



**Committee Members**

Ron Govin, Chair

David Mechanik, Vice Chair

Kevin Beckner

John Byczek

Fran Davin

Mark Sharpe

HART Administrative Offices

1201 E. 7<sup>th</sup> Avenue, 3<sup>rd</sup> Floor

Florida Conference Room

Tampa, Florida 33605

Monday, September 19, 2011, at 9:00 a.m.

*Information not viewable is available upon request through the Clerk of the Board phone: 813-223-6831, fax: 813-223-7976, or e-mail: [petitl@goHART.org](mailto:petitl@goHART.org)*

**TAB**

**CALL TO ORDER AND PLEDGE OF ALLEGIANCE**

**1. APPROVAL OF MINUTES**

Minutes from the August 22, 2011, Finance, Governance, and Administration Committee meeting

**PUBLIC COMMENT (3 MINUTES PER SPEAKER)**

**2. COMMITTEE ACTION ITEMS**

**a. Authorize the Chief Executive Officer to Award a Contract for a Project Development and Environmental (PD&E) Study and Option for 30% Design Services for the MetroRapid East-West Project to HDR Engineering, Inc. in the Amount of \$1,905,839**

*Mary Shavalier, Director of Grants Management and Planning*

Overview:

Previous planning work identified benefits of a MetroRapid service connecting Tampa International Airport (TIA), Westshore and the City of Temple Terrace. Additional project development and design work is needed to determine the project elements and costs.

Recommendation:

That the Finance, Governance, and Administration Committee review the action item authorizing the Chief Executive Officer to award a contract for a Project Development and Environmental (PD&E) study and option for 30% design services for the MetroRapid East-West project to HDR Engineering, Inc. in the amount of \$1,905,839 and advance this item to the full HART Board of Directors on September 12, 2011.

**b. Approval of Proposed HART Organizational Performance Goals and Achievement Levels for FY2012**

*Philip R. Hale, Interim Chief Executive Officer*

Overview:

The HART Board implements annual organizational goals and strategic initiatives which serve as a basis of evaluation for the Chief Executive Officer and staff. These are directly measurable goals designed to track agency performance. The Board is updated on the status of these goals on a monthly and annual basis.

*Finance, Governance, and Administration Committee Meeting*

*Continued...*

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Recommendation:

That the Finance, Governance, and Administration Committee review the proposed organizational performance goals for FY2012 as presented by staff and advance this item to the full HART Board of Directors.

**3. DISCUSSION ITEMS**

**a. Establishment of Board Ad Hoc Committee For the Status of the Interim Chief Executive Officer**

*Ron Govin, HART Finance, Governance and Administration Committee Chair*

Overview:

At the August 26, 2011 Board Workshop, discussion was held on the current status of the HART Interim Chief Executive Officer (CEO) as well as CEO recruitment needs. It was suggested that this matter is further addressed at a subsequent meeting.

**b. Development of a Plan Addressing Regional Cooperation and Consolidation**

*Philip R. Hale, Interim Chief Executive Officer*

Overview:

At the August 26, 2011 Board Workshop, the Board members focused their discussion on importance of being proactive and innovative within the limited amount of available funding. HART needs to maximize its own service capabilities looking forward into the future, when demand is developed for regionalization.

**4. INFORMATION ITEM**

**a. Tampa International Airport Transfer Center Project**

*Mary Shavalier, Director of Grants Management and Planning*

Overview:

The purpose of this report is to update the Committee on the status of discussions with the Hillsborough County Aviation Authority on reimbursement of HART ad valorem funds expended on the Tampa International Airport Transfer Center project.

**5. ADJOURNMENT**



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**Committee Members Present**

John Byczek  
Fran Davin  
Ron Govin  
David Mechanik  
Mark Sharpe

**Committee Members Absent**

Kevin Beckner

**Other Board Members Present**

Wallace Bowers  
Alison Hewitt  
Karen Jaroch  
Sandra Murman  
Steven Polzin  
Mike Suarez

**Staff Present**

Bob Atack  
Sylvia Berrien  
Katharine Eagan  
Philip Hale  
Marcia Mejia  
Martha Milligan  
Brenda Mowen  
Rickey Kendall  
Lena Petit  
Mary Shavalier  
Michael Stephens  
Randy Stribling  
Kenneth Wagner

**Others Present**

Charles Fletcher, Gray Robinson  
Ted Jackovics, The Tampa Tribune  
Mitch Perry, Creative Loafing  
Chad Lued..., HDR  
Darcy Foster, Hillsborough County Aviation Authority  
Michael Maurino, Tampa Bay Partnership  
Chris Weber, Westshore Alliance

*Sign-in sheets are attached*

**CALL TO ORDER**

The meeting was called to order by Committee Chair Ron Govin at 9:03 a.m.

**PLEDGE OF ALLEGIANCE**

**1. APROVAL OF MINUTES**

*Director Mechanik moved and Director Sharpe seconded approval of the July 18, 2011 Finance, Governance and Administration Committee meeting minutes. All Committee members present voted aye. The motion carried unanimously.*

**2. PUBLIC COMMENT**

No one signed up to speak.

