SUCCESS PLAN 2020

BUILDING A CULTURE OF EXCELLENCE
## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Letter from the Board Chairman</td>
</tr>
<tr>
<td>02</td>
<td>Definitions of Success</td>
</tr>
<tr>
<td>03</td>
<td>Performance Scorecard</td>
</tr>
<tr>
<td>04</td>
<td>Organizational Chart &amp; Work Plans</td>
</tr>
</tbody>
</table>
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 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, 2020.
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 fueled by the people it serves.

HART has proven the value it adds to our community, customers and employees.

Specifically, a recent customer survey of 515 patrons completed in Spring 2019 affirms 92% of HART customers are most satisfied with our system’s value. Our fixed-route bus Operators also earned high marks for safe operations with 88% of those surveyed most satisfied.

HART’s FY 2020 Success Plan builds on these established strengths and merits. It is a road map to maximizing future dollars as HART goes about its daily mission of performing for the public good. The plan also includes measurable ways to weigh success and outcomes.

As we raise our intensity as public transit advocates, we remain flexible and responsive to our customers. The public’s confidence is the standard we strive for each and every day.

Respectfully,

Commissioner Lesley “Les” Miller Chair, Hillsborough County Board of County Commissioners
Hillsborough Area Regional Transit, or HART, is building a “Culture of Excellence” with more than $121 million operating and capital investment in public transportation in Hillsborough County.

Our mission is clear – providing on-time, efficient service to 35,000 customers each day so our neighbors can get to work, our seniors can get to appointments and our children can get to school.

We are thoughtfully poised at “The Starting Line” to make a TRANSitFORMATION by focusing on four key areas in our FY2020 Budget: Customer Experience, Community Value, Financial Performance, and Employee Success.

Our strategic work plan outlined here is clear, aggressive and impactful.

The Adopted FY2020 Budget does not include the All for Transportation surtax funding but HART is not sitting idle. We developed a FY2020 Surtax Program of Projects included herein.

We are mindful of HART’s key role in advocating, building and connecting thriving communities to the advantage of our local economy.

For every $1 invested in public transportation, there’s a $4 economic return.

This continues our commitment to deliver the range of choices Hillsborough County voters told us they were ready for last November.

Respectfully,

Carolyn House Stewart
Interim Chief Executive Officer
DEFINITIONS OF SUCCESS

MISSION
HART takes people to the places that enhance their lives.

VISION
HART invites, inspires and implements sustainable and innovative transportation.

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
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.
03 PERFORMANCE SCORECARD

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.
# HART FY2020 SUCCESS PLAN

## BUILDING A CULTURE OF EXCELLENCE PERFORMANCE SCORECARD

<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>HART achieves annual increases in Customer Satisfaction on a comprehensive basis.</td>
<td>Overall Customer Satisfaction</td>
<td>86%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Customer Comment Resolution</td>
<td>100% of customer inputs are resolved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>On-Time Performance Bus &amp; Street Car</td>
<td>Bus – 77% or better</td>
</tr>
<tr>
<td></td>
<td></td>
<td>On-Time Performance Paratransit</td>
<td>Paratransit – 95%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Safety and Security 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>HART achieves annual increases in positive community sentiment around value of HART to Hillsborough County.</td>
<td>Transit Access</td>
<td>Establish baseline</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Community Sentiment</td>
<td>Establish baseline of community sentiment about HART</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Economic Impact</td>
<td>Establish baseline economic impact value of HART</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jobs Created from Transit &amp; Transit Infrastructure Investment</td>
<td>The annual growth in new jobs based on HART capital investments and private investment in station area development</td>
</tr>
<tr>
<td></td>
<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>
</tr>
<tr>
<td></td>
<td></td>
<td>Customer Access</td>
<td>Increased regional mobility through use of Flamingo Fare app</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>25</td>
</tr>
<tr>
<td><strong>EMPLOYEE SUCCESS</strong></td>
<td>HART achieves annual increases in Employee Engagement levels.</td>
<td>Employee Engagement</td>
<td>65%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Professional Development</td>
<td>Establish a professional development program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wellness Program</td>
<td>Increase the percent of employees engaged in each wellness event over FY 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Volunteer Opportunities</td>
<td>Increase the percent of HART employee volunteer sponsored events</td>
</tr>
<tr>
<td></td>
<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>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>25</td>
</tr>
<tr>
<td><strong>FINANCIAL PERFORMANCE</strong></td>
<td>HART financial performance at the end of the year is consistent with the Financial Plan and actual revenues.</td>
<td>Financial Management</td>
<td>At year end, actual revenues will equal actual expenses</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Operating Cost Per Trip – Bus, Streetcar, Paratransit</td>
<td>Bus – $6.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Streetcar – $2.60</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Paratransit – $26.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-Traditional / Discretionary Revenue</td>
<td>At year end, discretionary revenue will increase by 1% over the previous year</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>
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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 WORK PLAN

<table>
<thead>
<tr>
<th>AUTONOMOUS VEHICLE PILOT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OWNER</strong></td>
</tr>
<tr>
<td>Service Planning</td>
</tr>
<tr>
<td><strong>TEAM</strong></td>
</tr>
<tr>
<td>Project Management</td>
</tr>
</tbody>
</table>

HART is seeking a vendor to provide an Autonomous Mobility Service along the Marion Street Transitway as a demonstration of not only moving people, but to learn about public attitudes towards automation in transportation, and to document the safety benefits of such a service.

