in dark or secluded locations.

### FAREBOX TECHNOLOGY UPGRADES

**OWNER**

**Project Management**

This project will develop and implement a comprehensive and secured farebox system to replace the current end-of-life system. The new farebox system will integrate with Flamingo Fares.

### PARATRANSIT & NON-REVENUE VEHICLE TECHNOLOGY IMPROVEMENTS

**OWNER**

**Information Technology**

Routers and antennas to support intelligent transportation systems: CAD/ AVL (Computer Aided Dispatch/ Automated Vehicle Locator) systems.

### MAINTAIN COUNTY FUNDED SERVICE

**OWNER**

**Service Development**

Maintain those service improvements funded with the $2.3M grant from the County in FY18 and FY19.

### MAINTAIN CURRENT SERVICE LEVELS

**OWNER**

**Service Development**

Current services equating to $20M will be funded with surtax allowing HART general funding (ad valorem, fares) to be reallocated to reserves in accordance with its 90 day reserve policy.
## Restoration of MissionMAX

**Owner**
Service Development

Based on the Comprehensive Operational Analysis (COA), HART will identify routes to be brought back that were previously discontinued during MissionMAX. Funding will help operate those specific services.

## Frequency Improvements (Weekday)

**Owner**
Service Development

Operational funding to improve service on the following routes: 42/45 – Westshore/USF (30 min. freq.); 30 – Columbus (15 min. freq.); 32 – MLK (15 min. freq.); 12 – 22nd Street (30 min. freq.)

## Frequency Improvements (Weekend)

**Owner**
Service Development

Operational funding to improve service on the following routes: 42/45 – Westshore/USF (30 min. freq.); NEW 31 – South County (60 min. freq.); 15 – Columbus (30 min. freq.); 32 – MLK (30 min. freq.); 9 – 30th Street (30 min. freq.)

## Paratransit Scheduling Software and Hardware Improvements

**Owner**
Technology & Innovation

Software upgrade for customer eligibility management, reservations, scheduling, dispatching and reporting. Improvements are focus on updating map, browser based interface for software, enabling account-based payments and IVR for scheduled trips call-back feature.

## Frequency Improvements and Service Expansion Based on SSP

**Owner**
Service Development

Expansion and frequency improvements based on outcome of Short-term Service Plan (TBD).

## Replacement of Paratransit Vehicles

**Owner**
Operations

Purchase of 5 paratransit vans.

## Farebox Technology Upgrades

**Owner**
Maintenance

Purchase new fare boxes for expansion vehicles or replace end-of-life fare boxes as needed.
COMMUNITY VALUE
## Community Value Work Plan

### Improve Customer Amenities

**OWNER**
Operations, Safety

**TEAM**
PMO, Communications & Marketing, Maintenance

**Q1 MILESTONE**
- Results from the Customer Satisfaction Survey will be collected from at least 500 Fixed Route Customers to establish the sentiment of our customers as it relates to the safety of our bus stops throughout the system.
- Identify locations that need improvement within the service area.
- Enhance Partnership with law enforcement agencies towards increasing transit safety and security.
- Strategically increase security presence in high crime areas.

**Q2 MILESTONE**
- Continue improvements to locations within the service area.
- Develop Customer and Community communications campaign.

**Q3 MILESTONE**
- Results from the 2nd Customer Satisfaction Survey will be collected from at least 500 Fixed Route Customers to establish the sentiment of our customers as it relates to the safety of our bus stops throughout the system.

**Q4 MILESTONE**
- Evaluate results of improvements of the customer amenities and develop a strategy for FY2022.
**CSX ASSESSMENT**

**OWNER**
Service Development

**TEAM**
Procurement, Communications & Marketing, Safety, PMO

This study will provide an initial assessment of existing facilities along the CSX corridor between USF and the Port of Tampa. The resulting study will determine the feasibility of moving into a larger Supplemental Environmental Impact Statement (SEIS) study for this corridor.

