



2018-2019

Strategic Plan



Our mission is to connect Hampton Roads through high quality, safe, efficient, and sustainable transportation services.

CORE VALUES

Customer Service

Provide customer service that exceeds expectations.

Safety

Strive for safety excellence and continuously promote safety policies through procedures, training and outreach.

Workforce Success

Our diverse team of employees drives our success. Our hiring, training, professional development and work environment will aim for the success of every team member.

Quality

Be passionate about quality and take pride in a job well done.

Integrity

Demonstrate honesty, transparency, fairness and accountability in everything we say and do.

Innovation

Use creativity and initiative that shows good business judgment to improve the value of our services, sustainability, and efficient and effective operations.

Financial Health

Show good stewardship of resources so we may build strong and lasting relationships with customers and funding partners who invest in making our services possible.

GOALS

Provide a quality service that is easy to use and enhances people's lives.

- Provide reliable and desirable service and amenities that serve people where and when they need to travel with a quality passenger experience.
- Achieve and maintain a high rate of customer satisfaction.
- Offer a safe and secure transportation service.

Ensure financial stewardship and cost effective operations that further financial partnerships and community trust.

- Preserve and maintain existing assets and construct financially sustainable assets.
- Provide cost-efficient transit service that offers good value for the investment.
- Demonstrate sustainable business practices to ensure our long-term viability.

Foster regional quality of life and economic vitality.

- Contribute to congestion mitigation and improved mobility.
- Maximize access for residents, employees, and visitors to and between regional activity centers, job centers, and workforce development opportunities.
- Contribute to regional air quality, and pollution reduction goals.
- Build community trust as a valuable partner in a thriving region.

Build an innovative workplace culture to ensure HRT remains relevant to the dynamic needs of the region.

- Support an empowered workforce that generates efficiencies and innovation within Hampton Roads Transit.
- Be an employer of choice in the region and in the industry.
- Inspire and invest in our workforce and develop future leaders.



Our vision is to be a valued regional partner that drives prosperity and makes life better for our community.

2018-2019 STRATEGIC INITIATIVES

Implement Transit Development Plan recommendations to optimize route efficiencies and effectiveness, improve customer experiences, and support local and regional economies

Deploy a pilot mobile ticketing platform

Collaborate with local police departments on Security issues within HRT service area

Offer a competitive total compensation package to attract, motivate, and retain employees necessary to achieve HRT's core mission

Rehabilitate ferry docks in Portsmouth and Norfolk to provide enhanced ADA access and improved customer amenities

Provide enhanced training opportunities for employees at all levels to support professional growth, development, and innovation

Implement agency-wide Transit Asset Management Plan to inventory and rate condition of all assets, set State of Good Repair (SGR) performance targets, and prioritize investments to improve SGR

Initiate upgrade of technology hardware and software systems to implement real-time information for customers

Deploy a Peer Ambassador Program to enhance new employee on-boarding

Launch new agency website with mobile-friendly agile configurations

Construct new park-and-ride lots at Hampton and Newport News transit centers

Implement fleet management plan to right-size mix of vehicles and achieve and maintain state of good repair

Increase agency-generated revenues through targeted ridership growth campaigns, new contracts, and advertising

Collaborate with regional partners on evaluating regional transit services, funding models, and supporting improved services with long-term operational sustainability

Evaluate and pursue new transit funding allocations for state of good repair and targeted system enhancements

Complete studies for high capacity transit corridors on the Peninsula and Southside that would support long-term growth and sustainability and lay groundwork for successful bids for federal and state funding

Construct new transfer facility in Chesapeake at Liberty Street

Continue enhanced tracking and reporting of financial and operational data for performance management

Build new partnerships and effective outreach for legislative advocacy

Deploy new online performance dashboard for Key Performance Indicators

Complete renovations to Hampton Operations and Administrative facility





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