



Transportation District Commission of Hampton Roads
Work Session
Hampton Boardroom
(3400 Victoria Blvd)

July 27, 2023
12:00 – 1:00pm

Agenda

- Call to Order and Purpose The Honorable Dr. Patricia Woodbury, *Chair*
- Agenda William Harrell, *President & CEO*
- Vision, Mission, Values William Harrell
- Goals and Objectives Brian Smith, *Deputy CEO*
- Balanced Scorecard Brian Smith
- Capital Improvement Plan Brian Smith
- Transit Strategic Plan Ray Amoruso, *Chief Planning & Development Officer*
- Workforce Success Kim Wolcott, *Chief Human Resources Officer*
- Wrap Up William Harrell



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TDCHR Work Session July 27, 2023

12:00-1:00pm
2nd floor Boardroom
3400 Victoria Blvd, Hampton

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Agenda

- Vision, Mission, Values, Goals and Objectives
 - Priorities Discussion
- Balanced Scorecard
- Capital Improvement Plan (CIP)
 - Priorities Discussion
- Transit Strategic Plan (TSP)
- Workforce Success
- Next Steps



Vision

A progressive mobility agency that promotes prosperity across Hampton Roads through collaboration and teamwork.

Mission

To connect Hampton Roads with transportation solutions that are reliable, safe, efficient, and sustainable.



Values

Safety

We strive for safety excellence across all areas of our business.

Customer Service

We're committed to professional, courteous and dependable service.

Workforce Success

We're committed to effective hiring, training, and ongoing success of every team member.

Fiscal Responsibility

We're dedicated to diligent stewardship that is accountable, transparent, and delivers the most value for our customers and funding partners.

Goals and Objectives

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

1. Provide reliable, safe, equitable, and desirable service, amenities, and information.
2. Serve people where and when they need to travel.
3. Achieve and maintain a high rate of customer satisfaction.

B. Foster regional quality of life and economic vitality.

1. Contribute to regional congestion mitigation and environmental health and sustainability.
2. Maximize access for residents, employees, and visitors to and between regional activity centers, job centers, and workforce development opportunities.
3. Build community trust as a valuable partner in a thriving region.

Goals and Objectives

C. Ensure financial stewardship and cost-effective operations.

1. Provide cost-efficient transit service that leverages all available resources to offer the best value for the investment.
2. Perform asset management that achieves and maintains a state of good repair and sustainability and maximizes investment impacts.
3. Effectively align and manage resources and processes to maximize workplace productivity, achieve agency goals, and demonstrate safe and sustainable business practices to ensure long-term viability.

D. Build a culture for innovation and workforce success to ensure HRT remains relevant to the dynamic needs of the region.

1. Continue to progress and innovate collaboratively with our partners and stakeholders to improve service to customers.
2. Support a diverse and empowered workforce to strengthen core competencies and support an inclusive and productive workplace.
3. Be an employer of choice and inspire and invest in our workforce and develop future leaders.



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Priorities Discussion

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Priorities Summary – Key Themes:

- Growing ridership
- Effective planning and improved service delivery
- Enhanced marketing
- Expanding outreach and partnerships
- Technology upgrades
- Long-range planning and effective financial stewardship
- Agency-wide workforce recruitment and retention

Discussion

Strategic Considerations

- Prudent financial strategy and management
- Strategic capital programming
 - Leveraging grant programs
- Address long term needs
- Phasing and flexibility to adapt services

Balanced Scorecard (Transit Strategic Plan Table 1-15)

- Themes derived from each set of Objectives that fall under/align to overarching Goals
 - Customer-focused Operations
 - Regional Impact
 - Organizational Performance
 - Workforce Success
- Organizational and operational “Success Factors” organized under each theme

