



Meeting of the Operations and Oversight Committee

Thursday, December 07, 2023, • 10:00 a.m.
509 E. 18th Street Norfolk, VA and Virtual via ZOOM

A meeting of the Operations and Oversight Committee is scheduled for Thursday, December 7, 2023, at 10:00 a.m. in the NORFOLK Boardroom. Please note that currently, the in-person meetings are for commissioners and senior HRT staff only. All others can join the meeting via ZOOM by following the link at: https://hrtransit-org.zoom.us/webinar/register/WN_eIFe7IyrRNifyceMTcAyLA

The agenda and supporting materials are included in this package for your review.



Meeting of the Operations and Oversight Committee

Thursday, December 7, 2023, • 10:00 a.m.
Hybrid 509 E 18th Street Norfolk, VA and
Virtual ZOOM Meeting

AGENDA

1. Approval of the October 2023 Operations and Oversight Committee Meeting Minutes
2. Review Action Items
3. Audit Update-Malika Blume
4. Procurement Recommendations to the Committee-Sonya Luther
 - a. Contract No. 23-00264, Purchase of Thirty-Two (32) 11-Passenger Body on Chassis Paratransit Busses.
5. Task Orders **(for informational purposes only)**.
 - a. Contract 21-00128, Ticket Vending Machines/Odyssey Farebox Systems, Repair Parts, Software/Hardware, and Maintenance Support:
 - i. Task Order 115. This Task Order is for Controller board repair. This Task Order is for \$629.57 and is funded with operating funds.
 - ii. Task Order 117. This Task Order is for Swipe reader repair. This Task Order is for \$184.20 and is funded with operating funds.
 - iii. Task Order 118. This Task Order is for Controller board repair, Coin validator repair. This Task Order is for \$350.00 and is funded with operating funds.
 - iv. Task Order 119. This Task Order is for Display sticker set, Coin chute ramp, Universal sensor board, Alarm board. This Task Order is for \$25,951.68 and is funded with operating funds.

- v. Task Order 120. This Task Order is for FastFare controller repair. This Task Order is for \$175.00 and is funded with operating funds.
- vi. Task Order 121. This Task Order is for FastFare Fareboxes and Software Licenses. This Task Order is for \$265,446.28 and is funded with grant funds.
- vii. Task Order 122. This Task Order is for FastFare Fareboxes and Software Licenses. This Task Order is for \$49,902.74 and is funded with grant funds.
- viii. Task Order 123. This Task Order is for FastFare Fareboxes and Software Licenses. This Task Order is for \$49,902.74 and is funded with grant funding.
- ix. Task Order 124. This Task Order is for FastFare controller repair, Bill validator repair, 30-button repair. This Task Order is for \$490.80 and is funded with operating funds.
- x. Task Order 127. This Task Order is for Media converter board; "C" retaining ring; Universal sensor board; Temp/Amb light sensor; Magtek swipe reader; Shaft no. 2; Shaft no. 6; Controller module; Optical encoder; "O" ring; Synchronous belt; Worm gear rework; Wiring harness; Flanged bearing; Miter gear; Pulley. This Task Order is for \$10,336.30 and is funded with operating funds.
- xi. Task Order 128. This Task Order is for FastFare Fareboxes and Software Licenses. This Task Order is for \$16,722.58 and is funded with grant funds.

- 6. Options to be Exercised January and February of 2024-Sonya Luther
- 7. Upcoming Commission Approvals-Sonya Luther
- 8. Operations Update-Benjamin Simms, IV
- 9. Old and New Business
- 10. Adjournment

The next Operations & Oversight Committee Meeting will be held on Thursday, January 11, 2023, in Hampton, VA and virtually via ZOOM.



Meeting of the Operations and Oversight Committee

Thursday October 12, 2023, • 10:00 a.m.
509 E 18th Street Norfolk, VA, and Zoom Meeting

MEETING MINUTES

Call to Order

Commissioner Glover called the meeting to order at 10:00 AM.

Commissioners in attendance:

Chairman Glover, Portsmouth
Alt. Commissioner Avery Daughtrey DRPT (Zoom)
Commissioner Cipriano, Newport News
Commissioner Bullock, Newport News
Commissioner Houston, Norfolk

Hampton Roads Transit Staff in attendance:

Ray Amoruso, Chief Planning and Development Officer
Tammara Askew, Administrative Support Tech (Zoom)
Malika Blume, Director of Internal Audit
Keisha Branch, Director of Capital Programs (Zoom)
Amy Braziel, Director of Contracted Services and Operational Analytics
Donna Brumbaugh, Director of Finance (Zoom)
Conner Burns, Chief Financial Officer
William Collins, Facilities Maintenance Manager
Rodney Davis, Director of Customer Relations
Sheri Dixon, Director of Revenue Services (Zoom)
Jennifer Dove, Grants and Civil Rights Coordinator (Zoom)
April Garrett, Sr. Executive Assistant
Johnathan Greene, Sr. Manager of Bus Transportation (Zoom)
Wayne Groover, Director of Light Rail Maintenance and Facilities
William E. Harrell, President, and CEO
Danielle Hill, Director of Human Resources
Autumn Jenkins, Operations Support Technician
Keith Johnson, Paratransit Service Contract Admin.
Tanya Kelley, Procurement Admin Assistant (Zoom)
Anthony Kramer, Assistant Security Manager
Sonya Luther, Director of Procurement
Tracy Moore, Director of Transportation
Sibyl Papas, Chief Engineering & Facilities Officer
Michael Perez, Operations Project & Contract Administrator (Zoom)
Michael Price, Chief Information Officer/CTO
John Powell, Telecommunications Specialist

Luis Ramos, Executive Assistant to the President & CEO
Shleaker Rodgers, Staff Auditor
Dawn Sciortino, Director of Safety
Sherry Scott, Manager of Bus Transportation (Zoom)
Donald Shea, Warranty and Assets Administrator
Monique Strickland, Talent Acquisition Manager
Alex Touzov, Director of Technology Services (Zoom)
Robert Travers, Corporate Counsel
Jessica White, Contract Administrator (Zoom)
Kim Wolcott, Chief Human Resources Officer

Others in attendance:

Alt. Commissioner Brian Swets, Portsmouth (Zoom)
Alt. Commissioner Constantinos Velissarios, Newport News (Zoom)

The October 2023 Operations and Oversight meeting package was distributed electronically to committee members and the media in advance of the meeting. The meeting package consisted of:

- Agenda
- Action Items
- Minutes from the Previous Meeting
- Procurement Items for Approval
- Options to be Exercised
- Upcoming Procurements

Approval of the September 14, 2023, Meeting Minutes

A motion to approve the September 14, 2023, Operations and Oversight Committee meeting minutes was made by Commissioner Bullock, and properly seconded by Commissioner Cipriano, A roll call vote resulted as follows:

Ayes: Commissioners Glover, Bullock, Daugherty, Cipriano, and Houston.