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Chair Govin introduced Ms. Karen Jaroch who was appointed to the HART Board of Directors by the Hillsborough County Board of County Commissioners at its August 3, 2011, meeting and welcomed her to the HART Board.

**3. PRESENTATIONS**

*a) Update on HART Liability*

Mr. Michael Stephens, HART Director of Human Resources and Legal Services, presented an update on HART Liability, including self-insurance funding; workers compensation claims and reserves, general liability claims and reserves, risk management strategies, and future challenges and opportunities for the organization. A full copy of the presentation is on file and can be obtained from the Clerk of the Board at [petitl@gohart.org](mailto:petitl@gohart.org).

Director Polzin asked if General Liability numbers include a mix of the claims, from customers and HART employees.

Mr. Stephens responded that General Liability claims are non-HART employees' claims.

Director Polzin asked if staff has information on how data on workers compensation and general liability claims compares HART to peers to see if it is performance-based or economy-driven.

Mr. Stephens said that one of the risk mitigation strategies proposed by staff is to start monitoring the data in comparison to HART peers.

Director Hewitt indicated that at a conference she attended recently, the Chair of the National Transportation Safety Board (NTSB) gave a presentation on Board members' role in system safety. She cited the Washington Metropolitan Area Transit Authority (WMATA) system and its members were cited for ineffective oversight as a result of a major accident. She asked if HART has a process to ensure that there is input from the HART Board on the system's safety plan and how the Board's responsibilities are determined.

Director Byczek arrived at 9:24 a.m.

Mr. Stephens responded that HART keeps the Board apprised of the results of the system safety audit, as well as a triennial evaluation.

Director Jaroch asked if HART liability is rated on an annual basis.

Mr. Stephens responded that it is an annual review process, an actuarial study that evaluates past claims history, present and potential exposure and recommends a certain amount set aside to cover HART liability.

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***b) Construction Update – 21<sup>st</sup> Avenue Rehab Project***

Mr. Robert Atack, HART Project Manager, gave an overview of the rehabilitation of the 21<sup>st</sup> Avenue Administration and Operations building. A full copy of the presentation is on file and can be obtained from the Clerk of the Board at [petitl@gohart.org](mailto:petitl@gohart.org).

Director Davin asked if Icynene spray foam insulation will be used as a part of the rehabilitation project to improve energy efficiency. She referred to her knowledge about the product and suggested that HART use this type of insulation.

Mr. Atack noted that insulation of the buildings is a major component of the project and that he would check if this specific type of insulation is planned to be used.

Director Byczek asked if staff plans for future growth while embarking on this major re-construction project.

Mr. Atack said any additional horizontal expansion of the building will impact parking for HART employees.

Chair Govin pointed out one of the objectives of this rehabilitation project is to accommodate staff currently in leased old and inefficient trailers. He noted that additional square footage will be added to the back of the building.

Director Polzin indicated that historically HART long-range plan projected an additional facility. He added that generally, when an agency grows, capacity is being spread as opposed to building upon a facility.

Mr. Hale stated that it is typical not to exceed 250-260 vehicles at one location. He said in a situation when HART expands past this capacity, a new facility needs to be sought. Mr. Hale noted that the disadvantage of an additional facility is the number of non-revenue or dead head miles increase.

Director Murman asked if the project required a percentage of minority business participation.

Mr. Atack responded that the DBE participation goal for the contract is 9 percent. He noted that sometimes in the course of a project the initially obligated/proposed percentage changes.

Director Murman expressed concern about the sustainability of temporary buildings during a hurricane. She noted the importance of bus service to the community during a natural disaster.

Mr. Atack said that HART hurricane evacuation plan provides that staff is evacuated from the trailers 24 hours prior to a storm's landfall. He added that all structures are built in accordance with the Miami-Dade wind code.

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**FY2012- FY2013 Budget Operating and Capital**

Mr. Kenneth J Wagner, Director of Finance, gave an overview of the FY2012 and FY2013 proposed operating and capital budgets. A full copy of the presentation is on file and can be obtained from the Clerk of the Board at [petitl@gohart.org](mailto:petitl@gohart.org).

Director Sharpe said he was concerned about the timing of the impasse hearing that is currently scheduled to be held after the September 26 budget hearing. He asked how staff would allocate additional savings that could become available.

Ms. Katharine Eagan, HART Chief Operating Officer, indicated that if additional funding becomes available, staff would recommend re-investing into service, for example, flex service, van-based service, or circulator service.

Director Sharpe asked if the impasse hearing could be scheduled prior to the budget hearing.

Mr. Fletcher, HART General Counsel, pointed out that the budget process needs to occur independently from the impasse hearing. He said both processes are scheduled close together and it could be challenging to mix them together.

Director Sharpe stated he wanted to make sure not to cross the line, but believes that this is important to address the impasse before adopting the budget. He praised staff for identifying savings of \$5 million in the FY2012 budget. Director Sharpe said staff needs to make sure that all available steps were taken, all options evaluated before HART would ask for a tax increase, although it is slight. He asked if it is feasible to modify the time of the impasse hearing.

Director Suarez arrived at 9:52 a.m.

Mr. Stephens responded that the Union is represented by an outside counsel and staff will need to contact him to coordinate this request.

