



INFORMATION REPORT

HART Performance Report – Quarter Three

HART leadership team collaborated on 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 performance in achieving its goals will be shared with all employees and the Board.

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

FY2024 Success Outcomes

In 2024, 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.

The FY2024 scorecard is provided as an Attachment to this report.

Customer Experience focus area

Goals achieved	four	Customer Comment Resolution On-Time Performance – Streetcar On-Time Performance – Paratransit Safety and Security Events
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Goals not achieved three (see below)

On-Time Performance - Bus

FY2024 Quarter Three achievement was below the set target at 71.5%, with the set goal of 77%.

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

Improvement Measures: Staff has continued hosting open house events inviting cross-departmental staff and Operators to provide feedback on schedules. Amalgamated Transit Union (ATU) is involved in reviewing schedules prior to each markup. Software such as Swiftly is being used more often to evaluate performance and changes (speed maps, run time recommendations, live data, etc.). Customers are encouraged to use Flamingo Fares to speed up the boarding time. Time point signage was added throughout the system to highlight the scheduled departure points along each route for Operator and customer use.

Staff has also implemented changes in the scheduling process that include the elimination of legacy timepoints that were spaced too close together, in conjunction with the removal of some bus stops that will improve speeds and schedule adherence. HART scheduling staff has also implemented “incremental run-time” adjustments so that there is more variability across runtimes throughout the day, which will more accurately depict the volatile traffic conditions in which bus service operates in mixed traffic. Furthermore, HART scheduling has reduced the frequency of service from every 15-minutes to every 20-minutes on several routes to add more travel time and increase the on-time performance and consistency of layovers, based on the most recently available data.

Fleet Availability

In Q3, fleet availability improved to 79.1%, up from 77.9% in Q1 and 77.7% in Q2, approaching the fleet availability goal of 80%. This increase showcases HART's ability to expedite repairs and reduce vehicle downtime, indicating a positive trend in vehicle availability and operational efficiency despite the challenges posed by the summer heat affecting the cooling and climate control systems.

Factors Influencing Fleet Availability/Persistent Challenges: Long lead times for parts for aging vehicles, workforce shortages, insufficient maintenance bays, frequent accidents, delays in vendor and warranty repairs, and gaps in training continued to impact fleet performance.

Mean Distance Between Major Mechanical Failures

FY2024 Q3 mean distance between major mechanical failures decreased from 14,340 to 10,884 miles in the third quarter which did not meet the set target goal of 15,000 miles.

Factors Influencing Reliability/Ongoing Challenges: In Q3, the HART system faced significant challenges due to the summer heat, resulting in decreased reliability, with KPIs dropping from 12,891 miles in April to 9,425 miles in June, against the 15,000-mile goal. The high temperatures strained cooling and climate control systems, causing engine overheating, coolant degradation, and air conditioning failures. To address these issues, HART plans to enhance preventative maintenance, upgrade cooling components, overhaul climate control systems, and provide staff training. High-mileage engines and transmissions, aging vehicle fleet, limited availability of working bays, increasingly complex technologies, and workforce shortages also contributed to the decline.



Financial Performance Focus Area:

All goals are reported on an annual basis.

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Attachment: FY2024 Performance Scorecard – Third Quarter



FY2024 Performance Scorecard

Area of Focus	Metric	FY2024 Performance Goals	Actual Performance Results			
			Q1	Q2	Q3	Q4
Customer Experience HART achieves annual increases in Customer Satisfaction on a comprehensive basis.	Customer Comment Resolution	90% of customer inputs are resolved within 10 working days	92%	89%	93.00%	
	On-Time Performance - Bus, Streetcar, and Paratransit	Bus - 77%	71%	70.4%	71.50%	
		Streetcar - 99%	99.40%	99.44%	99.53%	
		Paratransit - 90%	96.5%	96.60%	97.24%	
	Safety and Security Events	Fewer than 1 Safety Event per 100k miles	55.33% (fewer than 1)	62.68% (fewer than 1)	50% (fewer than 1)	
	Fleet availability	80%	77.9%	77.7%	79.10%	
System Reliability (MBDF)	15,000 miles for major mechanical failures	12,032	14,340	10,884		
Community Value HART achieves annual increases in positive community sentiment around value of HART to Hillsborough County.	Community Sentiment (local businesses and government entities)	Establish baseline	reported bi-annually	not met	reported bi-annually	
	DBE Goal	Meet or exceed 13.9%	100%	53.6%	54%	
	SBE Participation	Meet or exceed 3%	3.8%	4.1%	5%	
	Customer Access (adoption rate for contactless payment system)	increase by 3% quarterly	-1.8%	1.4%	17.71%	
Employee Success HART achieves annual increases in Employee Engagement levels.	Employee Engagement and Volunteer Opportunities	5 events per quarter	8	5	7	
	Professional Development	10 training hours per employee annually	reported annually	reported annually	reported annually	
	Wellness Program	3 events per quarter	6	6	4	
	Workers Compensation	Less than 4	0.53%	1.7%	1.90%	
Financial Performance HART financial performance at the end of the year is consistent or less with the Financial Plan and actual revenues.	Fund Balance Reserves	Maintain 90 days of operating expenses	reported annually	reported annually	reported annually	
	Cost per hour of service	Increase at or below the rate of inflation (budgeted at \$130.76)	reported annually	reported annually	reported annually	
	Budget to Actuals	Expenses < budgeted by 2%	reported annually	reported annually	reported annually	
	Increase fare recovery rate	Minimum of 10%	reported annually	reported annually	reported annually	