Nays: None

Abstain: None

Review of the Operations and Oversight Committee Action Items

There were no action items.

Internal Audit Update

Ms. Malika Blume gave an update to the commission.

There was discussion regarding how this audit compares to previous audits and if some of the issues found are software related or due to human err.

Procurement Items for Approval

Contract 23-00250, Applicant Tracking Solution and Learning Management System (Renewal).

Ms. Sonya Luther presented Contract 23-00250, Applicant Tracking Solution and Learning Management System (Renewal), as a recommendation that the Commission approve the award of a contract to Arcoro Holdings Corp. to provide an applicant tracking solution and learning management system in the not-to-exceed amount of \$121,998.00 over a three-year period.

Ms. Monique Strickland and Ms. Daniell Hill gave a presentation and is enclosed in these meeting minutes for reference.

There was discussion regarding applicant tracking and if the tracking of 6,000 applicants would be enough.

There was discussion to see if the system keeps track of the applicants even if they are unsuccessful.

There was discussion to see if cost can be split between RTS and Operating Funds.

AI: Update the commission with what percentage can be split between RTS and Operating Funds at the next Operations and Oversight Committee Meeting.

There was discussion regarding if the training is real time or online courses.

A motion to approve Contract 23-00250, Applicant Tracking and Learning Management System (Renewal), was made by Commissioner Houston and properly seconded by Commissioner Bullock. A roll call vote resulted as follows:

Ayes: Commissioners Glover, Bullock, Daugherty, Cipriano, and Houston.

Nays: None

Abstain: None

Contract 23-00246, Heavy Duty Bus Batteries (Renewal).

Ms. Sonya Luther presented Contract 23-00246, Heavy Duty Bus Batteries (Renewal), as a recommendation that the Commission approve the award of a contract to Parts Authority LLC to provide heavy duty bus batteries in the not-to-exceed amount of \$961,003.80 over a five-year period.

Mr. Donald Shea was called upon to provide answer questions as needed on this contract.

There was discussion to see if cost can be split between RTS and Operating Funds.

AI: Update the commission with what percentage can be split between RTS and Operating Funds at the next Operations and Oversight Committee Meeting.

A motion to approve Contract 23-00246, Heavy Duty Bus Batteries (Renewal), was made by Commissioner Bullock and properly seconded by Commissioner Houston. A roll call vote resulted as follows:

Ayes: Commissioners Glover, Bullock, Daugherty, Cipriano, and Houston.

Nays: None

Abstain: None

Contract 23-00245, Mechanics' Tool Supply Services (Renewal).

Ms. Sonya Luther presented Contract 23-00245, Mechanics' Tool Supply Services (Renewal), as a recommendation that the Commission approve the award of a contract to Snap-On Industrial to provide tool supply services for HRT's mechanics, in the not-to-exceed amount of \$223,125.00 over a five-year period.

Mr. Donald Shea was called upon to provide answer questions as needed on this contract.

There was discussion to see if this contract includes a lock box for the mechanics tools.

There was discussion regarding the difference in the different amounts shown.

There was discussion to see if cost can be split between RTS and Operating Funds.

AI: Update the commission with what percentage can be split between RTS and Operating Funds at the next Operations and Oversight Committee Meeting.

A motion to approve Contract 23-00245, Mechanics' Tool Supply Services (Renewal), was made by Commissioner Houston and properly seconded by Commissioner Bullock. A roll call vote resulted as follows:

Ayes: Commissioners Glover, Bullock, Daugherty, Cipriano, and Houston.

Nays: None

Abstain: None

Task Orders

Task Orders were included on the agenda for review. There were no questions or comments regarding same.

Options to be Exercised

Options to be Exercised enclosed in the meeting package for December 2023 were reviewed by the Committee.

Upcoming Procurements

Upcoming procurements enclosed in the meeting package were reviewed with the Committee.

Operations Update

Mr. Tracy Moore, Director of Transportation, gave the operations update on behalf of Mr. Benjamin Simms, IV.

Mr. Moore spoke about the closing of the Trolley Season, ending it with the Neptune Festival. There were 5,131 passengers transported.

Mr. Moore shared that they transported 2,942 passengers at the Fall-O-Ween event that was partnered with the city of Newport News.

HRT Hosted a "Student Experience" in conjunction with the marketing department. A group of students from Hampton High School took a tour of the bus maintenance facility as well as a demonstration on our bus simulators.

Mr. Moore announced the upcoming Mobile Heart to Heart. An event where transportation and operations leadership will go out and meet the operators to show appreciation by giving out trick or treat goodie bags. This will be held October 26 from 11am-1pm at DNTC (Downtown Transfer Center). Mr. Moore encouraged the commission to come out and support our drivers.

Old and New Business

There was no old or new business to discuss.

Commissioner Comments

There was discussion concerning Commissioner Woodbury's absence.

There was discussion reminding the board that this month is Breast Cancer and Domestic Violence awareness month.

Commissioner Bullock wished a Happy Birthday to all who have birthdays in the month of October.

Next Operations and Oversight Committee meeting will be held in the Hampton boardroom on November 2, 2023.

Adjournment

Commissioner Glover adjourned the meeting at 10:32AM.

Submitted by April Edwards, Sr. Executive Assistant



HAMPTON ROADS TRANSIT INTERNAL AUDIT DEPARTMENT
CUSTOMER SERVICE AUDIT
(COMPLAINTS)
JUNE 2023

We conducted an audit of Hampton Roads Transit's (HRT) Customer Service focused on complaints. Standards require we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions. The evidence we obtained provides a reasonable basis for our findings and conclusions based on our audit objective. This audit was conducted in accordance with generally accepted government auditing standards, with the exception of a peer review.

The purpose of this audit was to determine *if customer service processes are in compliance with federal, state, and local guidelines, and appropriate controls are in place to help ensure proper oversight of customer service complaints. We generated reports utilizing the Customer Assistance System (CAS) to review complaints from January 1, 2022 through June 30, 2023. In addition, we observed various bus routes, as well as rode the paratransit vehicle as part of our fieldwork.*

This report is the result of our evaluation of the information noted above and is intended solely for the information of Hampton Roads Transit. This restriction is not intended to limit the distribution of this report, which upon acceptance of the Operation and Oversight Committee is a matter of public record.

We would like to thank HRT's Customer Service Department for your cooperation during this audit.

Malika Blame

Director of Internal Audit

HAMPTON ROADS TRANSIT INTERNAL AUDIT DEPARTMENT

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ABBREVIATIONS	
HRT	Hampton Roads Transit
PTASP	Public Transportation Agency Plan
CAS	Customer Assistance System
CAF	Customer Assistance Form
FT	Full Time
PT	Part Time

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EXECUTIVE SUMMARY

Hampton Roads Transit's (HRT) Customer Service Department is located in the Norfolk office. The Customer Service Department is responsible for processing all inquiries, complaints, suggestions, and commendations through the Customer Assistance System (CAS). All complaints are submitted by completing a Customer Assistance Form (CAF), then reviewed by a Customer Service Representative II and emailed to the respective HRT departments through CAS for investigation and/or resolution.