Director Polzin requested a confirmation on the HART Board's ability to change its position on the budget between two budget hearings.

Mr. Fletcher stated that the vote on the millage rate made at the first budget hearing sets the maximum rate, after which it could be only decreased.

Director Polzin pointed out that he does not refer to the proposed millage rate as a millage increase, rather as restoration of a historical rate to the level since creation of the agency. He added that HART now collects less total dollars. Director Polzin spoke about the unstable economic and political environment that can further impact ad valorem.

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Director Murman asked for clarification on the pay increase considered for the Union during this fiscal year. She said HART has to ask to increase millage to pay for the Union increases, and 3.4 cents increase per month would not go to the service. Director Murman said the HART Board has to be upfront and honest, and that is why it is important to have the discussion before the final decision on the budget is made.

Director Sharpe said it is important that the HART Board of Directors collectively agree to take every step possible to not to reduce service for people who depend on it to get to hospitals and jobs.

Chair Govin pointed out that by holding an impasse hearing on September 26, prior to the budget hearing, creates a timing issue since only the members of the public who will be attending the budget hearing on September 26 will have an opportunity to provide comment. He suggested that the impasse hearing be moved to a different day in September so that it would give staff time to make adjustments to the budget for a presentation to the Board and allow for public review and comment.

Director Davin expressed her concern that getting into a discussion between two budget hearings might result in potential legal problems to the Board. She remarked that, in her opinion, tactically these are two very separate hearings and issues. Director Davin indicated that at the impasse hearing the HART Board sits in quasi-judicial capacity, which has nothing to do with the budget adopting capacity.

*Director Sharpe made a motion that the budget hearing and impasse hearing are to occur as two separate discussions; and that it is important that the impasse hearing occurs prior to the budget hearing; and that staff makes arrangements to establish an alternative day for the impasse hearing, as expeditiously as it could be, and prior to the September 12 budget hearing. Director Byczek seconded.*

Mr. Fletcher said that holding the impasse hearing prior to a decision on the budget helps to debate the budget as a fully separate issue.

*All Committee members present voted aye. The motion carried unanimously.*

Director Murman brought to staff's attention the fact that the Tampa Port Authority will be holding its budget hearings on September 12, at the same time as HART.

#### **4. COMMITTEE ACTION ITEMS**

**Authorize the Chief Executive Officer to Execute Necessary Documents for the Purchase of Properties Less than \$25,000 per Parcel that are Required for the Development of Stations for the MetroRapid North-South Project**

*Director Mechanik moved and Director Byczek seconded advancing this action item to the full HART Board of Directors on September 12, 2011. All Committee members present voted aye. The motion carried unanimously.*

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Director Polzin asked what share of the stations falls into this category.

Ms. Shavalier responded that 20 parcels are estimated to be under small purchases and those over \$25,000 will be brought individually for the HART Board's approval.

Director Polzin noted it is a precedent-setting action. He cautioned against perception that HART/transit does damage and impacts properties.

Ms. Shavalier said that HART will not have to pay for some land acquisitions due to partnerships with the state department of transportation.

Director Davin asked if HART has legal representation on this acquisition process.

Ms. Shavalier referred to the information item in the back of the package that addresses the legal representation.

Director Davin expressed concern about the costs of the stations.

Ms. Shavalier said that only major stations along the corridor will have TVMs, real-time passenger displays, and be larger in size. She said that HART does not have a lot of experience in acquisition of properties, and staff hopes that eminent domain process will not be necessary for acquisition of many properties. She noted that all acquisitions will be brought back to the Board's final approval.

Director Murman asked if HART staff works with the Hillsborough County Real Estate Department.

Ms. Shavalier responded that County staff has been providing great assistance to HART staff.

**Authorize the Chief Executive Officer to Complete All Actions Necessary for Termination of the Tampa International Airport Transfer Center Project**

Director Davin said the state department of transportation is working with a consultant on how to redesign a pathway across the bay. She pointed out that it is a critical time to have a conversation on a plan to deal with connecting the traffic that comes from across the bay, going to the airport and out. Director Davin remarked that discussion of intermodal plans should be held before HART turns back the Tampa Airport Transfer Center money and decides to re-deploy it.

Ms. Shavalier noted that Florida Department of Transportation (FDOT), Hillsborough Metropolitan Planning Organization (MPO) and Westshore Alliance have been studying an intermodal center at Westshore. She said staff could get an update on this project.

Director Davin stated that, in her opinion, HART is to be an active participant in such discussions and plan designs rather than merely receiving an update on the ongoing project.

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Director Murman suggested HART send a letter to the Hillsborough MPO stating the need to be a part of the discussion.

Ms. Shavalier introduced a representative from the Hillsborough County Aviation Authority present in the audience.

Ms. Darsy Foster, Hillsborough County Aviation Authority Government Affairs Director, said the Aviation Authority is undertaking a master plan to look at the airport property as a whole. She indicated the airport requested of HART to remove the transfer center from the currently- planned location; however a new proposed location for the center is not known at this time and it may be premature to say it will not be on the airport campus. Ms. Foster thanked the HART Board and staff for cooperation in the matter and partnership with the airport. She noted that she is aware of discussions indicating that the community is in a reset mode on how to pursue an intermodal concept for local transportation.

