

INFORMATION REPORT

HART Performance Report – Third Quarter FY2025

For the Fiscal Year 2025 Organizational Performance Scorecard – staff outlined our strategic goals and expected outcomes across several key areas: Customer Experience, Community Value, Employee Engagement, Financial Stability, and new this year - Safety and Security. This year, the focus will be on achieving measurable outcomes over legacy input metrics, ensuring that the efforts translate into tangible benefits for customers, employees, and the community.

The Annual Performance Scorecard provides a comprehensive overview of achievements and challenges in key areas. There will be review in each focus area to provide some highlights of the goals achieved, factors that impacted HART success, and improvement measures staff is putting in place to ensure we are on target in FY2025.

The HART leadership team collaborated on the development of its mission, vision, a performance management system, and Organizational Performance Scorecard, an essential tool to measure achievement levels and success. The organizational scorecard is a foundation for the development of the departmental goals and for the Leaders to have conversations with the employees to increase their understanding of how every member of the HART Team contributes to organizational performance and success. Each quarter of the fiscal year, the scorecard will be tabulated and results analyzed. HART's performance in achieving its goals will be shared with all employees and the Board.

In the upcoming year, the initiatives will be focused on five key areas of focus:

FY2025 Success Outcomes

In 2025, HART will know it has been a successful year if:

1. **Customer Experience:** HART achieves annual increases in Customer Satisfaction on a comprehensive basis.
2. **Community Value:** HART achieves annual increases in positive community sentiment around value of HART to Hillsborough County.
3. **Employee Success:** HART achieves annual increases in Employee Engagement levels.
4. **Financial Performance:** HART financial performance at the end of the year is consistent or less with the Financial Plan and actual revenues.
5. **Safety and Security:** **HART ensures all customers and employees feel safe and secure using and delivering services.**

The FY2025 scorecard is provided as an Attachment to this report.

Customer Experience

Goals achieved Service Disruptions (beyond 15 min late at timepoints)
Completed Trips/ Service Reliability

Goal not achieved Overall OTP at timepoints (fixed route)- weekday and weekend

Service Disruptions

FY2025 Quarter Three achievement was 2.8%, meeting the set target and significantly improving over Quarter One. Service Development aims to better represent the conditions on the street. Therefore, we modified our targets to make them more realistic to the traffic conditions and the ability to deliver service on-time.

We chose to measure the extremely late arrivals because it is both a quality-of-life issue for customers and Operators. It impacts Operators' layovers and ability to use the restroom at the End-of-Line (EOL) and is a factor critical to the continuity of the next scheduled departure after the late arrival. Additionally, since real-time data is provided, schedule adherence in the -2 to +5 window is less critical than in decades prior when only a paper schedule was provided to customers. Therefore, we wanted to specifically focus on those very late trips that likely impact the departure of the next trip.

Completed Trips/ Service Reliability:

In Quarter three of FY2025, completed trips for Bus and Paratransit modes were at 99%. The streetcar completed trips was at 92% due to a shortage in manpower (motormen). A new class is starting the week of February 17, 2025, which will address the issue.

Overall On-Time Performance (fixed route): 75% weekday; 80% weekend

In Quarter Three of FY2025, the goals were not achieved (72% during weekdays and 76% during the weekends).

However, these performance metrics did improve significantly when compared to Quarter Two.

Factors: Traffic, interstate and arterial construction, detours, major events, accidents, customer emergencies, safety events, vehicle constraints, budget limitations (service hours), lack of dedicated bus lanes, queue jumps, and transit signal prioritization.

Improvement Measures: Staff has been continuously holding markup listening sessions inviting cross-departmental staff and Operators to provide feedback on schedules. The Amalgamated Transit Union (ATU) is involved in reviewing schedules prior to each markup. Software such as Swiftly is being used more to evaluate performance and changes (speed maps, runtime recommendations, live data, etc.). Beginning on January 5, 2025, the transition away from paper

fares and promoting customers to use Flamingo Fares has led to faster boarding times and improved OTP. Added timepoint signage throughout the system to highlight the scheduled departure points along each route for Operator and customer use. HART has solicited a new Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system to improve operations and real-time information delivery to customers, supervisors, Operators, and service planning staff. The implementation of the new CAD/AVL technology on all HART buses is expected to begin in FY2026 and be completed no later than FY2027.