This audit focused on the compliance, effectiveness and efficiencies of HRT's Customer Service Department, its processes, procedures, policies, and ensuring appropriate controls are in place to sustain organizational-wide objectives and goals. These areas included customer service complaints, routes, and third-party vendors. We interviewed and observed key personnel contributing to the operations of Customer Service including, but not limited to the Deputy Chief Executive Officer, Chief Planning and Development Officer, Director of Customer Relations, Civil Rights and Grants Program Manager, Director of Human Resources, Director of Contracted Services and Operational Analytics, Paratransit Services Contract Administrator, Compliance Lead, Customer Service Representative II, and the Human Resources Compliance Manager. We reviewed documented practices set forth in the policies and procedures, researched customer service best practices, and conducted fieldwork.

Internal Audit reviewed complaints in the CAS between January 1, 2022 and June 30, 2023. Complaints were found in Light Rail, Bus Operations, Bus Maintenance, Planning, Paratransit, Safety, Risk, Security, and Ferry. During this review, we identified 148 CAFs that were open and had not been closed.

Hampton Roads Transit contracts with VIA to provide paratransit services throughout Hampton Roads. Customers can request reoccurring rides as well as one-time rides. Upon scheduling a reservation, customers will receive text message alerts informing them of their ride status. These messages provide the customer with a reminder that they have a scheduled ride, a thirty-minute window of when their driver may arrive, when their driver is 5-15 minutes away, the vehicle they will arrive in, along with the driver's name, cell number and vehicle number. Internal Audit conducted and observed the paratransit drivers, its facilities and had discussion with VIA's general manager and found VIA, lacks sufficient staff to provide efficient service to paratransit customers and vehicles.

We found that the customer service department is generally efficient and effective in its operations. The audit outlined opportunities for improvement in 10 observations. Our audit found the need to consistently review and close CAFs in a timely manner. Per Customer Service's Customer Relations Training Manual, it is the responsibility of the designated personnel to respond, investigate, and provide a response to CAFs within a reasonable time. Upon providing a response, it is then the responsibility of the designated personnel to close out that CAF.

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OBSERVATION/RECOMMENDATION SUMMARY

Obs. No.	Page	Observation(s)
1 and 3	17, 20	OBSERVATIONS NO. 1 AND 3: Light Rail did not investigate CAFs, however upon Internal Audit's notification they began their investigation. Bus Maintenance did not conduct investigations timely.
2, 4, and 7-10	19, 22, 25-27	OBSERVATIONS NO. 2, 4, AND 7-10: CAFs were investigated by the various departments, however the CAFs were not closed in the CAS.
5	22	OBSERVATIONS NO. 5: Customer Service Representative did not categorize the CAFs correctly in the CAS. Customer Service did not close the CAFs out in the CAS.
6	23	OBSERVATIONS NO. 6: VIA lacks sufficient staff to provide efficient service for paratransit customers and its vehicles. CAFs are investigated, but not closed in the CAS.

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BACKGROUND

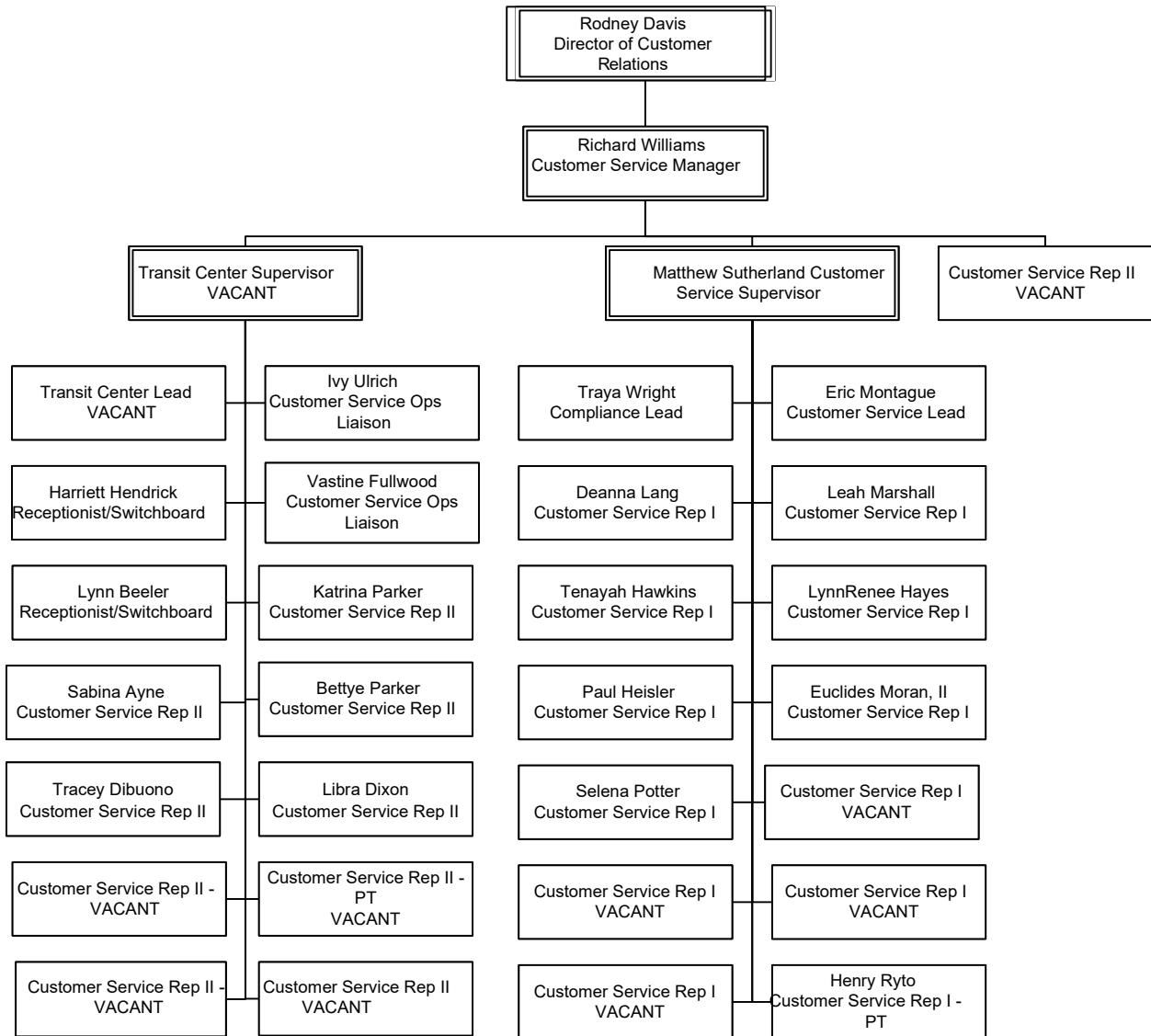
Hampton Roads Transit's Customer Service Department is responsible for providing reliable and timely information to customers at Transit Centers and through HRT's call center, which handles about 80,000 calls each month. This division also responds to customer complaints and compliments, as well as manage the Lost and Found program.