<table>
<thead>
<tr>
<th>Q1 MILESTONE</th>
<th>Q2 MILESTONE</th>
<th>Q3 MILESTONE</th>
<th>Q4 MILESTONE</th>
</tr>
</thead>
</table>
**INCREASE MEAN DISTANCE BETWEEN FAILURE**

**OWNER**
Maintenance

**TEAM**
Human Resources, Procurement

This initiative will implement steps aimed at ensuring HART vehicles will meet or exceed 4,500 miles between mechanical failures.

**Q1 MILESTONES**

- Failure analysis monthly – create campaigns to address high level failures.
- Procure engines and transmissions to start a mid-life overhaul program on older bus fleet.
- Streamline Preventive Maintenance (PM) program and follow-up repairs to identify length of time to complete all repairs.
- Conduct ongoing recruitment campaign for maintenance personnel.
- Pilot recruitment enhancement to widen the recruitment pool.

**Q2, Q3 & Q4 MILESTONES**

- Failure analysis monthly – create campaigns to address high level failures.
- Start a mid-life overhaul program on older bus fleet with a goal of one complete per week.
- Complete PM program streamline with a goal average completion time of 72 hours.
This initiative is focused on ensuring that 85% of total fixed route fleet is available for service each day, which exceeds pull out requirement by 5%.

**Q1 MILESTONES**

- Failure analysis monthly – create campaigns to address high level failures.
- Engine and transmission solicitation for bid.
- Streamline PM program and follow up repairs – identify length of time to complete all repairs.
- Reduce unscheduled maintenance.
- Increase technician manpower to 42.

**Q2 MILESTONES**

- Enterprise Asset Management (EAM) system of record to improve part availability.
- Failure analysis monthly – create campaigns to address high level failures.
- Award engine and transmission contract.
- Complete PM program streamline – goal average completion time of 72.
- Continue mid-life overhaul with a goal of one complete per week.
- Increase technician manpower to 45.

**Q3 MILESTONES**

- Failure analysis monthly – create campaigns to address high level failures.
- Receive engine and transmissions.
- Increase technician manpower to 47.

**Q4 MILESTONES**

- Failure analysis monthly – create campaigns to address high level failures.
- Start mid-life overhauls with a goal to complete one per week.
- Increase technician manpower to 49.
### INTELLIGENT TRANSPORTATION SYSTEM (ITS) REPLACEMENT PROGRAM - CAD/AVL

**OWNERS**
Information Technology, Operations, Maintenance  

**TEAM**
Procurement  

**Q1 MILESTONE**
Replace the Intelligent Transportation System (ITS) technology on the fleet including Computer Aided Dispatch (CAD) / Automatic Vehicle Location (AVL) systems and dispatch software.

**Q1 MILESTONE**
Release of the Request for Proposal (RFP).

**Q2 MILESTONE**
Award the contract.

**Q3 MILESTONE**
CAD/AVL requirements review approval.

**Q4 MILESTONE**
CAD/AVL design requirements review approval.

### INTELLIGENT TRANSPORTATION SYSTEM (ITS) REPLACEMENT PROGRAM - PARATRANSIT

**OWNER**
Operations  

**TEAM**
Information Technology, Maintenance, Procurement  

**Q1 MILESTONE**
Replace the Intelligent Transportation System (ITS) technology on the paratransit fleet including Computer Aided Dispatch (CAD) / Automatic Vehicle Location (AVL) systems, paratransit scheduling, and dispatch software.

**Q1 MILESTONE**
Paratransit scheduling and dispatch software solution Request for Information.

**Q2 MILESTONE**
Release of paratransit scheduling and dispatch software solution RFP.

**Q3 MILESTONE**
Award of contract for paratransit scheduling and dispatch software solution.

**Q4 MILESTONE**
Design/Review approval.
INTELLIGENT TRANSPORTATION SYSTEM (ITS) REPLACEMENT PROGRAM – RADIO COMMUNICATIONS

OWNER
Maintenance

TEAM
Information Technology, Operations, Legal, Procurement

Q1 MILESTONE
Memorandums of Understanding approved.

Q2 MILESTONE
Radio contract and approach decided.

Q3 MILESTONE
Radio design reviews approval.

Q4 MILESTONE
Radio Central System Pilot installation completion and approval.

TRANSIT ASSET MANAGEMENT (TAM) ASSET HIERARCHY

OWNER
Maintenance

TEAM
Human Resources, Finance, Safety & Security, Information Technology

Q1 MILESTONE
Post the position.

Q2 MILESTONE
Hire TAM manager.

Q3 MILESTONES
• Asset inventory and condition assessment.
• Develop/Purchase an Asset Management IT platform with hierarchy defined.
• Implement TAM plan – budget and processes.
STREETCAR OPERATIONS PRODUCTIVITY

OWNER
Streetcar

TEAM
Communications,
Community Engagement

Measures how closely service runs to schedule.

Q1 MILESTONES
• Track arrival times to scheduled time points and evaluate factors affecting timely arrivals.
• Develop internal communication campaign.
• Develop external communication campaign.

Q2 MILESTONES
• Evaluate streetcar schedules for better connectivity with HART fixed route schedules.
• Update internal communication campaign.
• Update external communication campaign.

Q3 MILESTONES
• Update internal communication campaign.
• Update external communication campaign.
• Voice of the Customer – conduct first streetcar survey.

Q4 MILESTONE
Track arrival times to scheduled time points and evaluate factors affecting timely arrivals.
**Paratransit Van Replacements**

**Owner**
Maintenance

**Team**
Procurement, Finance, Information Technology

Enhancing forty-four (44), 23-foot paratransit cutaway vans with mobility lifts.