Director Polzin asked if the Aviation Authority study is aimed at looking at the airport's immediate needs, which is independent from the Westshore Alliance efforts.

Ms. Foster stated that these are two independent studies. The Westshore Alliance looking at a method of providing transit to people who work in the area, while the scope of the airport master plan is to determine ways to accommodate people on campus, direct people who are coming from across the bay and downtown. She added that the plan needs to have an interface with the external world in the future.

Director Polzin expressed concern that on the one hand, there is no money to run service or timeframe for any projects; however, on the other hand, certain groups are spending real money planning and moving toward capital investment. He indicated that HART cannot diffuse its service to serve other intermodal centers because HART's main service is to move people. Director Polzin added that such facilities enable moving people, but are not their primary goal. He said he is in favor of the suggestion that HART being more proactive.

Director Davin said that public money should not be used without coordinating with other entities.

***Director Sharpe moved and Director Davin seconded advancing this action item to the full HART Board of Directors on September 12, 2011. All Committee members present voted aye. The motion carried unanimously.***

***Director Davin moved and Director Sharpe seconded the motion to request that the full Board of Directors at the next Board meeting direct staff to communicate with the Hillsborough MPO that it is critical for HART, as operator of public transit, to be at the table during discussions on transit plans in the region and to encourage the MPO to coordinate the ongoing independent plans in terms***

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*of schedules and expectations of the projects. All Committee members present voted aye. The motion carried unanimously.*

Director Murman suggested that staff draft a letter to the MPO to have it ready for the Board approval at the next full Board meeting.

**Approval of the Operator's Agreement for the TECO Line Streetcar System**

Ms. Brenda Mowen, HART Chief Administrative Officer, provided a summary of the changes to the proposed five-year streetcar operator's agreement.

*Director Davin moved and Director Byczek seconded the motion advancing this action item to the full Board of Directors. All Committee members present voted aye. The motion carried unanimously.*

**Authorization for Board Member's Travel**

Director Polzin stated that certain travel expenses would be covered through his employer, CUTR.

Director Suarez indicated that he would be using the City of Tampa travel budget to pay for the trip expenses.

Director Davin suggested scheduling discussion on Board travel on a quarterly basis and considering adopting an agreement that limits attendance to one Board member per a conference. She said she could not support multiple-member participation; however would agree that Director Suarez, as relatively new HART Board member, might benefit from attending the conferences under discussion.

*Director Fran Davin moved and Director Mark Sharpe seconded the motion to advance this item to the full HART Board of Directors and recommend against authorizing HART Board Members travel.*

Director Suarez indicated that, in his opinion, it is important that HART is represented at the APTA conference.

Director Jaroch asked if the registration fee includes meal expenses.

Mr. Hale responded that HART Board members receive per diem.

Director Hewitt explained that per diem amount can be adjusted for the days when meals are provided by the organizers of the conference. She reported that she attended the APTA Transit Board Members Seminar where she was elected Chair of the Transit Board Members Committee. Director Hewitt said the platform of 2011 APTA Annual conference will be economic sustainability, looking at ways to help making transit agencies run like a business. She remarked that several webinars will be set on the same subject and encouraged all Board members' participation.

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Director Hewitt proposed to cover half of the travel expenses.

Director Bowers suggested that HART be represented at least by one Board member.

***Director Byczek made a motion that HART will cover travel expenses in the amount of \$500.00 for each Board member. All travel expenses beyond this amount are to be covered by respective Board members. There was no second to the motion. The motion failed.***

Director Polzin stated he would be willing to forego attending the APTA conference this year. He pointed out that APTA has a new Executive Director and indicated that it is his opinion that HART should be represented at the APTA annual conference.

***The question was called on the motion by Directors Davin and Sharpe. All Committee members present voted aye. The motion carried unanimously.***

#### **4. ADJOURNMENT**

The meeting adjourned at 11:10 a.m.

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## **COMMITTEE ACTION ITEM**

*Authorize the Chief Executive Officer to Award a Contract for a Project Development and Environmental (PD&E) Study and Option for 30% Design Services for the MetroRapid East-West Project to HDR Engineering, Inc. in the Amount of \$1,905,839.*

## **OVERVIEW**

Previous planning work identified benefits of a *MetroRapid* service connecting Tampa International Airport (TIA), Westshore and the City of Temple Terrace. Additional project development and design work is needed to determine the project elements and costs.

## **RECOMMENDATION**

That the Finance, Governance, and Administration Committee review the action item authorizing the Chief Executive Officer to award a contract for the PD&E study and Option for 30% design services for the *MetroRapid* East-West Project to HDR Engineering, Inc. in an amount of \$1,905,839 and advance this item to the full HART Board of Directors on September 26, 2011.

## **FINANCIAL IMPACT**

HART's agreement with Hillsborough County for Bus Rapid Transit (BRT) and park and ride facilities (December 15, 2010) includes funding for the *MetroRapid* East-West project development and design services.

Funding is not currently programmed for additional project costs, including construction and property acquisition (\$23 million), buses (\$8 million) and the annual operating costs (\$2.2 million). These costs are preliminary and would be further refined in the PD&E study.