Goals and Objectives	Theme	Success Factor
A: Provide a high-quality service that is easy to use and enhances people's lives.		
A1. Provide reliable, safe, equitable, and desirable service, amenities, and information.	Customer-Focused Operations	<ul style="list-style-type: none">• On-Time Performance• Missed Trips• Ridership by Mode (Unlinked Passenger Trips)• Adherence to Fleet Preventive Maintenance Schedule• Customer Complaints per 100,000 Passenger Boardings• Customer Satisfaction Score• Marketing Impressions
A2. Serve people where and when they need to travel.		
A3. Achieve and maintain a high rate of customer satisfaction.		
B: Foster regional quality of life and economic vitality.		
B1. Contribute to regional congestion mitigation and environmental health and sustainability.	Regional Impact	<ul style="list-style-type: none">• Population Within 1/4 Mile of Bus Stops• Low-Income Community Population Within 1/4 Mile of Bus Stops• Jobs Within 1/4 Mile of Bus Stops• Number of Major Employment Sites Directly Connected to Transit Services• Number of Corporate Partnerships• Public Outreach Customer Conversions• Number of Access Opportunities to Educational Institutions
B2. Maximize access for residents, employees, and visitors to and between regional activity centers, job centers, and workforce development opportunities.		
B3. Build community trust as a valuable partner in a thriving region.		
C: Ensure financial stewardship and cost-effective operations.		
C1. Provide cost-efficient transit service that leverages all available resources to offer the best value for the investment.	Organizational Performance	<ul style="list-style-type: none">• Preventable Accidents per 100,000 Vehicle Revenue Miles• Operating Budget Variance to Actual• Passenger and Parking Facilities Condition Rating• Mean Distance Between Service Interruption• Administrative and Maintenance Facilities Condition Rating• Agency Generated Revenue• Total Cost per Total Vehicle Revenue Hour
C2. Perform asset management that achieves and maintains a state of good repair and sustainability and maximizes investment impacts.		
C3. Effectively align and manage resources and processes to maximize workplace productivity, achieve agency goals, and demonstrate safe and sustainable business practices to ensure long-term viability.		
D: Build a culture for innovation and workforce success to ensure HRT remains relevant to the dynamic needs of the region.		
D1. Continue to progress and innovate collaboratively with our partners and stakeholders to improve service to customers.	Workforce Success	<ul style="list-style-type: none">• Retention Rate (Operations and Agency-wide)• Percentage of Promotions• Overall Workforce Diversity (Gender, Race)• Completed Administrative Employee Training• Completed Safety Training by Job Category
D2. Support a diverse and empowered workforce to strengthen core competencies and support an inclusive and productive workplace.		
D3. Be an employer of choice and inspire and invest in our workforce and develop future leaders.		



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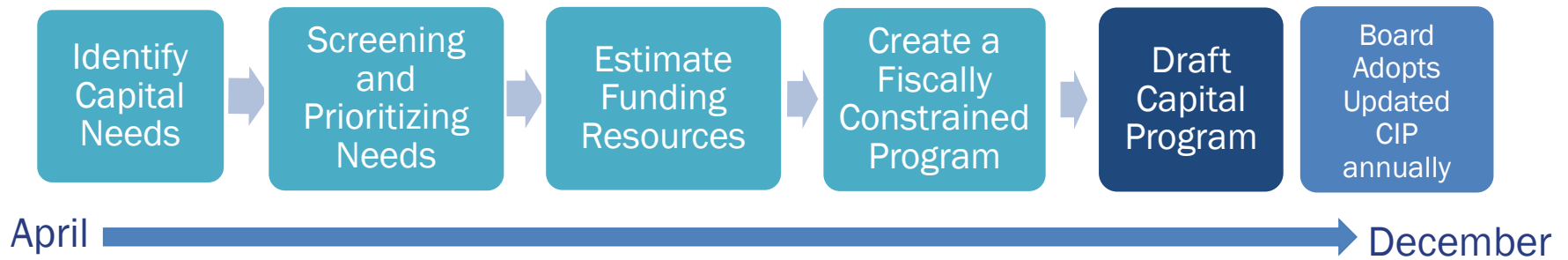
Capital Improvement Plan (CIP)

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Planned Work Session Topics

- Today – **CIP Process, Programming & Priorities**
- August 24 (Norfolk) – Technology, Light Rail
- September 28 (Hampton) – Facilities, Electrification, Safety and Security
- October 26 (Norfolk) – Operations (Fleet Plan), Complete Draft FY25-34 CIP
- December 14 (Norfolk) – CIP Adoption vote