**Q1 Milestone**
Seek Board approval.

**Q2 Milestones**
• Develop the vehicle specifications and scope of work with Procurement.
• Place orders with vendor.

**Q3 Milestone**
Vehicles will be in the manufacturing stage (no action).

**Q4 Milestones**
• Start receiving vehicles.
• Outfit vehicles for service requirements (FleetWatcher, EAM, IT equipment, license, etc.).

**Streetcar Overhauls**

**Owner**
Streetcar

**Team Members**
Streetcar, Procurement, PMO, Communications, Safety, Legal

This project focuses on the complete mid-life rebuild of four replica trolley cars to a “like new” condition suitable for operation on the current HART streetcar system.

**Q1 Milestone**
Procurement.

**Q2 Milestone**
Ship first two cars to contractor.

**Q3 Milestone**
First cars return from contractor, last two cars go out for rebuild.

**Q4 Milestone**
Final cars will be competed.
STREETCAR RIGHT OF WAY INFRASTRUCTURE UPGRADES

OWNER
Streetcar

TEAM
Communications, PMO, Safety and Security, Legal

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

Q1 MILESTONES
• Permitting completed.
• Materials arrive.
• Track between 5th Ave. and Mckay St. repaired.

Q2 MILESTONES
• Track between Mckay St. and Cumberland station repaired.
• All welds tested.
• Punch list completed.
## Regional Revenue Collection and Inter-Jurisdictional Mobility Project (Flamingo)

**Owner**
Finance

**Team**
PMO, Information Technology, Marketing, Retail Sales, Customer Service

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

### Q1 Milestones
- Resolution of System Integration Testing.
- Deployment Testing / Revenue Testing.

### Q2 Milestone
- Customer Service, Finance and Accounting, Mobile Application, Maintenance and Operator Training.
- Prepare for Beta Testing.

### Q3 Milestone
Go live of Phase 1.

### Q4 Milestone
Prepare for full launch including retail sales and open payment.
SAFETY AND SECURITY EVENTS PROGRAM

OWNER
Safety & Security

TEAM
Communications, Human Resources, Risk

This initiative promotes and raises awareness about HART’s commitment to safety and security for customers and employees on all vehicles and across our campus facilities.

Q1 MILESTONES
- Conduct quarterly mandatory safety training for operators.
- Establish SMS implementation plan and employee non-punitive reporting system.
- Enhance existing safety and security committee structure.

Q2 MILESTONES
- Present to HART Board of Directors public transit agency safety plan.
- Operations Safety Day of Action.
- Conduct quarterly mandatory safety training for operators.

Q3 MILESTONES
- Conduct quarterly mandatory safety training for operators.
- Submit Board approved public transit agency safety plan to FDOT.

Q4 MILESTONE
Conduct quarterly mandatory safety training for operators.
This project will measure how closely routes operate to schedule to ensure customers arrive on time and are able to connect to other routes on time.

**Q1 MILESTONES**

- 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, Q3 & Q4 MILESTONES**

- Update internal communication campaign.
- Update external communication campaign.
- Conduct bi-weekly markup review meetings.
PARATRANSIT OPERATIONS PRODUCTIVITY

OWNER
Paratransit

TEAM
Communications, Project Management

Measure percentage of mobility customer pick-ups made within the 30-0 minutes from scheduled pick-up.

Q1, Q2 & Q3 MILESTONES

• 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 on board Mobile Data Terminals and the Trapeze software.

• Once collected, analysis of the data and corrective measures established to improve the 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 MILESTONES

• 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 on board Mobile Data Terminals and the Trapeze software.

• 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 FY2021.
**CUSTOMER SATISFACTION PARATRANSIT SURVEY**

**OWNER**  
Communications

**TEAM**  
Policy & Performance, Communications

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

**Q1 MILESTONES**

- 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.

**Q3 MILESTONES**

- Conduct second customer satisfaction survey with at least 250 customers.
- 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.
CUSTOMER SATISFACTION FIXED ROUTE SURVEY

**OWNER**
Communications

**TEAM**
Policy & Performance, Communications

Conduct and review information gathered from the customer satisfaction survey to establish an overall customer rating of HART fixed route service.

---

**Q1 MILESTONES**

- Conduct customer satisfaction survey with at least 500 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.

---

**Q3 MILESTONES**

- Conduct second customer satisfaction survey with at least 500 customers.
- 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.
## CUSTOMER SATISFACTION STREETCAR SURVEY

**OWNER**  
Communications

**TEAM**  
Policy & Performance, Communications

Conduct and review information gathered from the customer satisfaction survey to establish an overall customer rating of streetcar service.

### Q1 MILESTONES
- Conduct customer satisfaction survey with at least 500 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.

### Q3 MILESTONES
- Conduct second customer satisfaction survey with at least 500 customers.
- 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.
**NET PROMOTER SCORE PARATRANSIT SERVICE**

**OWNER**  
Paratransit

**TEAM**  
Human Resources, Communications

Conduct and review information gathered from the customer satisfaction survey to establish the Net Promoter rating of HART paratransit service. This score is determined from the total percentage of Promoters minus the percentage of the total number of Detractors.

**Q1 & Q3 MILESTONES**

- Conduct customer satisfaction survey with at least 250 customers.
- Establish Net Promoter Score.
- Target action items from information gathered and put in place corrective actions where applicable.