## **BACKGROUND**

In early 2007, planning work was undertaken to identify the top two corridors for BRT improvements. The study recommended the *MetroRapid* North-South (Nebraska/Fletcher) and the *MetroRapid* East-West (TIA/Westshore/Temple Terrace) as the two top priority corridors for the improvements. Project elements include enhanced shelters, off-vehicle ticket vending machines at select stops, and transit signal prioritization at intersections.

In 2008, HART was awarded \$40 million in capital funding from Hillsborough County for BRT, Park and Ride facilities, and Transit Signal Priority. \$31 million was allocated for the *MetroRapid* North-South project, with \$3 million allocated for the design of the *MetroRapid* East-West project. Final design of the *MetroRapid* North-South project is nearing completion, which will establish the station design and branding concepts for both projects.

The next step to develop the *MetroRapid* East-West is undertaking the PD&E study and final design work. The environmental work included in this effort would enable the project to be eligible for future federal funding.



**PROCUREMENT RECOMMENDATIONS**

On June 15, 2011, a Request for Proposals (RFP) was issued to procure these services. The solicitation was advertised in the Tampa Tribune, Florida Sentinel, and the La Gaceta newspapers, and was posted on HART’s website with direct notices sent to vendors registered to provide the services. The solicitation was accessed from HART’s website by 82 firms and/or individuals. On June 30, 2011, two proposals were received and evaluated by an evaluation committee. The evaluation criteria were:

- 250 Points - Qualifications of the Firm
- 250 Points - Qualifications of the Staff
- 500 Points - Work Plan

Final technical scoring is as follows:

<b>Firm</b>	<b>HDR Engineering, Inc.</b>	<b>URS Corporation</b>
<b>Total Technical Score</b>	801	777
<b>Ranking</b>	1	2

This was statutory professional services procurement, conducted in accordance with Florida State Statutes, which require the evaluation of “technical” proposals to be conducted sans pricing. Clarifications were received and evaluated. The firm that was most highly ranked is HDR Engineering, Inc. Price negotiations resulted in a reduction in price from \$1,992,070 to a final price of \$1,905,839. The final price is in line with the independent cost estimate and was determined to be fair and reasonable.

Further, HDR Engineering, Inc. adequately demonstrated that it has the capacity to perform the work. The term of contract is sixteen (16) months. The contract includes all of HART’s standard contract provisions.

**NEXT STEPS**

Present the recommendation by the Finance, Governance, and Administration Committee to the full HART Board of Directors at the September 26, 2011 Regular Board meeting.

Prepared by: Mary Shavalier, Director of Grants Management and Planning

Reviewed by: Brenda Mowen, Chief Administrative Officer

Approved by: Philip R. Hale, Interim Chief Executive Officer

Attachment: Proposed Resolution

ATTACHMENT

**RESOLUTION #R2011-09-XX**

**AUTHORIZE THE CHIEF EXECUTIVE OFFICER TO AWARD A CONTRACT FOR A PROJECT DEVELOPMENT & ENVIRONMENTAL STUDY AND OPTION FOR 30% DESIGN SERVICES FOR THE METRORAPID EAST-WEST PROJECT TO HDR ENGINEERING, INC. IN THE AMOUNT OF \$1,905,839**

**WHEREAS**, planning work undertaken in 2007 confirmed the benefits of a *MetroRapid* service connecting Tampa International Airport, Westshore and Temple Terrace; and

**WHEREAS**, additional work is needed to further develop the project, confirm project elements and refine the costs; and

**WHEREAS**, HART issued a Request for Proposals RFP-8831CG in compliance with HART's procurement policies and State of Florida statutes; and

**WHEREAS**, two proposals were received and evaluated in accordance with the solicitation provisions; and

**WHEREAS**, the proposal submitted by HDR Engineering, Inc. was most highly ranked and HDR Engineering, Inc. adequately demonstrated that it has the capacity to perform the work and is, therefore, eligible for award; and

**WHEREAS**, prices offered by HDR Engineering, Inc. were determined to be fair and reasonable; and

**WHEREAS**, HART received capital funding for this project from Hillsborough County as part of the December 15, 2010 agreement for Bus Rapid Transit, Park and Ride facilities and Transit Signal Priority;

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE HILLSBOROUGH TRANSIT AUTHORITY THAT:**

**Section 1.** The Chief Executive Officer is authorized to award a contract for a Project Development & Environmental Study (PD&E) and Option for 30% Design Services to HDR Engineering, Inc. for the *MetroRapid* East-West Project in the amount of \$1,905,839.

**Section 2.** Proper officers and assigned project manager of HART are authorized to do all things necessary and required in order to implement the terms of the aforementioned contract.

**Section 3.** This resolution shall take effect immediately upon its adoption.

**PASSED AND ADOPTED BY THE BOARD OF DIRECTORS OF THE HILLSBOROUGH TRANSIT AUTHORITY ON SEPTEMBER 26, 2011.**

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**Alison A. Hewitt, Chair**  
**HART Board of Directors**

**ATTEST:**

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**Wallace Bowers, Secretary**  
**HART Board of Directors**



**COMMITTEE ACTION ITEM**

***Approval of Proposed HART Organizational Performance Goals and Achievement Levels for FY2012***

**OVERVIEW**

The HART Board of Directors implements annual organizational goals and strategic initiatives which serve as a basis of evaluation for the Chief Executive Officer and staff. These are directly measurable goals designed to track agency performance. The Board is updated on the status of these goals on a monthly and annual basis.