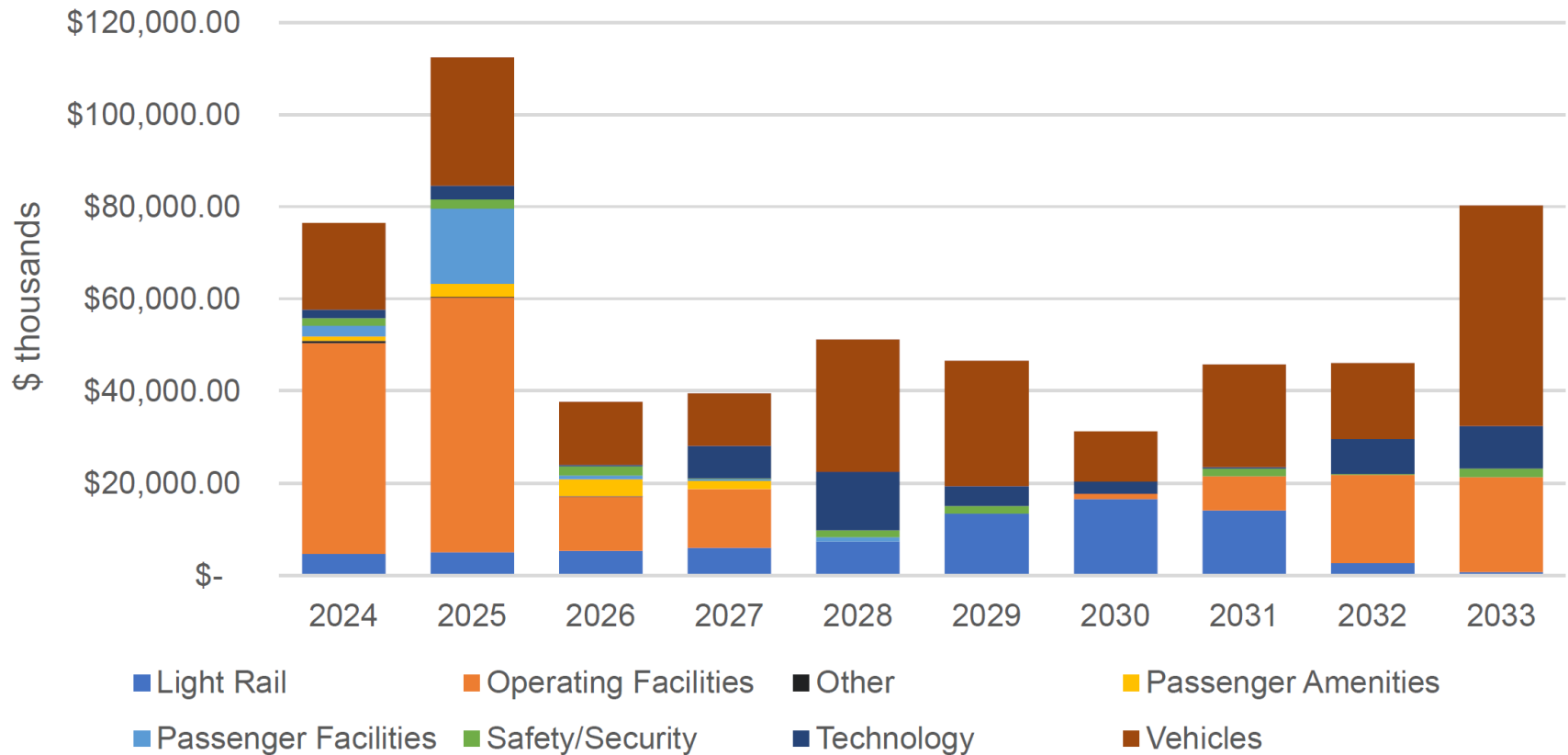
Process



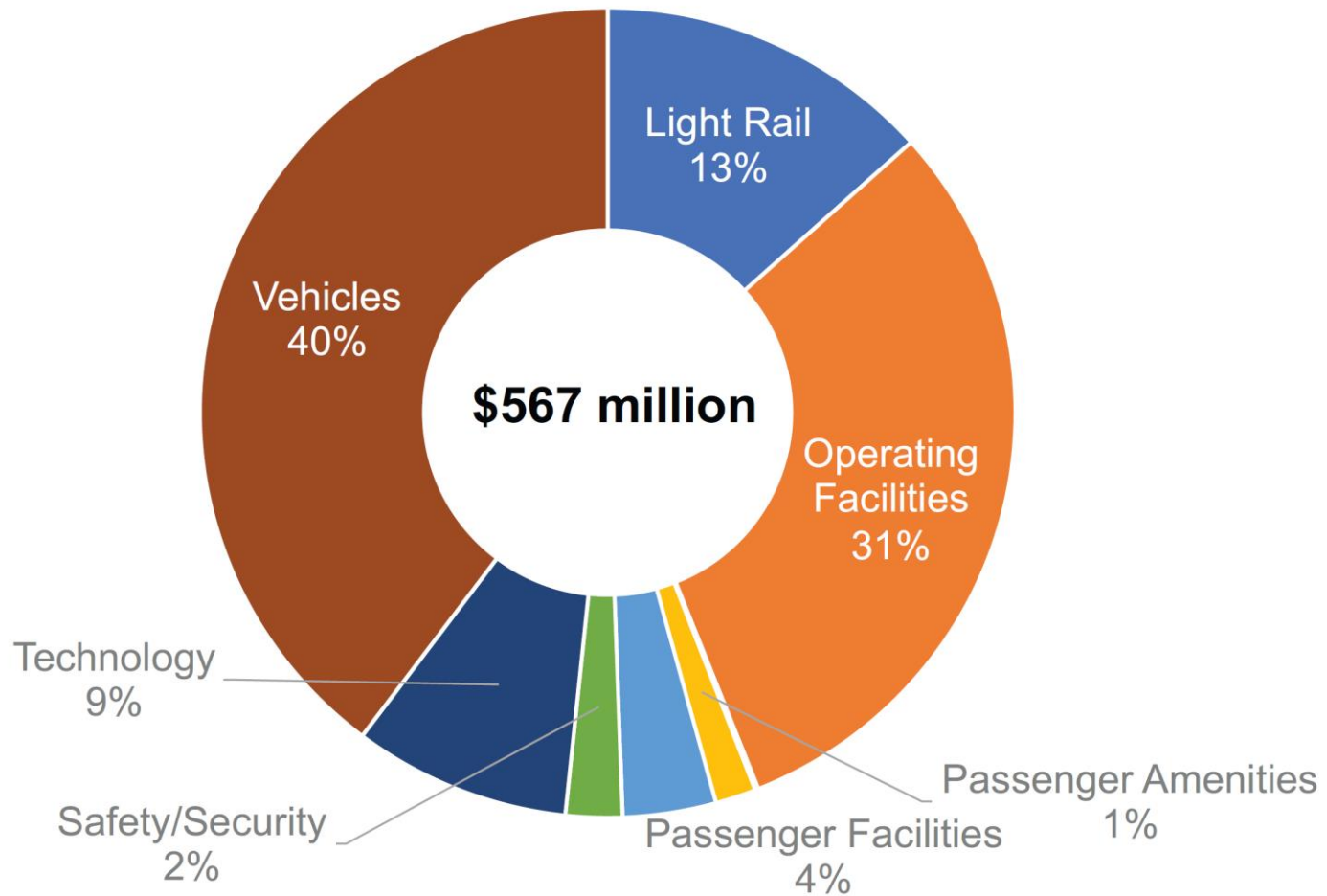
Current 10-Year CIP (FY24-33)

- \$567M programmed for 63 projects
- First CIP to incorporate Electrification
- Prioritization based on criteria including Customer Experience & Service Delivery, Efficiency & Effectiveness, State of Good Repair, Risk Reduction
- Leverage matching funds
- Meet regulatory and eligibility requirements