The Customer Service Department received more than 5100 complaints between January 1, 2022 and June 30, 2023. These complaints represent all modes of transit and departments within HRT. Complaints are received via email, telephone, in person, and by mail. In addition, the Customer Service Department received more than 250 commendations acknowledging the good work throughout the agency.

The Customer Service Department works diligently with departments to ensure complaints are sent to the responsible parties for resolution of any issues and/or concerns. Customer Service utilizes the CAS to distribute complaints to the appropriate department. HRT works hard to respond to complaints as soon as feasible and respond to its constituents.

HRT's Customer Service Department consists of the Director of Customer Relations, Customer Service Manager, Customer Service Supervisor, Compliance Lead, Customer Service Lead, Customer Service Ops Liaison (2), Receptionist/Switchboard (2), Customer Service Rep I (7FT, 1PT and 4 Vacant), and Customer Service Rep II (5FT and 5 Vacant). Figure 1 below depicts the organizational structure of the Customer Service Department.

Figure 1



Source: HRT Organizational Chart July 10, 2023

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SCOPE, OBJECTIVES AND METHODOLOGY

Scope

This audit addresses the following question: Are customer service complaint processes in compliance with federal, state, and local guidelines, are appropriate controls in place to ensure proper oversight of customer service practices?

This audit's scope focuses on Hampton Roads Transit's (HRT) Customer Service Department management controls, processes, and established guidelines for managing complaints.

Objectives

The following audit objectives directed our work in answering the question:

- Determine if Customer Service Complaints are handled in a timely manner.
- Evaluate the Customer Assistance System to determine if complaints are tracked in accordance with HRT's policies and procedures and best practices.
- Review policies and procedures to ensure and complaints are handled and investigated efficient and effectively.

Methodology

To meet our objectives, we conducted the following audit steps during fieldwork:

Internal Audit conducted comparative research of the customer complaint processes, best practices, and a reasonable assurance to ensure risks have been considered and addressed. We assessed various modes of transit, vendor responsibilities, and HRT department responsibilities. To do this, we assessed the accuracy of the existing processes, structural adequacy, and the sustainability of the internal control structure.

The Internal Audit department interviewed key personnel responsible for HRT's Customer Service Department: The Deputy Chief Executive Officer, Director of Customer Relations, Customer Service Manager, Chief Planning & Development Officer, and the Civil Rights/Grants Program Manager. Additionally, we performed walkthroughs of the process with the Director of Human Resources, Compliance Lead, Paratransit Service Contract Administrator, Director of Contracted Services and Operational Analytics, and the Customer Service Rep II.

Auditors performed transaction and control tests to determine if personnel are operating in accordance with policy and procedure. A file assessment reviewed applicable documents relevant to the audit. To identify areas of non-compliance, auditors utilized interviews and support material to verify appropriate protocol. To assess whether Customer Service complaint processes and management controls are efficient and effective, internal audit:

- Evaluated the program's internal control activities and environment.
- Compared documented program controls and best practices.

- Participated in an anonymous ride of the Paratransit services.
- Visited the Paratransit location and interviewed the general manager of VIA.
- Evaluated the CAS to determine if complaints were recorded in accordance with policies and procedures.

To identify opportunities that strengthen customer service complaint internal controls, the auditors researched related material. To grasp the conceptual framework of the methods implemented to manage the customer service complaint process, auditors ensured customer concerns were managed and mitigated to decrease future complaints and concerns.

AUDIT RISK & FRAUD

Audit risk and the potential for fraud were considered in developing this plan. Potential audit risks and fraud risks are detailed in the risk assessment. Audit risk encompasses the possibility of findings, conclusions, recommendations, or assurances that may be proper or incomplete. We considered these risks throughout our planning work and when developing fieldwork methodologies. We assessed audit risk and significance within the context of the audit objectives by gaining an understanding of:

- The nature of the program,
- Internal controls as it relates to the specific objectives and scope of the audit,
- Policies and Procedures, and
- Results of previous audits related to the audit objectives.

Based on audit work conducted during the planning phase, the audit team obtained a general understanding of customer service processes and methods. The team designed the audit plan to obtain sufficient appropriate evidence to support the findings, conclusions, recommendations, and assurances to be contained in the audit report.

Consideration of Fraud

During the planning phase, the audit team discussed opportunities for fraud, waste, or abuse significant to audit objectives. The team met to formally document our assessment of the risk of fraud. Fraud involves obtaining something of value through willful misrepresentation. Whether an act is, in fact, fraud is a determination to be made through judicial or other adjudicative system and is beyond the auditor's professional responsibility. Abuse involves behavior that is deficient or improper. Abuse also includes misuse of authority or position for personal financial interests or those of an immediate or close family member or business associate. Abuse does not necessarily involve fraud, noncompliance with provisions of laws, regulations, contracts, or grant agreements. Our risk assessment informs our choice of methodology. The team also analyzed those factors impacting audit risk such as time frames, and complexity of the work; program size; adequacy of systems and processes to detect inconsistencies, significant errors, and fraud.

PROJECT PLAN

Information Technology Considerations

We are currently not planning a full-scale IT control review of Customer Service processes and methods because it is not specific to our approved scope statement. However, Internal Audit, to the best of our ability, will examine the functionality of system applications used for the Customer Service complaint process.

Safety and Security Considerations

We are not planning a full-scale safety control review of the Customer Service Department as it is not specific to our approved scope statement. However, Internal Audit, to the best of our ability, accessed the understanding of expectations and requirements of customer service depicted within Public Transportation Agency Safety Plan (PTASP) to comply with FTA regulations established by Section 5329(d) of the Moving Ahead for Progress in the 21st Century (MAP-21) Act and 49 CFR Part 673.

Estimated Audit Schedule and Time Budget

The estimated audit schedule and time budgeted for this audit is approximately four (4) months Planning to Report Writing and is depicted in Figure 2. The report will be presented the second week of October 2023 at the Operations and Oversight Committee meeting. The schedule is depicted in the table below:

Figure 2

June	July	August	September	October
Planning	Background	Fieldwork	Report Writing	Report to O&O

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CUSTOMER SERVICE COMPLAINTS' PROCESS REVIEW

Light Rail

Internal Audit reviewed Customer Assistance Forms (CAFs) for Light Rail's department and identified two open CAFs from May 2023. The CAFs were not investigated until July 2023. Of the two CAFs, one had been opened for a period of 71 days, while the other had been opened for 65 days. Customer Assistance Forms were sent to the Light Rail department upon being received by Customer Service. Per Customer Service's Customer Relations Training Manual, it is the responsibility of the designated personnel to respond, investigate, and provide a response to CAFs within a reasonable time. Upon providing a response, it is then the responsibility of the designated personnel to close out that CAF. Not reviewing complaints may result in issues going unresolved and may pose a negative reputation as it relates to Hampton Road Transit.