**Q1 MILESTONE**

**Q2 MILESTONE**
- Draft and issue solicitation for services.

**Q3 MILESTONE**
- Evaluate, select, and issue a Notice to Proceed for services for this study.

**Q4 MILESTONE**
- Further negotiate and define the scope of this study and begin before end of FY2021.

**INCREASE AWARDS TO QUALIFYING DISADVANTAGED/SBE FIRMS**

**OWNER**
Community Engagement

Increase contract awards to qualifying disadvantaged, and small business enterprises.

**TEAM**
Procurement

**Q1 MILESTONE**
- Develop outreach program to target local under-represented businesses.
- Increase vendor compliance system registration by 15%.

**Q2 MILESTONE**
- Host Vendor Fair to train vendors on doing business with HART.
- Increase vendor compliance system registration by 15% over previous quarter.
- Increase overall contract awards to Disadvantaged/SBE firms by 10% over previous quarter.

**Q3 MILESTONE**
- Increase vendor compliance system registration by 15% over previous quarter.
- Increase overall contract awards to Disadvantaged/SBE firms by 10% over previous quarter.

**Q4 MILESTONE**
- Host Vendor Fair to train vendors on doing business with HART.
- Increase vendor compliance system registration by 15% over previous quarter.
- Increase overall contract awards to Disadvantaged/SBE firms by 10% over previous quarter.
Tampa Arterial Corridor (BRT) Study

Owner: Service Development
Team: Procurement, Communications & Marketing, Safety, PMO

The Tampa Arterial Bus Rapid Transit Study (BRT) will evaluate the Florida, Nebraska, and Fowler corridors between the USF and Downtown Tampa areas. This study will evaluate the needs and potential for improved safety, connectivity, and operational improvements in these corridors with the goal of developing short-term and long-term BRT improvements.

Q1 Milestone
- Begin Phase 2A (Task 5).

Q2 Milestone
- Transit System Management alternative preliminary design.
- Recommended BRT alternative preliminary design.
- Class of Action Identification.

Q3 Milestone
- Evaluation of alternatives.
- Production of visualizations and supporting outreach materials.

Q4 Milestone
- Complete Phase 2A and present findings to the Board.

TOD Pilot Plan

Owner: Service Development
Team: Procurement, Communications & Marketing, Safety

This study will examine and evaluate the performance of existing TOD policies for the City of Tampa and Hillsborough County in relations to two transit projects—the City of Tampa’s Streetcar Extension Project and HART’s local Bus Rapid Transit Project.

Q1 Milestone
- Complete context/market assessment.
- Review Comp Plan Policies and Design Criteria.
- Develop Comp Plan Strategy.
- Review Existing Developmental Regulations.
- Deliver Equitable TOD Strategies Memo.
- Ongoing Outreach and Involvement.

Q2 Milestone
- Draft Design Criteria.
- Draft Plan Amendments.
- Complete TOD Planning Workshops.
- Station Area Planning Tasks 4.1 and 4.2 and part of 4.3.
- Ongoing Outreach and Involvement.

Q3 Milestone
- Station Area Planning Tasks 4.3.
- TOD Charrettes.

Q4 Milestone
- Final Deliverables - TOD for Tampa Bay Report.
QUARTERLY COVID RIDERSHIP UPDATES AND COMMUNICATIONS EFFORTS

OWNER
Service Development

TEAM
Procurement, Communications & Marketing, Safety, PMO

This effort will provide quarterly updates on performance impact of COVID. In addition, we will provide a summary of communication efforts undertaken to keep our customers informed of changes in regulations and schedule changes due to COVID.

**Q1 MILESTONE**

**Q2 MILESTONE**
• January Board meeting presentation on Quarter 1.

**Q3 MILESTONE**
• April Board meeting presentation on Quarter 2.

**Q4 MILESTONE**
• August Board meeting presentation on Quarter 3 and YTD data. (Full annual summary in October FY22).
Tactics/Projects as submitted to the Independent Oversight Committee (IOC) pending All For Transportation funding availability.