**Q2 & 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.

---

**NET PROMOTER SCORE FIXED ROUTE SERVICE**

**OWNER**  
Operations

**TEAM**  
Human Resources, Communications

Conduct and review information gathered from the customer satisfaction survey to establish the Net Promoter rating of HART fixed route service. This score is determined from the total percentage of Promoters minus the percentage of the total number of Detractors.

**Q1 & Q3 MILESTONES**

- Conduct customer satisfaction survey with at least 500 customers.
- Establish Net Promoter Score.
- Target action items from information gathered and put in place corrective actions where applicable.

**Q2 & 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.
| CUSTOMER EXPERIENCE |

## NET PROMOTER SCORE STREETCAR SERVICE

**OWNER**
Operations

**TEAM**
Human Resources, Communications

Conduct and review information gathered from the customer satisfaction survey to establish the Net Promoter rating of streetcar service. This score is determined from the total percentage of Promoters minus the percentage of the total number of Detractors.

### Q1 & Q3 MILESTONES

- Conduct customer satisfaction survey with at least 500 customers.
- Establish Net Promoter Score.
- Target action items from information gathered and put in place corrective actions where applicable.

### Q2 & 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.

## CUSTOMER CONCERNS RESPONSE TIME

**OWNER**
Customer Experience

**TEAM**
Agency Wide

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

### Q1, Q2, Q3 & Q4 MILESTONES

- All SeeClickFix concerns registered with HART are received, assigned, investigated, and a reply sent addressing the customers concern within 10 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-day period.
- Enhance video requisition process.
- Develop video requisition documentation.
- Track response time to customer reported concerns and implement corrective actions as needed should the goal not be met.
**COMPREHENSIVE OPERATIONS ANALYSIS/TDP**

**OWNER**  
Planning

**TEAM**  
Procurement,  
Communications

Conduct an evaluation and develop network recommendations and long range planning with conditions of new All for Transportation revenues.

**Q1 MILESTONES**

- Procurement posted.
- Evaluation of solicitors.
- Selection of vendor.
- Presentation to the Board of Directors for approval.
- Further milestones based on schedule that comes out of approved vendor contract.

**Q2 MILESTONE**

Initiate planning process.

**BUS STOPS AND SHELTERS PROGRAM – CAPITAL DEVELOPMENT**

**OWNER**  
PMO

**TEAM**  
Procurement, Maintenance,  
Communications, Legal,  
Community Engagement

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 MILESTONES**

- Construction at Gibson at New East Bay Rd.
- Construction at S. Dale Mabry Highway at Bay to Bay Blvd.

**Q2 MILESTONES**

- Construction at N. Himes Ave. at W. Busch Blvd.
- Construction at SR 60 at Strawberry Ridge Blvd.

**Q3 MILESTONES**

- Construction at SR 60 at Mulrennan Rd.
- Construction at 22nd St. at Hillsborough Ave.

**Q4 MILESTONES**

- Construction at Lumsden Rd. at Providence Rd.
- Construction at Causeway Blvd. at Flakenburg Rd.
**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 estates 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.

**UNIVERSITY AREA TRANSIT CENTER CUSTOMER & EMPLOYEE FACILITY IMPROVEMENTS**

**OWNER**
Project Management

Construct public restrooms on the waiting platform and provide operator layover facilities.

**FAREBOX TECHNOLOGY UPGRADES**

**OWNER**
Project Management

This project is to 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.

**TECHNOLOGY SUPPORT FOR AUTONOMOUS MOBILITY SERVICES**

**OWNER**
Project Management

An innovative mobility consortium for autonomous vehicle technology for a period of one (1) year with an option to extend up to two (2) additional years.
COMPUTER AIDED DISPATCH / AUTOMATED VEHICLE LOCATOR (CAD/AVL) SOLUTION FOR PARATRANSIT

**OWNER**

Information Technology

This project will upgrade the existing CAD/AVL solution for paratransit management. The objective of the new automated system being procured will provide customers with better information and a better experience via self-service capabilities.

VEHICLE SAFETY SURVEILLANCE MODERNIZATION AND EXPANSION

**OWNER**

Safety

This project will update, expand and modernize existing technology to ensure the safety of HART customers and employees.

HEAVY MAINTENANCE BUILDING RENOVATION

**OWNER**

Project Management

The current Heavy Maintenance (HM) facility located at HART’S 21st Ave location is almost 40 years old and no longer meets HART’s need and mission to serve the community. The cost to upgrade the facility is greater than replacing it with a new facility.

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 those 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.)
COMMUNITY VALUE
Community

VALUE

WORK PLAN

**Improve Customer Amenities**

**OWNER**
Planning

**TEAM**
Communications,
Maintenance, Safety,
Procurement

Implement measures to increase customer experience while using HART amenities and facilities.

| Q1 MILESTONES | Results from the customer satisfaction survey will be collected from at least 500 fixed route customers to establish sentiments as it relates to our customers and to the safety of our bus stops throughout the system. |
| Q1 MILESTONES | Identify locations that need improvement within the service area. |
| Q1 MILESTONES | Enhance partnership with law enforcement agencies towards increasing transit safety and security. |
| Q1 MILESTONES | Strategically increase security presence in high crime areas. |

| Q2 MILESTONES | Continue improvements to locations within the service area. |
| Q2 MILESTONES | 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 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 FY2021. |
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 establishes operational improvements in these corridors with the goal of developing short-term and long-term BRT improvements.