Observation No. 1: Light Rail department CAFs sometimes must be delegated to another department to be resolved. Staff designated to handle CAFs are not investigating CAFs, nor closing them out.

Recommendation:

Internal Audit recommends ensuring CAFs are investigated once they are received and closed once the investigation is completed. Staff should consider monitoring the Customer Assistance System on an ongoing basis for any CAFs their department may receive. Management should ensure staff designated to respond to CAFs receive appropriate training by contacting Customer Service to schedule training. Light Rail personnel designated to handle CAFs should maintain constant communication with neighboring departments that must resolve CAFs assigned to Light Rail.

Management Response:

Rail Transportation concurs with the report's recommendations. The designated Rail Transportation representatives tasked with handling CAFs will investigate upon receipt of the CAF from Customer service, communicate with Rail Systems Maintenance, Light Rail Vehicle Maintenance, and Maintenance of Way personnel during the investigations, and report back to Customer Service any findings from said investigations. Once a response is generated from all Light Rail parties involved in the complaint/investigation, and Customer Service has received that response the CAF may be closed by Customer Service, unless further action is required by the Light Rail Division.

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Planning

Internal Audit reviewed Customer Assistance Forms for the Planning department and identified five open CAFs from May 2023 through June 2023. Per Customer Service's Customer Relations Training Manual, it is the responsibility of the designated personnel to respond, investigate, and provide a response to CAFs within a reasonable time. Upon providing a response, it is then the responsibility of the designated personnel to close out that CAF. Of the five CAFs, one had been opened for a period of 48 days, a second one 34 days, another one 25 days, a fourth one 19 days, and the latest one 18 days. Three out of five CAFs were not investigated until July 2023. Not reviewing/investigating complaints may result in issues going unresolved and may pose a negative reputation as it relates to Hampton Road Transit.

Observation No. 2: Planning has detailed written procedures for handling CAFs for their department. Planning had investigated three CAFs for their department within the timeframe but had not closed out any CAFs.

Recommendation:

Internal Audit recommends ensuring CAFs are investigated once they are received and closed once the investigation is completed. Staff should consider monitoring the Customer Assistance System on an ongoing basis for any CAFs their department may receive. Management should ensure staff designated to respond to CAFs receive appropriate training by contacting Customer Service to schedule training.

Management Response:

Management agrees with the observation and recommendation. The five CAFs have been investigated and closed. Going forward the Assistant Director of Planning and Scheduling will meet weekly with the designated staff person responsible for responding to CAFs to ensure that all CAFs are investigated and closed in a timely manner. An email requesting refresher training was sent to the Customer Service Compliance Lead on 10/04/2023.

Bus Maintenance

Internal Audit reviewed Customer Assistance Forms for Bus Maintenance and identified twenty-six open CAFs from January 2022 through June 2023. Per Customer Service’s Customer Relations Training Manual, it is the responsibility of the designated personnel to respond, investigate, and provide a response to CAFs within a reasonable time. Upon providing a response, it is then the responsibility of the designated personnel to close out that CAF. Of the twenty-six CAFs, they had been opened for the following amounts of time:

Number of CAFs	Number of Days Open
8	347 – 544
10	214 – 289
3	154 – 190
5	20 - 93

Internal Audit determined that Eleven out of twenty-six CAFs were not investigated on time. There were four CAFs in October 2022 that were not investigated until February and March of 2023. Two CAFs from November 2022 were not investigated until March 2023. Two CAFs from December 2022 were not investigated until February 2023. Two CAFs from January 2023 were not investigated until February 2023 and March 2023. Lastly, one CAF from June 2023 was not investigated until August 2023. At the time of this report, all twenty-six CAFs are currently open in the Customer Assistance System (CAS). Not reviewing/investigating complaints may result in issues going unresolved and may pose a negative reputation as it relates to Hampton Road Transit.

Observation No. 3: Bus maintenance is keeping record of CAFs, however staff is not investigating nor closing CAFs in an efficient manner.

Recommendation:

Internal Audit recommends ensuring CAFs are investigated once they are received and closed once the investigation is completed. Staff should consider monitoring the Customer Assistance System on an ongoing basis for any CAFs their department may receive. Management should ensure staff designated to respond to CAFs receive appropriate training by contacting Customer Service to schedule training.

Management Response:

Management concurs with your recommendations. Maintenance has been working with Mr. Rodney Davis’s staff, and the manager of bus maintenance now has access to CAS (customer assistance system) to respond to CAF’s immediately. All CAF’s noted above have been investigated as of today, also operations support technician Mrs. Tiffany Griffin has been working with Traya Wright in customer service for maintenance CAS training. Step by step instruction has been provided as well.

Bus Operations

Internal Audit reviewed Customer Assistance Forms for Bus Operations and identified twenty-one opened CAFs from May 2022 through June 2023 for the N Division (Norfolk) and eight for the H Division (Hampton). Per Customer Service’s Customer Relations Training Manual, it is the responsibility of the designated personnel to respond, investigate, and provide a response to CAFs within a reasonable time. Upon providing a response, it is then the responsibility of the designated personnel to close out that CAF.

Of the twenty-one CAFs received by the **N Division**, they had been opened for the following amounts of time:

Number of CAFs	Number of Days Open
4	335 - 424
6	202 – 225
4	60 – 96
4	26 - 55

Of the eight CAFs received by the **H Division**, one was open for 481 days, one was open for 474 days, one was open for 307 days, one was open for 237 days, one was open for 224 days, one was open for 112 days, one was open for 68 days, and one for 18 days. Internal Audit was informed by management that once they receive the CAF notification, the CAF is reviewed and it is answered via email stating valid, invalid, or undetermined. Once this determination is made, the CAF is closed out by Customer Service. Not reviewing/investigating complaints may result in issues going unresolved and may pose a negative reputation as it relates to Hampton Road Transit.

Internal Audit also identified one bus operator smoking outside of Downtown Norfolk Transit Center (DNNTC) where signage is posted that states “no smoking.” The employee also passed the lit cigarette to a customer. Internal Audit observed a stopped bus at DNNTC where a customer trying to communicate with the operator by knocking on the bus doors to get the operators attention when the operator pulled off leaving the customer. Staff not abiding by company rules/policy may place Hampton Roads Transit in a negative light.

Lastly, Internal Audit observed 38 buses at DNNTC and Victory Crossing in Portsmouth. Out of 38 buses, Internal Audit observed 8 that left late. Eight of the late buses were observed on a Saturday leaving DNNTC. Routes consistently leaving late may cause Hampton Roads Transit to be viewed negatively and may cause a high level of dissatisfaction with the public.