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Owner</th>
<th>PMO</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electric Bus Infrastructure &amp; Employee Parking Satellite Facility</td>
<td>Improve 50th Street property for overflow parking and electric vehicle infrastructure.</td>
<td></td>
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</tr>
<tr>
<td>Maintenance Facility and Fleet Storage Expansion</td>
<td>Purchase property for system and fleet expansion.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electric Bus Infrastructure</td>
<td>Purchase and install 10 electric bus charging stations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electric Bus Purchase</td>
<td>Purchase 10 electric buses to operate on express routes.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expansion of Paratransit Vehicles</td>
<td>Purchase of 10 new (expansion) paratransit vans.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expansion of Compressed Natural Gas Buses</td>
<td>Purchase 16 new (expansion) CNG buses.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expansion of Non-Revenue Vehicle</td>
<td>Purchase 37 new (expansion) non-revenue vehicles.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement of Non-Revenue Vehicles</td>
<td>Purchase 16 non-revenue vehicles.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement of Diesel Buses with CNG</td>
<td>Replacement of diesel powered buses with Compressed Natural Gas (CNG) buses.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Management System Recertification - ISO 14001</td>
<td>This project will gain HART recertification to the International Organization for Standardization (ISO) 14001:2015 that will require selection of and support of a qualified EMS consultant to assist in all elements of the process.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Description</td>
<td>Owner</td>
<td>Department/Role</td>
<td>Details</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td><strong>ELECTRICITY FOR ADDITIONAL CAPACITY AT COMPRESSED NATURAL GAS (CNG) STATION</strong></td>
<td>Owner</td>
<td>Finance</td>
<td>Fund for additional run time (electric) for the CNG station with the 50 new CNG buses.</td>
</tr>
<tr>
<td><strong>COMPRESSED NATURAL GAS (CNG) CONTRACT EXPANSION</strong></td>
<td>Owner</td>
<td>Finance</td>
<td>With the expansion of the CNG fleet, the operating and maintenance contract will increase.</td>
</tr>
<tr>
<td><strong>CORRIDOR ASSESSMENTS</strong></td>
<td>Owner</td>
<td>Service Development</td>
<td>Based on the Comprehensive Operational Analysis (COA), HART will identify and prioritize corridors throughout the network for enhanced transit opportunities. From these priorities, HART will identify corridors that are best suited for further studies to implement future enhanced transit operations.</td>
</tr>
<tr>
<td><strong>INVISION STREETCAR EXTENSION - PROJECT DEVELOPMENT &amp; ENGINEERING (PD&amp;E)</strong></td>
<td>Owner</td>
<td>Project Management</td>
<td>HART and the City of Tampa plan to cost share the Streetcar extension and modernization project. Project Development is underway.</td>
</tr>
<tr>
<td><strong>INVISION STREETCAR EXTENSION - PHASE IV STUDY</strong></td>
<td>Owner</td>
<td>Service Development</td>
<td>In cooperation with the City of Tampa, this provides for further extension of the Streetcar past the route in the InVision Streetcar Extension and Modernization Study.</td>
</tr>
<tr>
<td><strong>REAL PROPERTY EVALUATIONS</strong></td>
<td>Owner</td>
<td>Service Development</td>
<td>This project will involve real estate evaluations for facilities locations associated with a number of projects in support of the Independent Oversight Committee (IOC) program of projects.</td>
</tr>
<tr>
<td><strong>TRANSPORTATION DEVELOPMENT PLAN – 30-YEAR VISION</strong></td>
<td>Owner</td>
<td>Service Development</td>
<td>The vision will provide a comprehensive evaluation of 30-year funding from the All for Transportation surtax, development of goals for building out the system during the 30-year lifetime of the surtax, and what the system network will look like.</td>
</tr>
<tr>
<td><strong>ACQUISITION AND CONSTRUCTION OF TRANSFER CENTERS</strong></td>
<td>Owner</td>
<td>PMO, Service Development</td>
<td>With the expansion of service, HART will need to acquire new locations for transfer stations that cannot be expanded because of current constraints.</td>
</tr>
<tr>
<td><strong>FUTURE TRANSIT/TRANSFER CENTER STUDY</strong></td>
<td>Owner</td>
<td>Service Development</td>
<td>Seek to identify transit center locations consistent with expansion needs. This will focus on a strategic real estate acquisition and financial plan for funding associated capital projects and long-term operating costs.</td>
</tr>
<tr>
<td><strong>CSX ENVIRONMENTAL IMPACT STATEMENT STUDY</strong></td>
<td>Owner</td>
<td>Service Development</td>
<td>Study will seek to satisfy The National Environmental Policy Act (NEPA) requirement that an Environmental Impact Statement (EIS) be prepared for certain actions that affect the environment. The EIS provides a means to analyze environmental, social and economic factors and consider environmental impacts, alternatives and mitigation strategies in the planning and decision-making process.</td>
</tr>
</tbody>
</table>
**Employee Success**