Q1 MILESTONES
Tasks one through three 80% completed.
• Define and Evaluate Preliminary Alternatives
  - Identification of Preliminary Alternative Alignments completed
  - Evaluation of Preliminary Alternatives completed
• Stakeholder and Technical Committees assembled and first meetings completed
• First round of public outreach presenting Preliminary Alternatives completed
• Re-Evaluation of East-West MetroRapid Service
• Develop Preliminary Alternatives Evaluation Public Presentation Materials

Q2 MILESTONES
Tasks one through three 100% completed
• Recommend Alternative, Supporting Transit Project Opportunities, and Complementary Non-Motorized Mobility Improvements
  - Advancement of Recommended Alternative
  - Supporting Transit Project Recommendations
  - Supporting Non-Motorized Mobility Enhancements Project Development
  - Implementation Plan
  - Development of Implementation Plan Public Presentation Materials
• Delivery of Board and Committee Presentation Materials
• Key Project Milestone: SOW Refinement
  - Staff and Project Management Team present Phase 1 findings to Board
  - Board will decide to move on to Phase II (Tasks 4 through 6) based on findings

Q3 & Q4 MILESTONES
Milestones for Quarter 3 and 4 to be developed in Quarter 2 based on outcome of Board Approval to move to Phase II.
LOW EMISSION VEHICLE OPTIONS

**OWNER**
Procurement

**TEAM**
Enterprise wide
Task Force

Conduct market research to identify and evaluate low-emission transit vehicle options; develop a fleet diversification program to leverage low-emission vehicle options.

**Q1 MILESTONES**

- Prepare and present to the HART Board of Directors the following items:
  - A comprehensive review of available low-emissions transit vehicle options, including estimated total cost of ownership, vehicle range, vehicle life cycle, and infrastructure implications.
  - A comprehensive fleet overview, including propulsion system, average vehicle range, average vehicle age, and strategic replacement schedule.
  - An overview of recommended Strategic Fleet Diversification Program (SFDP) based on annual revenue service miles, service delivery mode, infrastructure needs, and emergency response obligations.

**Q2 MILESTONES**

- Prepare vehicle specifications for each low-emission vehicle (by type) to be acquired in accordance with the SFDP.
- Conduct market research to identify available piggy-back contract opportunities to acquire low-emission vehicles meeting defined specifications.
- Conduct market research to determine needs requirements for infrastructure capital investment(s).

**Q3 MILESTONES**

- Execute available piggy-back contract(s) for low-emission vehicles (by type).
- Issue purchase order(s) for low-emission vehicles (by type).
- Prepare specifications for infrastructure capital needs.
- Issue solicitation for low-emission vehicles (by type) for which no piggy-back contract is available.

**Q4 MILESTONES**

- Execute contract for low-emission vehicles (by type).
- Issue purchase order(s) for low-emission vehicles (by type).
- Issue solicitation for infrastructure capital needs.

TOD PILOT PLAN

**OWNER**
Planning

**TEAM**
Procurement, Communications, 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 MILESTONES**

- Procurement posted.
- Evaluation of solicitors.
- Selection of vendor.
- Presentation to the Board of Directors for approval.
- Further milestones based on schedule that comes out of approved vendor contract.

**Q2 MILESTONE**

Initiate pilot.
## Increase Awards to Qualifying D/W/B/SBE Firms

**Owner**

Procurement

**Team**

Community Engagement, Legal

**Increase contract awards to qualifying disadvantaged, minority-owned, woman-owned, veteran-owned, and small business enterprises.**

### Q1 Milestones

- Develop outreach program to target local under-represented businesses.
- Ensure that 25% or more of active HART vendors are registered in the vendor compliance system.
- Establish process to track agency-wide contracting activity by D/W/M/SBE firms.

### Q2 Milestones

- Host Vendor Fair to inform vendors on how to do business with HART.
- Ensure that 50% or more of active HART vendors are registered in the vendor compliance system.
- Increase overall contract awards to D/W/M/SBE firms by 10% over previous quarter.

### Q3 Milestones

- Ensure that 75% or more of active HART vendors are registered in the vendor compliance system.
- Increase overall contract awards to D/W/M/SBE firms by 10% over previous quarter.

### Q4 Milestones

- Host Vendor Fair to inform vendors on how to do business with HART.
- Ensure that 100% of active HART vendors are registered in the vendor compliance system.
- Increase overall contract awards to D/W/M/SBE firms by 10% over previous quarter.
Tactics/Projects as submitted to the Independent Oversight Committee (IOC) pending All For Transportation funding availability. Milestones to be developed in Q3 and Q4.

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Owner</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marion Transit Center Facade Repair</td>
<td>Facilities Maintenance</td>
<td>Repair the stucco facing on the clock tower in the courtyard at Marion Transit Center.</td>
</tr>
<tr>
<td>Electric Bus Infrastructure &amp; Employee Parking Satellite Facility</td>
<td>Project Management</td>
<td>Improve 50th Street property for overflow parking and electric vehicle infrastructure.</td>
</tr>
<tr>
<td>Maintainance Facility and Fleet Storage Expansion</td>
<td>Project Management</td>
<td>Purchase property for system and fleet expansion.</td>
</tr>
<tr>
<td>Electric Bus Infrastructure</td>
<td>Fleet Maintenance</td>
<td>Purchase and install 10 electric bus charging stations.</td>
</tr>
<tr>
<td>Electric Bus Purchase</td>
<td>Fleet Maintenance</td>
<td>Purchase 10 electric buses to operate on express routes.</td>
</tr>
<tr>
<td>Expansion of Paratransit Vehicles</td>
<td>Fleet Maintenance</td>
<td>Purchase of 10 new (expansion) paratransit vans.</td>
</tr>
<tr>
<td>Expansion of Compressed Natural Gas Buses</td>
<td>Fleet Maintenance</td>
<td>Purchase 16 new (expansion) CNG buses.</td>
</tr>
<tr>
<td>Expansion of Non-Revenue Vehicle</td>
<td>Fleet Maintenance</td>
<td>Purchase 37 new (expansion) non-revenue vehicles.</td>
</tr>
<tr>
<td>Replacement of Non-Revenue Vehicles</td>
<td>Fleet Maintenance</td>
<td>Purchase 16 non-revenue vehicles.</td>
</tr>
<tr>
<td>Replacement of Diesel Buses with CNG</td>
<td>Fleet Maintenance</td>
<td>Replacement of diesel powered buses with Compressed Natural Gas (CNG) buses.</td>
</tr>
</tbody>
</table>
ENVIROMENTAL MANAGEMENT SYSTEM
RECERTIFICATION - ISO 14001S