**COMMITTEE RECOMMENDATION**

That the Finance, Governance, and Administration Committee review the action item recommending to approve proposed HART Organizational performance goals and achievement levels for FY2012 and advance this item to the full HART Board of Directors on September 26, 2011.

**FINANCIAL IMPACT**

HART proposed FY2012 budget does not project employee pay increases and annual bonus incentive programs. Upon approval, HART employees will be informed of the adopted performance goals and monthly updates will be provided on levels of achievement. Staff will keep the Board apprised on the status of the organizational performance goals via monthly reports to be included in the Board agenda packets.

**BACKGROUND**

On November 15, 2010, the HART Board adopted organizational goals for FY2011 that measure performance in five areas as set forth below. These performance measures are the same as industry standard measures that are reported via the Federal Transit Administration’s National Transit Database (NTD). Staff provides regular updates to the Board on the status of these goals via monthly Organizational Performance Goals provided in the Board agenda packets.

<b>GOAL</b>	<b>CRITERIA</b>	<b>TARGET</b>
Ridership Productivity	Bus Passengers per Revenue Hour	Greater than or equal to 20.5
Efficiency	Gross Cost per Revenue Mile	Less than or equal to \$7.02
Safety	Collisions per 100,000 Revenue Miles	Less than or equal to .45
Quality of Service	Complaints per 100,000 Passengers	Less than or equal to 9.0
Quality of Service	Mean Distance Between Vehicle Failures	Greater than or equal to 7,500
On-Time Performance	1 Minute Early to 5 Minutes Late at Scheduled Timepoints	Greater than 69%



The established goals are directly measurable and the organization's level of attainment are updated and reported to the Board on a regular basis.

Goals for ridership productivity, efficiency, and on-time performance were met in the first ten months of FY2011. Goals for safety (collisions per 100,000 miles), quality of service (mean distance between failures), and quality of service (complaints) have not been met in the first ten months of FY2011. Charts of the annual performance goals are presented as an Attachment I.

New achievement levels need to be established for FY2012. Staff has reviewed performance trends in all performance areas, and is proposing new target goals for FY2012 as shown in Attachment II.

These performance goals and achievement levels do not serve as the basis for monetary performance bonuses for employees. The FY2012 proposed budget was developed with no annual bonus incentive program due to significant budgetary constraints.

#### **NEXT STEPS**

Present the recommendation by the Finance, Governance, and Administration Committee to the full HART Board of Directors at the September 26, 2011 Regular Board meeting.

Prepared by: Philip R. Hale, Interim Chief Executive Officer

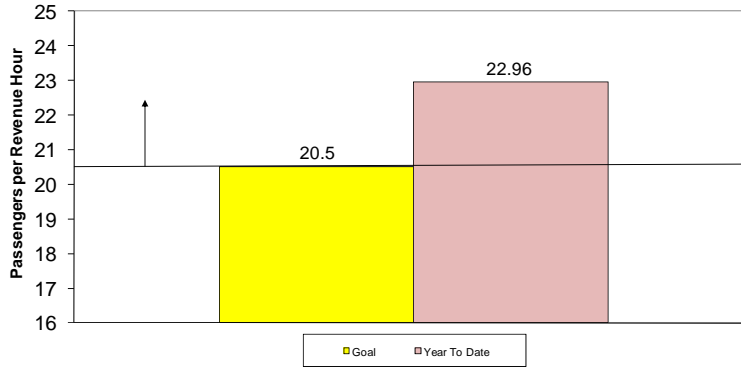
#### Attachments:

- I. Charts of FY2011 Organizational Performance Goals Evaluation Period October 1, 2010 – July 30, 2011
- II. Proposed FY2012 Organizational Performance Goals
- III. Proposed Resolution #R2011-09-XX

# ATTACHMENT I

## Organizational Performance Goals Chart

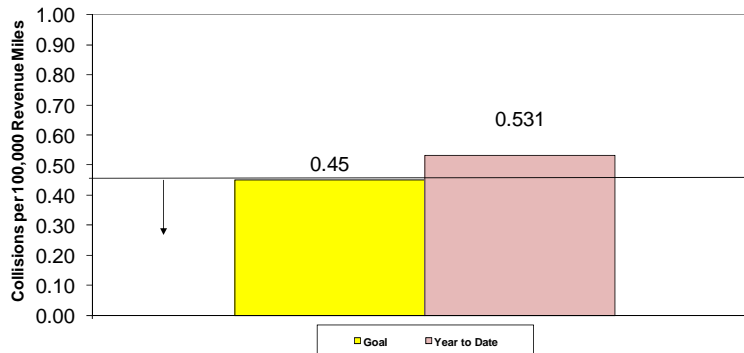
**Corporate Goal: Ridership Productivity**  
FY 2011 - October 2010 - July 2011  
Measure: Passengers Per Revenue Hour  
Greater Than or Equal to 20.0