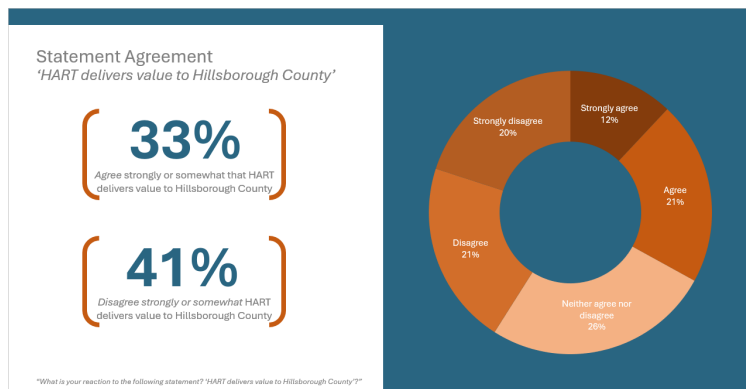
Community Value

Goal achieved: two DBE – meet FTA established level of 13.9%
SBE Participation – meet or exceed 3%

Community Perception Rate (33% strongly agree or disagree with "HART delivers value to Hillsborough County") reported on bi-annual basis

This goal was set **to be reported bi-annually**. The baseline was established through a community sentiment survey conducted in 2024.

The FY2024 established baseline is:



SBE Participation: Achieved

Factors:

The Small Business Enterprise (SBE) participation goal for Quarter Three was successfully achieved, surpassing the annual 3% target by 5.76% and exceeding Quarter Two's results by 6.84%. This notable improvement represents a 91.6% increase in small business spending compared to the previous quarter. In April, \$1,512,891 was spent with small businesses, followed by \$255,825 in May and \$87,233 in June, averaging \$618,649 per month. During the same three-month period, total spending across all vendors reached \$21,176,658, with a monthly average of \$7,058,886. Remarkably, the monthly average spending for Quarter Three was nearly equal to the entire amount spent across all businesses in Quarter Two of \$8,864,583.

Employee Engagement Index

Goals Achieved: two Vacancy Rates for Service Critical Positions (crafts, maintenance)
Monthly Attrition Rate

Goals not achieved one Compliance Training

Goals reported annually Professional Development
(10 training hours per employee)

Employee Engagement Survey Participation The survey will be conducted in Q3 FY2025

Feeling proud to work for HART

Feeling valued for the work I do

Have access to things I need to do jobs

I am well informed about what's happening at HART

Monthly attrition rates - Goal 5%; Q3 achievement at 2%

Factors: Qualifying attrition is one of the most difficult aspects of Human Resources. The reasons are extremely fluid, and could be a high number of retirements, terminations, and resignations. In Quarter Three of FY2025, HART achieved and exceeded the overall attrition rate goal.

Improvement Measures: HR is continuously developing ways to offer competitive salaries, professional growth opportunities, and provide an overall great work life balance to hire and retain qualified and engaged employees. Meeting our attrition rate goal this quarter is a significant milestone. Through close collaboration with our team, we collaborated on focused efforts to retain top talent, improved our onboarding and engagement practices, and maintained a strong focus on employee experience.

Compliance Training

Factors: 82% of HART Bargaining and Non-Bargaining Unit employees - completed ongoing training in Q3 FY25.

Improvement Measures: The Learning and Development (L&D) Department are working on developing a learning management system (LMS) for online learning for the HART Team. This tool will help reach more employees quickly and efficiently, allowing us to create and track training while adapting courses to meet the organization's evolving needs. LMS will serve as a centralized training depository / portal for all Agency's professional development; and allow for more accurate goal setting and tracking of progress. L&D will continue with quarterly training for bargaining employees (operations) in FY25. L&D is currently working on developing a plan to ensure non-bargaining employees receive at minimum 10 hours for FY25 this could include quarterly learning opportunities through classroom instruction, speakers, and online led trainings.