**WORK PLAN**

### CRITICAL NETWORK INFRASTRUCTURE REPLACEMENTS AND SOFTWARE UPGRADES

**OWNER**  
Technology

**TEAM**  
Procurement, Communications & Marketing, Finance

Comprehensive hardware and software upgrades including upgraded server environment, security software, Internet router replacements, core distribution layers, and access switches at various HART.

#### Q1 MILESTONE

- Requisition entered in Workplace to replace the YBOR internet routers.
- Requisition entered in Workplace to replace the 21st Ave. internet routers.
- Trapeze EAM deployment as the new inventory system of record.

#### Q2 MILESTONE

- Install the YBOR internet routers.
- Install the 21st Ave. internet routers.
- Receive the ORBCAD / AVL backup router.
- Install the access layer switches in heavy maintenance building.

#### Q3 MILESTONE

- Install the core router at 21st Avenue.

#### Q4 MILESTONE

- Install the core router at YBOR.
## Employee Engagement

**Owner**
Human Resources

**Team**
Communications & Marketing

**Q1 Milestone**
- Conduct employee survey.

**Q2 Milestone**
- Management leadership training.

**Q3 Milestone**
- Hold Employee Engagement Fair aimed at sharing organizational and employee successes (develop virtually).
- Management leadership training.

**Q4 Milestone**
- Conduct employee focus groups to receive feedback on corrective actions based on the employee survey.
- Management leadership training.

## Enhancement of Physical Security Infrastructure

**Owner**
Safety

**Team**
Operations, Communications & Marketing

**Q1 Milestone**
- Partner with law enforcement agencies towards increasing transit safety and security.
- Complete Transportation Security Administration Threat and Vulnerability assessment.
- Complete Transportation Security Administration Operations Workshop.

**Q2 Milestone**
- Begin installation of enhanced transit vehicle camera system.
- Conduct bus operator safety and security survey.
- Conduct Transportation Security Administration EXIS table top exercise.

**Q3 Milestone**
- Conduct Security Day of Action.
- Evaluate bus operator safety and security survey.

**Q4 Milestone**
- Begin installation of security cameras at NetPark.
- Begin roll out of results of the bus operation safety and security survey.
- Complete installation of enhanced transit vehicle camera system.
- Conduct Security Day of Action.
**OPERATOR CONTROL CENTER REMODEL PROJECT**

**OWNER**
Operations, Maintenance

**TEAM**
PMO

The Dispatch and common breakroom area of HART’S 21st Avenue location are due for a remodel and redesign. The workspace for the Operator Control Center team and common breakroom area will be enhanced and renovated to maximize functionality, support the department’s continued resource growth, and ensure the space is ergonomically correct.

**Q1 MILESTONE**

**Q2 MILESTONE**
• Procurement process- Develop statement of work and solicitation.

**Q3 MILESTONE**
• Procurement process- Advertise and select vendor.

**Q4 MILESTONE**
• Obtain board approval - Kickoff meeting conducted and sign-off final project design.

**SECURITY SURVEILLANCE SYSTEMS ON FACILITIES**

**OWNER**
Safety

**TEAM**
Technology & Innovation, Operations

Continuation of security surveillance system to include camera installation throughout Marion Transit Center and University Area Transit Center.

**Q1 MILESTONE**
• Complete installation of security surveillance system at Marion Transit Center.

**Q2 MILESTONE**
• Complete installation of security surveillance system at University Area Transit Center.

**Q3 MILESTONE**
• Obtain funding and begin installation of security surveillance system at Netpark Transfer Center.

**Q4 MILESTONE**
• Complete installation of security surveillance system at Netpark Transfer Center.
## Professional Development

**Owner**
Human Resources

**Team**
Human Resources

Create a new training program that aligns with updated HART mission, vision and goals. Training package includes courses and workshops that promote professional development and enhanced skills leading to increased safety and improved customer service.