**Corporate Goal: Efficiency**  
FY 2011 - October 2010 - July 2011  
Measure: Cost per Revenue Mile  
Less Than or Equal to \$7.02



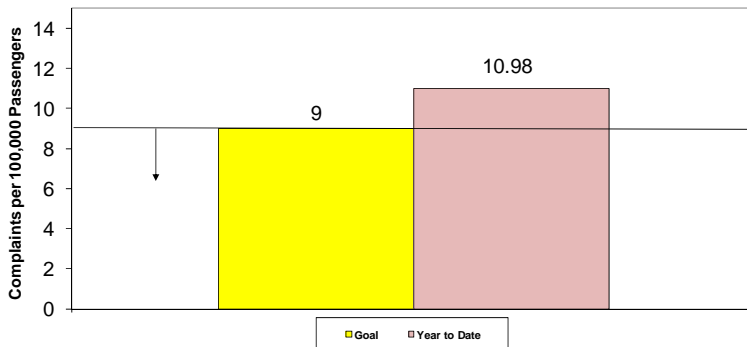
**Corporate Goal: Safety**  
FY 2011 - October 2010 - July 2011  
Measure: Collisions Per 100,000 Revenue Miles  
Less Than or Equal to 0.45



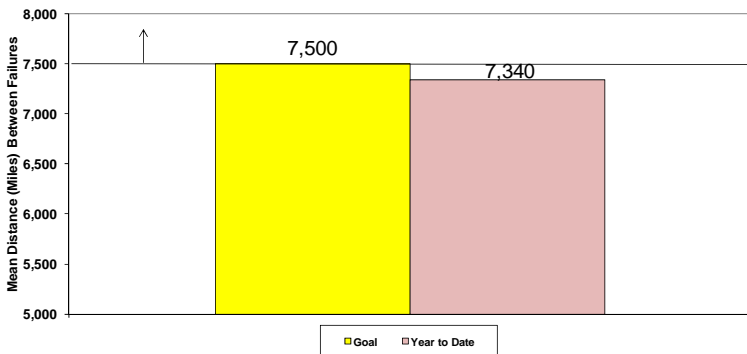
# ATTACHMENT I

## Organizational Performance Goals Chart

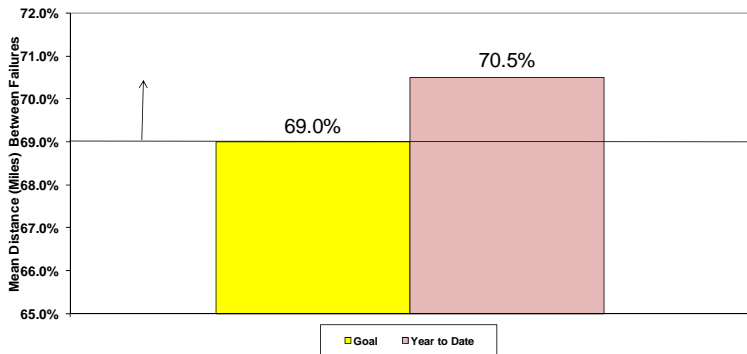
Corporate Goal: Quality of Service  
FY 2011 - October 2010 - July 2011  
Measure: Complaints per 100,000 Passengers  
Less Than or Equal to 9.0



Corporate Goal: Quality of Service  
FY 2011 - October 2010 - July 2011  
Measure: Mean Distance Between Failures  
Greater Than or Equal to 7,500 Miles



Corporate Goal: On-Time Performance  
FY 2011 - October 2010 - July 2011  
Measure: On-Time Performance  
Greater Than or Equal to 69%



ATTACHMENT II

**PROPOSED FY2012 ORGANIZATIONAL PERFORMANCE GOALS**

<b>GOAL</b>	<b>CRITERIA</b>	<b>SERVICES MEASURED</b>	<b>NOTE</b>	<b>2012 TARGET</b>
Ridership Productivity	Bus Passengers per Revenue Hour	Bus	1	Greater than or equal to 22.0
Efficiency	Gross Cost per Revenue Mile	Bus & Paratransit	2	Less than or equal to \$6.79
Safety	Collisions per 100,000 Revenue Miles	Bus, Paratransit & Streetcar	3	Less than or equal to .55
Quality of Service	Complaints per 100,000 Passengers	Bus, Paratransit & Streetcar	4	Less than or equal to 10.0
	Mean Distance Between Vehicle Failures	Bus Maintenance	5	Greater than or equal to 7,150
On-Time Performance	1 Minute Early to 5 Minutes Late at Scheduled Timepoints	Bus	6	Greater than or equal to 74%

**Notes:**

1. Bus passengers divided by bus revenue hours.
2. FY2011 bus and paratransit modes gross operating costs divided by bus and paratransit revenue miles, excluding reserves.
3. Collisions as reported to the National Transit Database for all modes divided by revenue miles for bus, paratransit and streetcar modes.
4. Validated customer service complaints divided by bus, paratransit and streetcar passengers. Excludes commendations and suggestions requiring a service expansion and/or Board budget or policy decision.
5. Defined as greater than or equal to 7,150 miles for mean distance between failures category.
6. On time per performance for bus operations is defined as arrival at published time points between zero and five minutes after the scheduled arrival time.