Financial Stability

All goals are reported annually.

- Budgeted Revenues
- Budgeted FTEs and Expenses
- Fund Balance Reserves
- Admin costs (state requirement)
- Operational Cost per revenue hour by mode

Safety and Security

Goals Achieved	five	Vehicle Collision Rate Workers' compensation (annualized number of incidents resulting in a loss of 7 or more calendar days per 100 full time employees) Assaults and Harassments against HART Employees
Goals not achieved	0	

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Reviewed by: Scott Drainville, Chief Executive Officer

Attachment: FY2025 Performance Scorecard – Third Quarter

ATTACHMENT

FY2025 Org Performance Scorecard

Outcome	Metric	Goal	Actual Performance Results			
			Q1	Q2	Q3	Q4
Customer Experience index HART consistently improves Customer Satisfaction annually through comprehensive measurement and targeted enhancements	Service Disruptions (beyond 15 min late at timepoints)	3.90%	6.6%	3.70%	2.80%	
	Completed Trips/ Service Reliability	99%	99%	99%	99%	
	Overall OTP at timepoints (fixed route)					
	weekday	75%	62.6%	69.60%	72%	
	weekend	80%	71.6%	75.50%	76%	
Community Value Index HART achieves annual growth in positive community sentiment about its value to Hillsborough County	Community Perception Rate 33% strongly agree or disagree with "HART delivers value to Hillsb County"	increase the perception rate by 17%	N/A	N/A	N/A	
	DBE Goal	meet FTA established level of 13.9%	0%	20.70%	71.3%	
	SBE Participation	meet or exceed 3%	5.6%	1.90%	8.8%	
Employee Engagement Index HART achieves increases in Employee Engagement levels annually	Employee Engagement Survey Participation	non-bargaining employees increase by 50% bargaining employees increase by 100%	N/A	N/A	N/A	
	Feeling proud to work for HART	8.4 out of 10 for non-bargaining employees 7.4 out of 10 for bargaining employees	N/A	N/A	N/A	
	Feeling valued for the work I do	7.2 out of 10 for non-bargaining employees 5.1 out of 10 for bargaining employees	N/A	N/A	N/A	
	Have access to things I need to do jobs	6.8 out of 10 for non-bargaining employees 6.7 out of 10 for bargaining employees	N/A	N/A	N/A	
	I am well informed about what's happening at HART	7.3 out of 10 for non-bargaining employees 5.0 out of 10 for bargaining employees	N/A	N/A	N/A	
	Monthly attrition rates	5%	8%	5.86%	2%	
	Professional Development	10 Hours Training/Per Year	reported annually			
	Compliance Training	99.9% compliance trainings delivered	70%	72%	82%	
	Vacancy Rates for service critical positions (crafts, maintenance)	<15%	8%	8.55%	7%	
Financial Stability HART's year-end financial performance aligns with the Financial Plan and actual revenue projections	Budgeted Revenues	at or above budget (reported annually)	reported annually			
	Budgeted FTEs and Expenses	at or below budgeted (reported annually)	reported annually			
	Fund Balance Reserves	Maintain 90 days of operating expenses (reported annually)	reported annually			
	Admin costs (state requirement)	20% or less than the annual state average (reported annually)	reported annually			
	Operational Cost per revenue hour by mode	reported annually, based on cost allocation as recommended by FDOT study	reported annually			
Safety and Security Index	Vehicle Collision Rate:	1.4 bus collisions per 100,000 miles	1.16	0.48	0.73	
		.2 van collisions per 100,000 miles	1.00	0	0	
		0.7 streetcar collisions per 100,000 miles	0.31	0	0	
	Workers Compensation (The annualized number of incidents resulting in a loss of 7 or more calendar days per 100 full time employees)	<4.00	1.3	2.00	2.8	
	Assaults & Harassments Against HART Employees	0.8 reportable customer accidents per 100,000 customers	0.43 Bus 0.0 Van 0.0 Streetcar	0.31 Bus 0.0 Van 0.0 Streetcar	0.31 Bus 0.0 Van 0.0 Streetcar	