### Q1 Milestone
- Align HART competencies with training courses.
- Make virtual training options as possible.

### Q2 Milestone
- Present organizational training plan for review.

### Q3 Milestone
- Implement organizational training program.

## Transit Supervisor Vehicle Computers Upgrade

**Owner**
Technology & Innovation,

**Team**
Maintenance, Procurement, Operations

The current Transit Supervisor Panasonic Toughbooks are end of life. This project would replace the existing devices with a new rugged multifunctional laptop device and replace the vehicle mounting hardware. In addition, these new devices will simplify the transit supervisors day to day reporting processes as each supervisor would be assigned their own device.

### Q1 Milestone
- IT hardware and software testing.

### Q2 Milestone
- Transit supervisor testing in a vehicle in the field.
- Operations sign off on the new device selected.
- Release of the RFP.

### Q3 Milestone
- Award of the RFP.
- Receive hardware.
- Hardware deployed to the transit supervisors.

### Q4 Milestone
### Expand Hart Auto Body Shop Capabilities

**Owner:** Maintenance  
Purchase a workstation and shop equipment that increases capabilities and provide efficiencies in the Auto Body Shop, including a vertical band saw, grinder, metal brake, air actuated foot pump, and heavy duty cabinet.

### Construct a Tool Storage Area

**Owner:** Maintenance  
Build a secure Tool Storage area in the Heavy Maintenance (HM) Facility at HART’s 21st Avenue location.

### Replacement of Immersion Washing System

**Owner:** Maintenance  
Replacement of the current parts washers to remove oil, dirt and grease located in the Heavy Maintenance (HM) and Preventative Maintenance (PM) buildings.

### Replacement of Industrial Floor Scrubber

**Owner:** Maintenance  
Replace maintenance facility machines that are past their useful life.

### Bus Bay Post Lifts

**Owner:** Maintenance  
Purchase two additional sets of wireless post lifts to place in bays that do not currently have lifts.

### Organization-Wide Technology System Updates

**Owner:** Technology & Innovation  
The current infrastructure systems hardware and software will be reaching the End-of-Life (EOL) and the End-of-Support (EOS) thereby rendering the current systems obsolete.

### Labor Cost and Staffing

**Owner:** Human Resources  
Aligning HART’s current pay practices with regional and industry specific trends.
VIDEO CONFERENCING AND ON-LINE MEETING SYSTEM EXPANSION (MAINTENANCE FACILITY)

OWNER Technology & Innovation
Standard Cisco Webex conference room set-up to upgrade the Maintenance Conference room and Training room to be in the same format that is used across the agency.

REPLACE FLOORING IN OPERATOR BREAK ROOM

OWNER Maintenance
Replace tile flooring due to damage.

NETPARK OPERATOR BREAKROOM DESIGN AND CONSTRUCTION

OWNER Maintenance
Improve operator layover facility and upgrade amenities.

SECURITY SURVEILLANCE UPGRADES

OWNER Safety
Purchase and install cameras on transit facilities to improve security and safety of customers and employees.

SEAL COATING AND STRIPE PARKING LOTS

OWNER Maintenance
21st ave, Yukon, Hidden River and UATC, and Britton Plaza lots need coating and lines painted.

REPLACE AIR CONDITIONERS AT TRANSIT CENTERS

OWNER Maintenance
Replace A/C units that are beyond their useful life at Transit Centers.

MAINTAIN AND INCREASE ROUTE MAINTENANCE SERVICE

OWNER Maintenance
Add route maintenance technicians, vehicles equipment and replacement parts to service bus stops and shelters.
FINANCIAL PERFORMANCE
**Financial Performance
Work Plan**

**Implement a Strategically-Aligned Budget, and Report Budget Results (Monthly and Quarterly).**

<table>
<thead>
<tr>
<th>Owner</th>
<th>Finance</th>
</tr>
</thead>
</table>

In order to effectively allocate spending and manage our financial resources, develop a budget that aligns with the strategic plans of the organization while working within the funding and revenue resources.