ATTACHMENT III

**RESOLUTION NO. #R2011-09-XX**

**APPROVING THE ORGANIZATIONAL PERFORMANCE GOALS AND ACHIEVEMENT LEVELS FOR THE HILLSBOROUGH TRANSIT AUTHORITY IN FISCAL YEAR 2012**

**WHEREAS**, the Hillsborough Transit Authority (HART) Board of Directors seeks improved ridership productivity, efficiency, safety, and quality of service; and

**WHEREAS**, in order to achieve these, clear performance goals with quantifiable levels of achievement are needed; and

**WHEREAS**, said the goals and achievement levels provide a performance incentive to HART Chief Executive Officer and employees; and

**WHEREAS**, the Fiscal Year 2012 Budget was developed and approved with no employee pay increases and no annual bonus incentive program due to significant budgetary constraints; and

**WHEREAS**, the performance goals and achievement levels should be reviewed and adjusted from time to time;

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE HILLSBOROUGH TRANSIT AUTHORITY THAT:**

**Section 1.** The organizational performance goals and achievement levels listed below shall apply to Fiscal Year 2011.

**ORGANIZATIONAL PERFORMANCE GOALS  
FOR FISCAL YEAR 2012**

<b>GOAL</b>	<b>CRITERIA</b>	<b>2012 TARGET</b>
Ridership Productivity	Bus Passengers per Revenue Hour	Greater than or equal to 22.0
Efficiency	Gross Cost per Revenue Mile	Less than or equal to \$6.79
Safety	Collisions per 100,000 Revenue Miles	Less than or equal to .55
Quality of Service	Complaints per 100,000 Passengers	Less than or equal to 10.0
	Mean Distance Between Vehicle Failures	Greater than or equal to 7,150
On-Time Performance	1 Minute Early to 5 Minutes Late at Scheduled Timepoints	74%

**Section 2.** This Resolution shall take effect immediately upon its adoption.

**PASSED AND ADOPTED BY THE BOARD OF DIRECTORS OF THE HILLSBOROUGH TRANSIT AUTHORITY ON SEPTEMBER 26, 2011.**

**ATTEST:**

\_\_\_\_\_  
**Wallace Bowers, Secretary  
HART Board of Directors**

\_\_\_\_\_  
**Alison A. Hewitt, Chair  
HART Board of Directors**



**DISCUSSION ITEM**

*Establishment of Board Ad Hoc Committee for the Status of the Interim CEO*

**BACKGROUND**

At the August 26, 2011 Board Workshop, discussion was held on the current status of the HART Interim Chief Executive Officer (CEO) as well as CEO recruitment needs. It was suggested that this matter is further addressed at a subsequent meeting.

**DISCUSSION**

The Ad Hoc Committee could consist of three (3) members, appointed by the Board Chair, and would be charged to form recommendations to the full Board of Directors on the status, term, and performance requirements of HART Interim CEO, as well as future CEO recruitment needs.

**NEXT STEPS**

Upon a decision by the Finance, Governance, and Administration Committee, HART Board Chair will appoint an Ad Hoc Committee, set a calendar of meeting(s) and agenda for the group. Recommendations developed by the AD Hoc Committee will be presented to the full Board of Directors for review and discussion in December 2011.

Approved by: Councilmember Ron Govin, Chair  
Finance, Governance and Administration Committee



**DISCUSSION ITEM**

*Development of a Plan Addressing Regional Cooperation and Consolidation*

**BACKGROUND & DISCUSSION**

At the August 26, 2011 Board Workshop, the Board members focused their discussion on importance of being proactive and innovative within the limited amount of available funding. HART needs to maximize its own service capabilities looking forward into the future, when demand is developed for regionalization.

The consensus among the Board members was to create a plan that could be put in use as opportunities become available and that could address ongoing discussions about regional cooperation, planning, and consolidation.

Prepared by: Philip R. Hale, Interim Chief Executive Officer



## **INFORMATION ITEM**

### ***Tampa International Airport Transfer Center Project***

#### **OVERVIEW**

The purpose of this report is to update the Committee on the status of discussions with the Hillsborough County Aviation Authority (HCAA) on reimbursement of HART ad valorem funds expended on the Tampa International Airport Transfer Center project.

#### **BACKGROUND**

At their August 22, 2011 meeting, the Finance, Governance, and Administration Committee passed a motion recommending that the HART Board of Directors authorize the Chief Executive Officer to complete all actions necessary for termination of the Tampa International Airport Transfer Center project.

The recommendation was discussed at the September 12, 2011 HART Board meeting. The item was pulled from the meeting agenda in response to an update from HART General Counsel that HART and the HCAA have not reached an agreement on the terms for terminating the lease for the airport transfer center property. HART is requesting HCAA reimbursement of the \$86,180.30 in ad valorem funding expended on the transfer center design work.

HART General Counsel has been in discussions with the HCAA General Counsel on the issue and will provide an update on the status of the discussions.

Prepared by: Mary Shavalier, Director of Grants Management and Planning

Reviewed by: Brenda Mowen, Chief Administrative Officer

Approved by: Philip R. Hale, Interim Chief Executive Officer