OWNER
Project Management
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 process.

FACILITY LANDSCAPE IMPROVEMENTS

OWNER
Facilities Maintenance
To maintain community value and improve the aesthetics of HART properties to attract customers.

ELECTRICITY FOR ADDITIONAL CAPACITY AT COMPRESSED NATURAL GAS (CNG) STATION

OWNER
Finance
Fund for additional run time (electric) for the CNG station with the 50 new CNG buses.

COMPRESSED NATURAL GAS (CNG) CONTRACT EXPANSION

OWNER
Finance
With the expansion of the CNG fleet the operating and maintenance contract will increase.

CSX EVALUATION FOR HIGH CAPACITY TRANSIT

OWNER
Service Development
Initial evaluation of existing conditions of all CSX assets in Hillsborough County and comprehensive evaluation of the operations existing on those corridors and strategic plan for next steps.

CORRIDOR ASSESSMENTS

OWNER
Service Development
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.
## InVision Streetcar Extension - Project Development & Engineering (PD&E)

<table>
<thead>
<tr>
<th>OWNER</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<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>
</tbody>
</table>

## InVision Streetcar Extension - Phase IV Study

<table>
<thead>
<tr>
<th>OWNER</th>
<th>Details</th>
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<tbody>
<tr>
<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>
</tbody>
</table>

## Real Property Evaluations

<table>
<thead>
<tr>
<th>OWNER</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<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>
</tbody>
</table>

## Transportation Development Plan - 30-Year Vision

<table>
<thead>
<tr>
<th>OWNER</th>
<th>Details</th>
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<tbody>
<tr>
<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>
</tbody>
</table>

## Marion Transitway Corridor Assessment

<table>
<thead>
<tr>
<th>OWNER</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Development</td>
<td>Assess improvement opportunities along Marion Transitway.</td>
</tr>
</tbody>
</table>
Employee Success
WORK PLAN

EMPLOYEE ENGAGEMENT

OWNER
Human Resources

TEAM
Policy and Performance, Communications

This initiative will establish an employee engagement program to inspire positive behaviors while reinforcing employee engagement and recognizing employee achievements and successes.

Q1 MILESTONES

• Develop employee communications plan.
• Distribute employee total rewards statements.

Q2 MILESTONE

Conduct Voice of Employee survey.

Q3 MILESTONE

Hold Employee Engagement Fair aimed at sharing organizational and employee successes.

Q4 MILESTONE

Conduct employee focus groups to receive feedback on corrective actions based on the Voice of Employee survey.
PROFESSIONAL DEVELOPMENT
OWNER
Human Resources
TEAM
Enterprisewide

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
Conduct training needs assessment.

Q2 MILESTONES
- Create updated training competencies based on HART goals and employee job descriptions.
- Present organizational training plan for review.

Q3 & Q4 MILESTONE
Implement organization training program.

STREETCAR SHOP EQUIPMENT
OWNER
Streetcar
TEAM
Procurement

In order to support HART operations and maintain a state of good repair of the streetcar fleet, the streetcar shop requires modification and upgrading to better service the fleet.

Q3 MILESTONE
Procure a contractor to perform the modifications.

Q4 MILESTONE
Complete modifications to the second floor ramps over service pits.
IT HARDWARE AND SOFTWARE UPGRADES

OWNER
Information Technology

TEAM
Procurement, Marketing & Communications, Legal, Finance, Human Resources

Comprehensive hardware and software upgrades including upgraded server environment, security software, USB secure devices, internet router replacements, core distribution layers, and access switches at various HART facilities.

Q1 MILESTONES

• Wide Area Network (WAN) routers for 21st Ave. and Ybor City locations. This would replace our End of Life wide area network (WAN) which are called edge routers at our 21st Ave. and YBOR locations.
• Replace Microwave Antenna between 21st Ave. and Ybor City location.
• Lawbase Application Deployment for the Legal department.

Q2 MILESTONES

• Core Distribution Layer for the 21st Ave location: This would replace our End of Life Local Area Network (LAN) based routers and layer 3 switches. This layer ensures that packets are properly routed between subnets and Virtual Local Area Networks (VLANs) in our enterprise.
• Microsoft GP Application Upgrade for the Finance department.

Q3 MILESTONE

Core Distribution Layer for YBOR location: This would replace our End of Life LAN-based routers and layer 3 switches. This layer ensures that packets are properly routed between subnets and Virtual Local Area Networks (VLANs) in our enterprise.