- **Bus 2120 route 44 departed at 2:02 pm, scheduled departure 1:53 pm.**
- **Bus 2137 route 45 departed at 2:19 pm, scheduled departure 2:10 pm.**
- **Bus 3107 route 961 departed at 2:47 pm, scheduled departure 2:30 pm.**
- **Bus 2124 route 20 departed at 2:32 pm, scheduled departure 2:21 pm.**
- **Bus 2141 route 1 departed at 2:44 pm, scheduled departure 2:36 pm.**
- **Bus 5028 route 18 departed at 4:55 pm, scheduled departure 4:50 pm.**
- **Bus 5019 route 13 departed at 4:29 pm, scheduled departure 4:26 pm.**

- Route 20 departed at 4:37 pm, scheduled departure 4:21 pm.
- Bus 4111 route 41 departed at 8:06 am, scheduled departure 8:03 am.

Observation No. 4: *Staff designated to handle CAFs are investigating CAFs but not closing them out properly. Staff is relying on Customer Service to close out their CAFs. Internal Audit observed several buses departing late for routes, an operator smoking cigarettes in a no smoking area outside of DNTC, and the same operator drive off on a customer who was trying to gain their attention at the bus doors.*

Recommendation:

Internal Audit recommends ensuring CAFs are investigated once they are received and closed once the investigation is completed. Staff should consider monitoring the Customer Assistance System on an ongoing basis for any CAFs their department may receive. Management should ensure staff designated to respond to CAFs receive appropriate training by contacting Customer Service to schedule training. Ensure there is adequate managerial staff available on weekends to ensure bus operations run efficiently and effectively.

Management Response:

Management has received and responded to all of the open CAFs for the Norfolk division dated in this report. The responses were submitted to customer service for closure. The operations department is receptive to receiving proper training from Customer Service to better understand the expected process to close out Tape pull and Non-Tape pull CAFs in the future. Management will continue to work towards staffing up personnel to ensure bus operations run efficiently and effectively to better service our customers. All other observations will be addressed with radio announcements from the Radio Control Center, Operator Alerts stating the rules and field supervision.

Customer Service

Internal Audit reviewed Customer Assistance Forms (CAFs) for the Customer Service department and identified thirty-eight opened CAFs from October 2022 through June 2023. Per Customer Service's Customer Relations Training Manual, it is the responsibility of the designated personnel to respond, investigate, and provide a response to CAFs within a reasonable time. Upon providing a response, it is then the responsibility of the designated personnel to close out that CAF. Of the thirty-eight CAFs, two were valid complaints. Of the two complaints, they both were investigated in sufficient time however, they were not closed in the CAS. One had been opened for a period of 287 days, while the other had been opened for 225 days. The other thirty-six CAFs were compliments or suggestions that have not been closed.

Observation No. 5: *Customer Service has a well-documented Customer Relations Training Manual with procedures for each department on how to process complaints, suggestions, commendations, and fare refunds, replacements, and/or exchanges. Customer Service representatives are not categorizing CAFs in the correct category. Staff designated to handle CAFs are investigating CAFs but are not closing them.*

Recommendation:

Internal Audit recommends ensuring CAFs are investigated once they are received and closed once the investigation is completed. Also, ensure CAFs are being categorized correctly to ensure departments receive the accurate CAF. Customer Service should consider allowing access to

their Customer Relations Training Manual on their individual intranet page to allow CAF designees to view as needed.

Management Response:

Management concurs with audit observations and recommendations. Customer Service has completed corrective action on the two investigations that were finalized, but not closed out administratively in the Customer Assistance System (CAS). Corrective action has been completed on the thirty-six compliments or suggestions that were logged, but not closed out administratively in the CAS. Those CAFs that were misrouted during the time frame cited have been rerouted to the appropriate department. To minimize future processing errors, the Compliance Lead conducted refresher training with all Customer Service Representatives IIs (CSR IIs) in August 2023. Customer Assistance Form (CAF) procedures tailored for each department are posted on the Customer Service intranet page.

Paratransit

Internal Audit reviewed Customer Assistance Forms for Paratransit and identified 850 complaints from January 1, 2022 through June 30, 2023, and one open CAF for September 2022. Per Customer Service's Customer Relations Training Manual, it is the responsibility of the designated personnel to respond, investigate, and provide a response to CAFs within a reasonable time. Upon providing a response, it is then the responsibility of the designated personnel to close out that CAF. Paratransit's CAF had been open for 298 days and was not investigated until July 2023. At the time of this report, the CAF is currently open in the Customer Assistance System (CAS).

Internal Audit also identified numerous complaints with the service being provided by VIA, HRT's paratransit service vendor. HRT's vendor, VIA, allows paratransit customers to make reservations to be picked-up and dropped off at specified locations ahead of time. Customers can request reoccurring rides as well as one-time rides. Upon scheduling a reservation, customers will receive text message alerts informing them of their ride status. These messages provide the customer with a reminder that they have a scheduled ride, a thirty-minute window of when their driver may arrive, when their driver is 5-15 minutes away, the vehicle they will arrive in, along with the driver's name, cell number and vehicle number.

Internal Audit conducted test work by scheduling a ride with paratransit and found there is a breakdown in communication between the drivers of VIA and HRT's customers. Internal Audit had a scheduled pick-up for 10:30 am and received a text message alert at 9:51 am stating the driver was 5-15 minutes away. However, a driver did not arrive at the time indicated by the text. Internal Audit received another text alert at 10:27 stating the driver had arrived. Although the driver arrived on time for the scheduled pick-up, the communication from the text messages were not accurate and caused some confusion. There was no communication that the driver would not be arriving at the allotted time slot of 9:51. During fieldwork, it was observed by Internal Audit that VIA's employees can clock in from home, which sends a text alert to the customer that their ride will arrive in 5-15 minutes, although the driver has not left for their destination. Internal Audit had discussion with VIA's general management about the communication and what could be done to provide a smoother experience for HRT's consumers at the time of this audit we had not received a response. The breakdown in communication may cause Hampton Roads Transit to be viewed negatively and may cause a high level of dissatisfaction with the public.

Internal Audit discussed with VIA their resources and found that VIA contracts with 90 independent contractors and 12 taxis. Management informed Internal Audit that of the contracted drivers, VIA uses 30 contracted drivers daily. Internal Audit was informed by management that VIA needs to hire 10 drivers to operate efficiently. It was provided by management that during afternoon hours from 12 pm – 6 pm riders will be late. This is due to lack of drivers on the Peninsula. The impact on customers caused by the lack of drivers may cause customers to miss their schedule appointments, as well as Hampton Roads Transit being viewed negatively causing dissatisfaction with customers.

VIA is responsible for maintaining the maintenance on the fleet they use to operate paratransit. At the time of Internal Audit's visit to VIA's facility, VIA had 4 maintenance staff employed and one of the four included the general manager. Internal Audit observed only one maintenance personnel at the time of our visit. This individual was on their personal phone at the time. There were currently 85 vehicles operating on the road during the time of the audit, and a total of 94 vehicles that VIA is responsible for. Lack of maintenance staff presents the risk of paratransit operating at a low efficiency, resulting in customers receiving requested services.