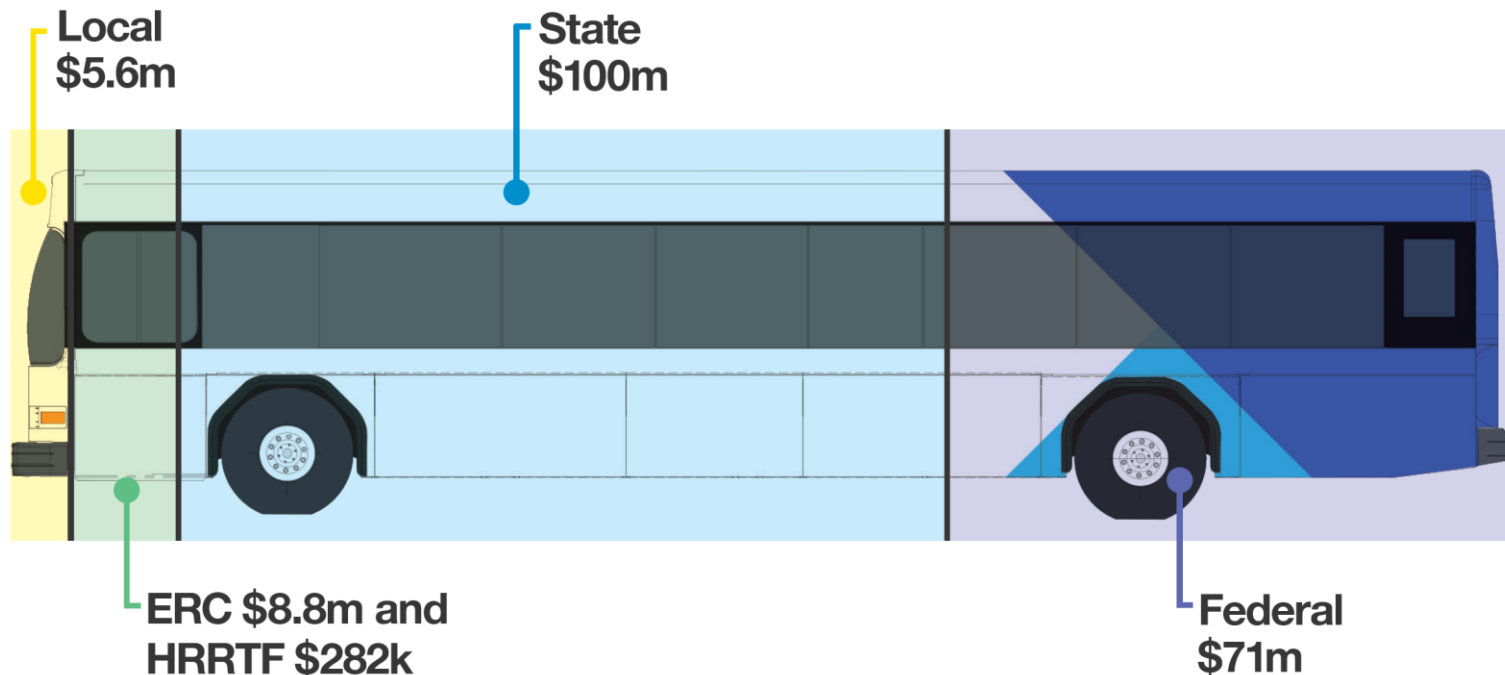
Funding by Year and Project Type



Funding Distribution (FY24-33)



Supporting a Reliable Fleet: Bus Replacement and Mid-life Overhauls

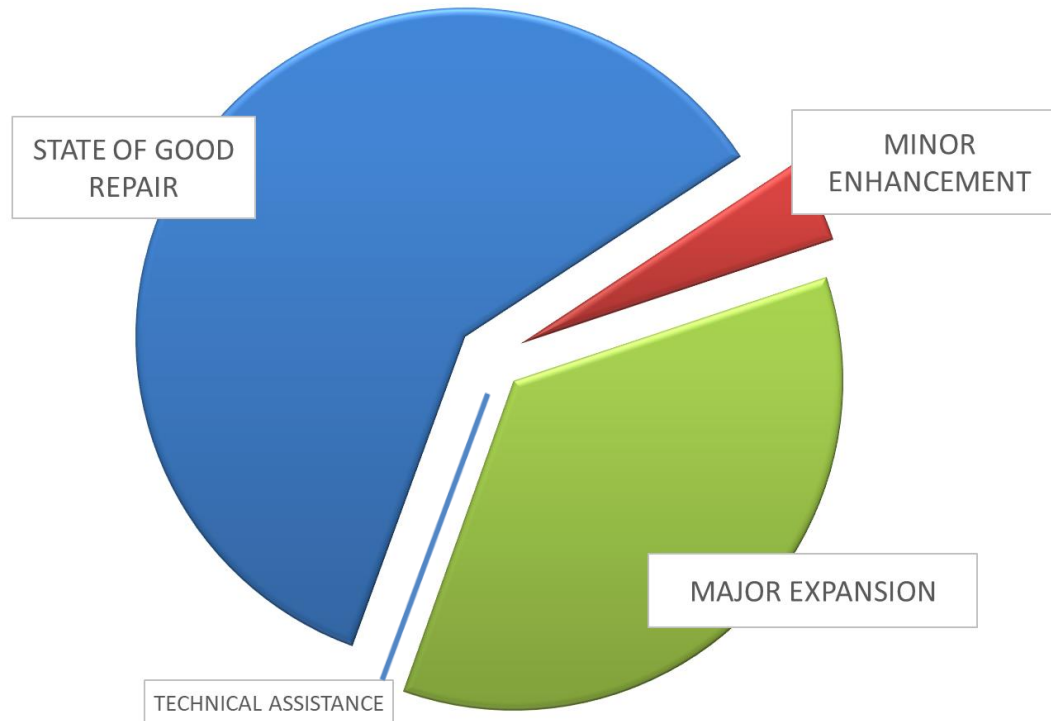


Local Funding (\$5.6 million) – equivalent of 9 diesel buses – is programmed to match other funding for **158 new replacement buses** (including 60 Battery Electric Buses) and overhaul over **200 buses for mid-life upkeep**.