Q4 MILESTONE

Internet Router Replacement for HART’S 21st Ave location: This would replace our existing End of Life (EOL) internet routers and give us hardware redundancy if one device fails in the future.
# BUS OPERATOR SAFETY PROGRAM

**OWNER**  
Safety & Security

To ensure employee success, HART will implement strategies to improve safety and security of Operators.

**TEAM**  
Risk, Communications

<table>
<thead>
<tr>
<th>Q1 MILESTONES</th>
</tr>
</thead>
</table>
| • Prioritize key findings from the independent security assessment.  
| • Partner with law enforcement agencies towards increasing transit safety and security.  
| • Phase II Ride with Respect Campaign.  
| • Establish the labor management group.  |

<table>
<thead>
<tr>
<th>Q2 MILESTONES</th>
</tr>
</thead>
</table>
| • Begin implementation of priority recommendations from the independent security assessment.  
| • Update the Customer Code of Conduct.  |

<table>
<thead>
<tr>
<th>Q3 MILESTONES</th>
</tr>
</thead>
</table>
| • Conduct Security Day of Action.  
| • Bus Operator Safety/Security survey.  
| • Review law enforcement coordination for additional enhancements.  |

<table>
<thead>
<tr>
<th>Q4 MILESTONE</th>
</tr>
</thead>
</table>
# Bus Driver Safety Shields

**Owner**
Safety & Security

**Team**
Maintenance, Communications, Human Resources

In the interest of the safety of our employees, HART will be installing security barriers in the operators compartment throughout the entire fleet.

| Q1 Milestones | • Begin installation of bus safety shields.  
|               | • Create SOP on bus safety shields. |
| Q2 Milestones | • Complete installation of bus safety shields.  
|               | • Complete bus operator familiarization. |
| Q3 Milestone  | Conduct review and bus operator survey on installed safety shields. |
| Q4 Milestone  | Present findings from review and bus operator safety shields survey. |

## Operator Breakroom Northwest

**Owner**
Maintenance (Facilities)

**Team**
Human Resources, Communications, PMO

This project will provide an operator breakroom addition to the existing layout of the Northwest Transfer Center located at Waters Ave. and Sheldon Rd. This addition will provide operators a room to rest and be able to have meals out of the public’s view.

| Q1 Milestones | • Concrete, mechanical, electrical, and plumbing site inspections completed  
|               | • New HVAC system installation  
|               | • Door hardware installation  
|               | • Window installation  
|               | • Final framing installation  
|               | • ITS ceiling demolition and installation |
| Q2 Milestones | • Tile installation  
|               | • Cabinetry and countertop installation  
|               | • Installation of ceiling tile and insulation  
|               | • Lighting installation  
|               | • Final concrete, mechanical, plumbing, and electrical site inspections completed  
|               | • Operator breakroom final walkthrough and completion |
## Replacement of Staff Support Vehicles

**OWNER**
Maintenance

**TEAM**
Procurement, Information Technology

Replacement of sixteen (16) essential non-revenue vehicles that are beyond their useful life to support transit supervision, safety and security, fleet and facilities maintenance.

### Q1 Milestones
- Consolidate and prioritize replacement vehicle needs.
- Seek Board approval.

### Q2 Milestones
- Develop the vehicle specs and scope of work with procurement.
- Place orders with vendor.

### Q3 Milestone
Vehicles will be in the manufacturing stage (No action).

### Q4 Milestones
- Start receiving vehicles.
- Outfit vehicles for service requirements (FleetWatcher, EAM, IT equipment, license.)

## Security Surveillance Systems on Facilities

**OWNER**
Safety & Security

**TEAM**
Information Technology, Operations

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

### Q1 Milestone
Complete installations 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 Transit Center.

### Q4 Milestone
Complete installation of security surveillance system at Netpark Transit Center.
Tactics/Projects as submitted to the Independent Oversight Committee (IOC) pending All For Transportation funding availability. Milestones to be developed in Q3 and Q4.

### Mobile Washing Stations

<table>
<thead>
<tr>
<th>Owner</th>
<th>Facilitates Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MOBILE WASHING STATIONS</strong></td>
<td>Install truck mounted pressure washers in route maintenance trucks, to include a small water storage tank and hose reel.</td>
</tr>
</tbody>
</table>

### Marion Transit Center Renovation

<table>
<thead>
<tr>
<th>Owner</th>
<th>Project Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MARION TRANSIT CENTER RENOVATION</strong></td>
<td>With the expected expansion of service comes the expanded demand on Customer Service and Paratransit Reservations. The proposed renovation will expand the current individual work spaces and amount of people that can be accommodated in the work area.</td>
</tr>
</tbody>
</table>

### Expand Hart Auto Body Shop Capabilities

<table>
<thead>
<tr>
<th>Owner</th>
<th>Fleet Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPAND HART AUTO BODY SHOP CAPABILITIES</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>

### Construct a Tool Storage Area

<table>
<thead>
<tr>
<th>Owner</th>
<th>Facilities Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CONSTRUCT A TOOL STORAGE AREA</strong></td>
<td>Build a secure Tool Storage area in the Heavy Maintenance (HM) Facility at HART’s 21st Avenue location.</td>
</tr>
</tbody>
</table>

### High Efficiency Vacuum Sweeper

<table>
<thead>
<tr>
<th>Owner</th>
<th>Facilities Maintenance</th>
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</thead>
<tbody>
<tr>
<td><strong>HIGH EFFICIENCY VACUUM SWEEPER</strong></td>
<td>Removes industrial dirt and debris from paved surfaces.</td>
</tr>
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</table>