Observation No. 6: VIA, HRT's vendor, lacks sufficient staff to provide efficient service to paratransit customers and vehicles. There is a breakdown in communication between VIA and the customers. Staff designated to handle CAFs are investigating CAFs but are not closing them.

Recommendation:

Internal Audit recommends that management meet with the vendor to cure issues within a reasonable time in accordance with the contract. If the vendor is unable to rectify the issues, consideration should be given to procure a new vendor that is able to meet the needs of HRT and its customers. Also, Internal Audit recommends ensuring CAFs are investigated once they are received and closed once the investigation is completed. Staff should consider monitoring the Customer Assistance System on an ongoing basis for any CAFs their department may receive. Management should ensure staff designated to respond to CAFs receive appropriate training by contacting Customer Service to schedule training.

Management Response:

There are no CAFs in the system that are older than 5 days. Paratransit Services concurs with findings.

Safety

Internal Audit reviewed Customer Assistance Forms for Safety and identified five open CAFs from June 2022 – February 2023. Per Customer Service's Customer Relations Training Manual, it is the responsibility of the designated personnel to respond, investigate, and provide a response to CAFs within a reasonable time. Upon providing a response, it is then the responsibility of the designated personnel to close out that CAF. At the time of the audit, one CAF had been open for 399 days, a second CAF open for 356 days, another CAF open for 282 days, a fourth CAF open for 242 days, and lastly one CAF for 156 days. Internal Audit was informed by Safety that they do not have the ability to close the CAFs and Customer Service handles them. Safety also mentioned not having any recollection of receiving any training to close CAFs. At the time of this report, all five CAFs are currently open in the Customer Assistance System (CAS). Not

reviewing complaints may result in issues going unresolved and may pose a negative reputation as it relates to Hampton Road Transit.

Observation No. 7: Staff designated to handle CAFs are investigating CAFs but not closing them. Safety personnel designated to handle CAFs are not properly trained on the CAF process and Customer Assistance System.

Recommendation:

Management should ensure staff assigned to CAFs receive proper training through Customer Service on how to properly manage CAFs and access the Customer Assistance System. Staff should consider monitoring the Customer Assistance System on an ongoing basis for any CAFs their department may receive.

Management Response:

While Safety concurs with the findings, we would like it noted that, as stated in conversations with Internal Audit, Safety is often the secondary party to the CAFs. Several of these should have been the primary responsibility of other departments with Safety copied on the notice. Safety would request that Customer Service consider conducting several training sessions throughout the year for any staff who may have responsibility for engaging in CAF responses and closure to ensure proper handling of CAFs.

Safety has already begun internal discussions on how to better respond to CAFs and will have a more formal process in place soon.

Risk

Internal Audit reviewed Customer Assistance Forms for the Risk department and identified thirty open CAFs from January 2022 – June 2023. The CAFs were open between 31 to 551 days. At the time of this report, these CAFs were still open. Per Customer Service’s Customer Relations Training Manual, it is the responsibility of the designated personnel to respond, investigate, and provide a response to CAFs within a reasonable time. Upon providing a response, it is then the responsibility of the designated personnel to close out that CAF. At the time of this audit the following CAFs had been open for the following amounts of time:

Number of CAFs	Number of Days Open
3	508 - 516
8	418 - 490
4	321 - 376
5	229 - 299
4	104 - 139
3	31 - 80

At the time of this report, all CAFs are currently open in the Customer Assistance System (CAS). Not reviewing complaints may result in issues going unresolved and may pose a negative reputation as it relates to Hampton Road Transit.

Observation No. 8: *Staff designated to handle CAFs are investigating CAFs but are not closing them.*

Recommendation:

Internal Audit recommends ensuring CAFs are investigated once they are received and closed once the investigation is completed. Staff should consider monitoring the Customer Assistance System on an ongoing basis for any CAFs their department may receive. Management should ensure staff designated to respond to CAFs receive appropriate training by contacting Customer Service to schedule training.

Management Response:

Risk concurs with the internal audit report. We have been in contact with Customer Service and have already received formal training on the process of closing out CAFs in the future.

Security

Internal Audit reviewed Customer Assistance Forms for Security and identified seven open CAFs from November 2022 – June 2023. Per Customer Service’s Customer Relations Training Manual, it is the responsibility of the designated personnel to respond, investigate, and provide a response to CAFs within a reasonable time. Upon providing a response, it is then the responsibility of the designated personnel to close out that CAF. Management informed Internal Audit all CAFs were investigated on time. At the time of the audit Security had two CAFs opened for 257 days, one CAF open for 237 days, a second one open for 233 days, a third CAF open for 106 days, another CAF open for 97 days, and one final CAF open for 19 days. Not reviewing complaints may result in issues going unresolved and may pose a negative reputation as it relates to Hampton Road Transit. At the time of this report, all CAFs were closed.

Observation No. 9: *Staff designated to handle CAFs are investigating CAFs but are not closing them.*

Recommendation:

Internal Audit recommends ensuring CAFs are investigated once they are received and closed once the investigation is completed. Management should ensure staff designated to respond to CAFs receive appropriate training by contacting Customer Service to schedule training.

Management Response:

Concur, and request that customer service create and deliver training for accountholders regarding both system use and policy/program expectations.

Ferry

Internal Audit reviewed Customer Assistance Forms for Ferry and identified five open CAFs from August 2022 – December 2022. Per Customer Service’s Customer Relations Training Manual, it is the responsibility of the designated personnel to respond, investigate, and provide a response to CAFs within a reasonable time. Upon providing a response, it is then the responsibility of the designated personnel to close out that CAF. Of the five CAFs, three were valid complaints that had not been investigated by Ferry until July 2023. One had been opened for a period of 266 days, another for 253 days, and the last one 217 days. The other two CAFs were compliments or

suggestions that had not been closed. Not reviewing complaints may result in issues going unresolved and may pose a negative reputation as it relates to Hampton Road Transit. At the time of this report, all CAFs were closed.

Observation No. 10: *Staff designated to handle CAFs are investigating CAFs but are not closing them.*

Recommendation:

Internal Audit recommends ensuring CAFs are investigated once they are received and closed once the investigation is completed. Staff should consider monitoring the Customer Assistance System on an ongoing basis for any CAFs their department may receive. Management should ensure staff designated to respond to CAFs receive appropriate training by contacting Customer Service to schedule training.

Management Response:

Ferry Service Concurs with the finding and recommendation. Staff was unaware of a Customer Relations Training Manual that was available for training.