Regular vehicle maintenance and replacement help minimize breakdowns, allowing HRT to provide quality service across the region.

CIP by Category

Year:	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total	% of Total
Total:	76,413	112,491	37,646	39,497	51,165	46,628	31,176	45,707	46,123	80,338	567,183	100.0%
Subtotals:												
State of Good Repair	25,624	38,864	23,222	25,157	46,675	43,533	26,580	36,581	19,538	55,751	341,523	60.2%
Minor Enhancement	2,751	3,155	807	4,724	2,825	1,395	0	0	5,730	2,093	23,479	4.1%
Major Expansion	47,824	70,189	13,483	9,617	1,665	1,700	4,596	9,126	20,855	22,495	201,550	35.5%
Technical Assistance	215	282	134	0	0	0	0	0	0	0	631	0.1%



Priorities Summary – Key Themes:

- Continued focus on achieving and maintaining State of Good Repair
- Ensure CIP is strategically aligned to Transit Strategic Plan
- Solidify and update to cover Fleet and Safety Needs
- Maximize use of discretionary grant funding where feasible

Discussion



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Transit Strategic Plan (TSP)

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10-Year Transit Strategic Plan (TSP)

- Mandated by state law
- 10-year planning horizon
- A “living document” updated annually and Major Update every 5 years
 - June 2020 TSP was the first 10-year plan
 - HRT has updated the document annually for the last three years (most recent adopted in December 2022)
 - This year we will prepare our 4th annual update (minor) and bring that forward for adoption in December 2023

TSP Chapters Overview

CHAPTER 1

System Overview and Strategic Vision

CHAPTER 2

System Performance and Operations Analysis

CHAPTER 3

Planned Improvements and Modifications

CHAPTER 4

Implementation Plan

CHAPTER 5

Financial Plan

CHAPTER 6

Hampton Roads Regional Transit Program

TSP Appendices Overview



10-Year Transit Strategic Plan (TSP)

- TSP Major Update will commence later this calendar year
- Ideal time to examine performance of entire transit network outside of the RTS routes:
 - 13 Regional Backbone routes
 - 9 MAX Routes
 - 5 PCS routes
- There are 44 other “local”/coverage routes
 - Examine route performance in terms of ridership, coverage and operator resource needs
 - Develop a System Optimization Plan



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HRT System Optimization Plan

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System Optimization Plan - Goals

- Reverse / mitigate trends of ridership loss
- Improve service performance / efficiency
- Ensure fiscal sustainability
- Address changing travel market demands
- Improve service quality
- Remain competitive

System Optimization Plan

- Value employee health, safety and well-being
 - Improving service network alignment to bus operator availability
- “Equity” is a priority for any service adjustments
 - Post pandemic customer base needs to receive dependable service
 - Title VI will guide any recommended service adjustments
- Understand post pandemic ridership trends
 - O & D survey results
- Look at historic underperforming routes
 - Balance ‘resource availability’ with integrity of transit network



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Workforce Success

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Workforce Success – Hiring/Retention

- Continue \$1.25 premium on hours worked for union positions to maintain competitive wages
- Collaboration with Union Leadership establishing a mentor program for bus operators with plans to establish an internship program for mechanics
- Employee Committees focused on recruitment, retention, rewards, recognition and diversity
- Expanding community outreach initiatives in areas such as re-entry programs, adult education programs, and adults transitioning out of foster care

**40% Increase in Full-time
Bus Operators Hired**



**163% Increase in Part-time
Bus Operators Hired**



**81.6% Agency Retention
Rate for FY23**



Workforce Success – Training/Development

- L.E.A.D program:
 - 92 employees graduated
 - Current session has 46 participants
 - Expand program to include specialized training for Operators interested in Management positions
- Focus on collaboration and strategic development of all training programs at HRT
- Succession planning

92 Graduates from L.E.A.D.
Program



26% of Graduates were
promoted



46% of Administrative
vacancies filled by internal
promotions

Next Steps

- Incorporating Board input into strategies documented in HRT's strategic plan and other guiding documents
- Meetings with City staff: Local TSPs, Transit Strategic Plan, Local priorities, key issues
- Work sessions and Updates: August-October
- Board vote on CIP and TSP updates: December