<table>
<thead>
<tr>
<th>Team</th>
<th>Finance</th>
</tr>
</thead>
</table>

**Q1 Milestone**

- Strategize for next FY budget based on current enterprise goals and financial targets, prior year close-out, and current year Q1 actuals.

**Q2 Milestone**

- Present preliminary next FY budget to HART Board of Directors.
- Conduct an annual review of organizational processes/functions for opportunities for improvement of efficiency and effectiveness.

**Q3 Milestone**

- Present tentative budget to HART Board of Directors based on Ad Valorem tax revenues.

**Q4 Milestone**

- Present final budget to HART Board of Directors at public hearings for adoption.
PARTNERS AND SPONSORSHIPS

OWNER
Government Relations

HART will engage in partnerships and sponsorships to increase non-traditional, discretionary (non-subsidy; non-farebox) revenues.

TEAM
Government Relations, Communications & Marketing, Community Engagement, Customer Experience, Finance

Q1 MILESTONE
• Identify internal stakeholders to form a working group to seek partnership/sponsorship opportunities based on the approved list of projects.
• Identify corridors where opportunities for partnerships/sponsorships exist.

Q2 MILESTONE
• Develop a plan for revenue growth opportunities.
• Work with legislative support teams to strengthen delegation support for HART priority projects.
• Engage corporate partners to strengthen federal funding submissions.

Q3 MILESTONE
• Incorporate revenue assumptions into budget.
• Maintain ongoing process to accommodate future projects as they enter the pipeline.
• Determine what additional resources would be needed to fully implement selected initiatives.
Tactics/Projects as submitted to the Independent Oversight Committee (IOC) pending All For Transportation funding availability.

### WHEEL ALIGNMENT EQUIPMENT

**OWNER**  
Maintenance  
Procure wheel alignment equipment for buses, paratransit and non-revenue vehicles to bring service in-house and drive cost efficiency.

### UNLEADED FUELING STATION

**OWNER**  
PMO  
Install a permanent fuelling station to dispense unleaded fuel for HART’s fleet.

### HVAC REPLACEMENT

**OWNER**  
PMO  
Replace the chiller and two air handlers for the Operations building including the duct work modification, new chill water pumps and Variable Frequency Drives.

### STORMWATER SYSTEM REPAIR / REPLACEMENT

**OWNER**  
PMO  
Repair/replacement of the current underground stormwater system at the 21st Avenue site.

### OPERATING CONTINGENCY

**OWNER**  
Chief Executive Officer  
Funding for unforeseen operational expenses that are mission critical.

### DIAGNOSTIC TECHNOLOGIES FOR VEHICLE REPAIR

**OWNER**  
Maintenance  
Procure new electronic hardware needed to diagnose and repair HART revenue and non-revenue fleets. The tool package includes software, a hardware adapter, and sometimes a laptop PC. These tools are used to connect to the vehicle’s computers to retrieve information necessary for the repair of the assets.
VEHICLE FLUID TRACKING SOFTWARE

OWNER
Maintenance

Improving the user experience (UX) is key to a HART’s success and to overall customer satisfaction. HART customers and stakeholders live in a multi-screen culture and transit service information needs to be easily accessible. This project will design an experience that ensures HART’s website is easy to use and is mobile optimized. Real-time customer information will be seamless from all points of entry by consolidating multiple HART mobile apps into a one-stop shop.

MAINTENANCE SOFTWARE SUPPORT

OWNER
Service Development

This project, along with outreach and community engagement, will determine the short-term (years 2020-2022) bus operations plan to feed into a 10-year TDP Major Update and a 30-year Vision Plan.

MID-LIFE OVERHAUL

OWNER
Maintenance

Start of a mid-life overhaul program for 28 buses. These buses are 2012 and 2013 buses with 250,000-350,000 miles.

ENTERPRISE RESOURCE PLANNING (ERP) ANALYSIS

OWNER
Procurement

HART seeks to leverage experts in the design and implementation of enterprise resource planning (ERP) software to inform the organization of the opportunity, potential cost, and value creation of a tailored enterprise-wide software platform to facilitate all aspects of financial, purchasing, contracting, and inventory functions.