HAMPTON ROADS TRANSIT
 OCTOBER/DECEMBER 2023
 OPERATIONS AND OVERSIGHT COMMITTEE
 ACTION ITEMS

Date	Action Item	Responsible Party	Due Date	Completed Date & Method
10/12/2023	Update the Commission with what percentage can be split between RTS and Operating Funds at the next Operations and Oversight Committee Meeting for the following Contracts: <ul style="list-style-type: none"> • Contract 23-00250, Applicant Tracking Solution and Learning management System (Renewal). • Contract 23-00246, Heavy Duty Bus Batteries (Renewal). • Contract 23-00245, Mechanics' Tool Supply Service (Renewal). 	Finance	Next Operations and Oversight Committee Meeting	December 7, 2023

Contract No.: 23-00264	Title: Purchase of Thirty-Two (32) 11-Passenger Body on Chassis Paratransit Buses	Contract Amount: \$4,346,560.00
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Acquisition Description: Join on an existing Commonwealth of Virginia, Division of Purchases and Supply (DPS) Contract No. CTR017836 to procure thirty-two (32) 11-Passenger Body on Chassis (BOC) paratransit buses (State Contract) for use on Hampton Roads Transit’s (HRT’s) Paratransit Services contract.

Background: HRT has a requirement to acquire new Paratransit buses to accommodate the growing demand for HRT’s Paratransit services. Using the competitive procurement process, in September 2023, the Commonwealth of Virginia awarded Contract No. CTR017836 to Sonny Merryman, Inc. (Sonny Merryman) to purchase various ADA passenger transit buses with wheelchair lifts during a base term of two (2) years with three (3) additional one-year options. Under the terms of the Contract, as a Virginia state agency, the Transportation District Commission of Hampton Roads dba Hampton Roads Transit (HRT) is considered an additional user. This procurement is to utilize the Sonny Merryman Contract to purchase thirty-two (32) Starcraft Starlite, BOC paratransit buses for use in HRT’s Paratransit Services contract. It should be noted that HRT is often precluded from “piggybacking” on existing state contracts as those agreements often do not include all of the contractual terms mandated by the Federal Transit Administration (FTA). However, DPS included the mandated federal terms in the State Contract, thus allowing HRT to order vehicles pursuant to this agreement.

Contract Approach: The original State Contract was competitively procured with a base unit price of \$111,915.00 for a Starlite BOC/wheelchair lift van. Unit prices for additional features/options were also established at the time of award of the State Contract. Sonny Merryman’s unit price to HRT, including HRT selected options, is \$135,830.00. HRT’s options include an Angel Trax camera surveillance system, addition of double foldaway seats, upgraded TA 712 Super 10 dual compressor air conditioner, and a number of other additional upgrades.

Based on a price analysis conducted by DPS at the time of award of the State Contract, and the fact that the pricing was obtained in a competitive environment, Sonny Merryman’s unit price of \$135,830.00 is deemed fair and reasonable.

All FTA required pre-award audits and certifications confirming Buy America, final assembly and motor vehicle safety standards have been received and verified.

Cost/Funding: This contract will be funded with Federal 5307, Federal Discretionary, State, and ACC funds.

Project Manager: Monique Battle, Associate Project Manager

Contracting Officer: Fevrier Valmond, Assistant Director of Procurement

Contract No.: 23-00264	Title: Purchase of Thirty-Two (32) 11-Passenger Body on Chassis Paratransit Buses	Contract Amount: \$4,346,560.00
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Recommendation: It is respectfully recommended that the Commission approve the award of a contract to Sonny Merryman, Inc. to procure thirty-two (32) Body on Chassis paratransit buses, for use on HRT's Paratransit Services Contract, in the total amount of \$4,346,560.00.

Exercise of Options – January 2024

Contract No.	Title	Description	Total Awarded Value	Period of Performance	Option Year to be Exercised	Total Amount of Option Year
19-00051	Architectural and Engineering Services	To provide architectural and engineering services on a Task Order basis.	\$7,000,000.00	3 yrs. w/2 1-yr. options	Second	\$1,400,000.00
20-00097 A-B	Ferry Repair Services	To provide ferry repair services on a Task Order basis.	\$925,000.00	1 yr. w/4 1-yr. options	Third	\$185,000.00
21-00151	Bus, Light Rail, and Ferry Passenger Amenity Stops Cleaning and Trash Services	To maintain the appearance and cleanliness of Bus, Light Rail, and Ferry passenger amenity stops throughout Hampton Roads	\$4,357,917.00	1 yr. w/2 1-yr. options	Second	\$2,361,637.25

Exercise of Options – February 2024

Contract No.	Title	Description	Total Awarded Value	Period of Performance	Option Year to be Exercised	Total Amount of Option Year
19-00032A	Signage Production Services	To provide signage production services.	\$1,946,173.00	1 yr. w/4 1-yr. options	Fourth	\$421,258.00
19-00032B	Signage Production Services	To provide signage production services.	\$1,543,918.34	1 yr. w/4 1-yr. options	Fourth	\$333,468.18
21-00154	Structured Cabling Services	To maintain, modernize, and expand HRT's structured cabling on an as needed basis.	\$250,000.00	1 yr. w/3 1-yr. options	Second	\$62,500.00

UPCOMING CONTRACTS FOR APPROVAL

Title	Description	Renewal Contract Expiration Date
Avaya Managed Services	To provide managed services for HRT's Avaya PBX telephony system.	10/14/2023
Bottled Gas Services	To provide various sizes and types of compressed bottled gases and other related items.	05/28/2023
Bus Repower Services	To perform the mid-life repower of eight (8) existing buses for restoration to revenue service.	New
Database Administration Managed Services	To provide 24x7 support of all current Production Servers and their associated databases; 8x5 support of all Development/Test Servers and their associated databases; and Database Project Support Services for activities not covered under the Database Administration Managed Services offerings.	New
General Financial Services	To provide general financial consultants to address HRT's various financial needs.	01/27/2024
Human Resources Management System Software and Implementation Services	To implement and support a Human Resource Management System.	New
Legal Services	To provide legal services on an as needed basis.	02/19/2024
Light Rail Vehicle Midlife Overhaul	To provide the complete turnkey provision of Light Rail Vehicle midlife overhauls for a fleet of nine Siemens S70 LRVs.	New
Managed Print Services	To supply and maintain printers and high-performance Multi-Function Devices (MFDs) with all-inclusive consumables and device maintenance agreement based on a monthly print volume.	New
Microsoft Dynamics 365 Finance and Operations Managed Services	To provide managed services for HRT's Microsoft Dynamics 365 Finance and Operations application.	New
Property and Casualty Insurance Brokerage Services	To provide property and casualty insurance brokerage services.	01/02/2024
Provision of Two (2) Non-Revenue Security Vehicles	To procure two (2) Police Interceptor Utility vehicles to expand the fleet of security support vehicles.	New
Provision of Six (6) Non-Revenue Vehicles	To procure five (5) seven (7)-passenger vans and one (1) small cargo van to replace older, less dependable mission critical Operations support vehicles.	New

Roof and Cladding Replacement	To replace the roof and cladding at 3400 Victoria Boulevard.	New
Technology Staffing Services	To provide technology staffing services.	06/23/2024
Uniform Rental Services	To provide uniform rental services, cleaning supplies, and OSHA required first aid items for bus and rail maintenance staff.	08/28/2023