### Replacement of Immersion Washing System

<table>
<thead>
<tr>
<th>Owner</th>
<th>Facilities Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REPLACEMENT OF IMMERSTION WASHING SYSTEM</strong></td>
<td>Replacement of the current parts washers to remove oil, dirt and grease located in the Heavy Maintenance (HM) and Preventative Maintenance (PM) buildings.</td>
</tr>
</tbody>
</table>

### Replacement of Industrial Floor Scrubber

<table>
<thead>
<tr>
<th>Owner</th>
<th>Facilities Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REPLACEMENT OF INDUSTRIAL FLOOR SCRUBBER</strong></td>
<td>Replace maintenance facility machines that are past their useful life.</td>
</tr>
</tbody>
</table>

### Bus Bay Post Lifts

<table>
<thead>
<tr>
<th>Owner</th>
<th>Facilities Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BUS BAY POST LIFTS</strong></td>
<td>Purchase two additional sets of wireless post lifts to place in bays that do not currently have lifts.</td>
</tr>
</tbody>
</table>

### Organization-Wide Technology System Updates

<table>
<thead>
<tr>
<th>Owner</th>
<th>Information Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORGANIZATION-WIDE TECHNOLOGY SYSTEM UPDATES</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>

### Lighting Improvements for Bus Yard

<table>
<thead>
<tr>
<th>Owner</th>
<th>Project Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIGHTING IMPROVEMENTS FOR BUS YARD</strong></td>
<td>Replace the damaged high mast lighting for the bus yard lot at HART’s 21st Avenue location.</td>
</tr>
<tr>
<td>OPERATIONS CONTROL CENTER EFFICIENCY REDESIGN</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>OWNER</strong> Project Management</td>
<td></td>
</tr>
<tr>
<td>The Operations Control Center (OCC) closely manages and oversees the delivery of fixed route, HartPlus and Streetcar services, providing direct communications and response to Operators and Motormen via computer aided dispatch. This project will enable HART to reconfigure its current facility to ensure optimal oversight of service delivery by expanding space for additional personnel necessary for the expansion of service.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>SECURITY GATE UPGRADES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OWNER</strong> Project Management</td>
</tr>
<tr>
<td>Replacement of the 21st Avenue entrance and exit gates including new gate controllers.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ADMINISTRATIVE POLICY MODERNIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OWNER</strong> Human Resources</td>
</tr>
<tr>
<td>To remain a competitive employer in the growing area, we need to evaluate HART’s current compensation programs and practices. This includes reviewing HART’s current salary grades, reviewing HART’s current paid time off policy and structure, and other components of HART’s compensation package.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LABOR COST AND STAFFING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OWNER</strong> Human Resources</td>
</tr>
<tr>
<td>Aligning HART’s current pay practices with regional and industry specific trends.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>VIDEO CONFERENCING AND ON-LINE MEETING SYSTEM EXPANSION (MAINTENANCE FACILITY)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OWNER</strong> Information Technology</td>
</tr>
<tr>
<td>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.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>CNG DUPLEX COMPRESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OWNER</strong> Maintenance</td>
</tr>
<tr>
<td>Due to the planned expansion of the fleet, a new CNG compressor skid will reduce fill times per bus.</td>
</tr>
</tbody>
</table>
FINANCIAL PERFORMANCE
HART will engage in partnerships and sponsorships to increase non-traditional, discretionary (non-subsidy; non- farebox) revenues.

**Q1 MILESTONES**

- Create goals and objectives of the working group to leverage the value of existing HART assets and generate revenue in ways that compliment but do not detract from our primary role of providing transportation services.
- Identify and quantify all non-farebox revenues to date.
- Set the goal amount that HART will exceed of the total farebox revenue and subsidized work.

**Q2 MILESTONES**

- Identify recurring cost savings/revenue growth.
- Create operating budget initiatives to grow revenue.
- Identify capital project gamer changers to increase revenue.

**Q3 MILESTONES**

- Implement and execute.
- Incorporate revenue assumptions into budget.
- Establish ongoing process to accommodate future projects as they enter the pipeline.
- Determine what additional staff/resources would be needed to fully implement selected initiatives.

**Q4 MILESTONE**

Continue to execute.
<table>
<thead>
<tr>
<th><strong>Q1 MILESTONE</strong></th>
<th>Strategize for next fiscal year budget based on current enterprise goals and financial targets, prior year close-out, and current year Q1 actuals.</th>
</tr>
</thead>
</table>
| **Q2 MILESTONES** | • Present preliminary next fiscal year budget to HART Board of Directors.  
• Conduct an annual review of organizational processes/functions for opportunities to improve 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. |
Tactics/Projects as submitted to the Independent Oversight Committee (IOC) pending All For Transportation funding availability. Milestones to be developed in Q3 and Q4.

**REPLACE SIGN MAKING MACHINE**

**OWNER**
Facilities Maintenance

To reduce costs and reduce the lead time for sign production.

**WHEEL ALIGNMENT EQUIPMENT**

**OWNER**
Fleet 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**
Project Management

Install a permanent fueling station to dispense unleaded fuel for HART’s fleet.

**ENVIRONMENTAL REMEDIATION SERVICES**

**OWNER**
Project Management

Environmental Protection Commission (EPC) requirement compliance.

**STORAGE TANK IMPROVEMENTS (PREVENTATIVE MAINTENANCE BUILDING)**

**OWNER**
Facilities Maintenance

Removes industrial dirt and debris from paved surfaces.

**HVAC REPLACEMENT**

**OWNER**
Project Management

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**
Project Management

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**
Information Technology

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**
Information Technology

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**
Fleet Maintenance

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