



**TLG and LMC 2016 Case Study Application**  
**Future Ready Communities**



**DUE:** September 4, 2015

**Email to:** Ryan Spillers at [rspillers@transformgov.org](mailto:rspillers@transformgov.org)

**COVER PAGE**

1. Case Study Title: The Impact of Regional Governmental Collaboration for Tampa Bay Transit Operations: Regional Revenue Collection and Inter-Jurisdictional Mobility Project

2. Case Study Category (Select only one, selection identified by highlighting your choice):

Planning for Your Future

Creating an Inclusive Community

**Reinventing Local Government**

Community Networks

Blinders

3. Jurisdiction Name: Hillsborough Transit Authority (HART), Tampa, Florida

4. Jurisdiction Population (US Census): 1,229,226

5. Would you like the application to be considered for our Rapid Fire Session? (Rapid Fire presentations are fast-paced, entertaining, interactive presentations. Each jurisdiction will have five minutes to make their presentations using 15 PPT slides set on auto-forward primarily containing photos/graphics. Participants will be seated at round tables to facilitate an energetic idea exchange. A cash bar will be available.)

**YES**

NO

6. Project Leader (Primary Contact for case study notification):

Name: Jeffrey Seward

Title: Chief Financial Officer

Department: Finance

Phone Number: (813) 384-6386

eMail: [sewardj@gohart.org](mailto:sewardj@gohart.org)

US Mail Address, including zip code: 1201 E. 7<sup>th</sup> Avenue, Tampa, FL 33605

Twitter Account: @GOHART

List additional presenters contact information below:

N/A

1. Presentation title and description of the innovation. *100 word maximum.*

Regional Revenue Collection and Inter-Jurisdictional Mobility Project; in November of 2012, Hillsborough Regional Transit Authority (HART) convened a regional working group consisting of transit agencies and transit providers from Hillsborough, Pinellas, Pasco, Citrus, Hernando,

Manatee, Sarasota and Polk Counties to begin working together to develop a regional approach to revenue collection that will not only modernize the process of the collection of fixed-route fares, but also enhance the mobility of passengers between its respective jurisdictions.

2. When and how was the program, policy or initiative originally conceived in your jurisdiction? *100 word maximum.*

After coming onboard in 2011, HART's CFO questioned staff why replacement of the agency's fareboxes was consistently unfunded in the Capital Improvement Program year after year, when current fareboxes were requiring constant repairs and the technology was outdated. The CFO contacted County transit agencies making up the greater Tampa Bay region and convened a Working Group where a regional approach to revenue collection could be utilized to address funding issues and for the first time in Florida, have multiple transit agencies look at having its patrons move between jurisdictions seamlessly with one fare media.

3. How exactly is the program or policy innovative? How has your innovation changed previous processes, products or services? *100 word maximum.*

Transit agencies in Florida, whether autonomous Special Districts or County departments, are typically internally motivated; that is, with the historical lack of funding, agencies focus more on internal solutions and agency-centric funding requests, than collaborating with a neighboring agency. This project breaks that paradigm by collaboratively approaching not only the technology on a regional basis, but the funding, policy and procurement process. This effort provides a new model where activities ranging from shared technology, to joint procurements, to addressing climate change and joint legislative agendas are now being addressed on a regional level – something never attempted or achieved before.

4. Explain how the program or initiative substantially stretched or improved the boundaries of ordinary governmental operations. *200 word maximum.*

In two key specific areas: Collaboration and Regionalism. First, collaboration between the 8-regional transit providers has been hit and mostly miss in the past; although there are joint procurements (such as a fuel consortium) and inter-jurisdictional routes, there is little collaboration in actual deliverables of service. This project has shown not only the ability for the agencies to collaborate effectively, but also learn from one another, whether it be in internal delivery of service, or different service models. Second, although there are a myriad of regional transportation planning agencies in the Tampa Bay region (MPOs, FDOT, TBARTA), the transit agencies are segregated by taxing districts and even the MPOs; this project has stretched the concept of regional planning and coordination. This effort has allowed a more broad approach to addressing overall transit needs in the region, infusing a focus on patron experience. The idea that a rider in one jurisdiction can travel into another jurisdiction with one fare media allowing a seamless transfer, drives this regional approach. The project has also spurred the discussion on regional legislative priorities, which are being developed to ensure there is not a "cross-compete" for the same funding sources which would benefit the entire region.

5. What individuals or groups are considered the primary initiators of your program? How does the innovation engage stakeholders or demonstrate high performance teaming? Were strategic partnerships and/or community networks developed as a result of the innovation? *200 word maximum.*

The primary initiator of the program was HART's CFO; developing the Regional Working Group, crafting the initial project charter and interlocal agreements, and bringing in all 8-transit

agencies, as well as the Florida DOT and the Tampa Bay Area Regional Transportation Authority.

The project engages stakeholders by consistently having the project as a topic of discussion at agency Board meetings, regional transportation meetings, public transportation and government conferences and community discussions. Members of each agency are consistently working together on the effort, even traveling together to functions pertaining to this project.

The working group has demonstrated high-performance teaming by working together over the past year on a very robust, and detailed-oriented regional Concept of Operations and technical requirements document. The energy and enthusiasm of the multi-agency working group has been an inspiration for other efforts, even lauded by local politicians and government leaders as an example to follow.

The working group forged strategic partnerships by initiating MOUs, Interlocals and JPAs with each agency, as well as developing inter-state relationships between Florida DOT Districts resulting in this effort being the first transit related project in the State of Florida where Florida DOT is allowing a cross-District spend of funds.

6. If a private consultant was used please describe their involvement, identify the consultant and/or firm and provide contact information. *100 word maximum.*

Although HART did not employ a consultant to help create or initiate the working group, it did use a consultant to help through the requirements document development and solicitation process. The consultant is LTK Engineering Services; primary contact for this engagement is Mr. John McGee, Senior Consultant, 610-220-7716.

7. To what extent do you believe your program or policy initiative is potentially replicable within other jurisdictions and why? To your knowledge, have any other jurisdictions or organizations established programs or implemented policies modeled specifically on this project? Please provide verification of the replication. *200 word maximum.*

Absolutely replicable! Approaching not only policy initiatives, but service or technical deliverables to constituents on a regional basis, using the Tampa Bay model is absolutely able to be replicated. Aside from access to Federal and/or State dollars the benefits of looking at service delivery from a region is a practical planning tool which leverages the strengths of each of the jurisdictions, addresses the elimination of redundancy and duplicity in service, technology, and policy.

Although unaware of others replicating, the Tampa Bay region is utilizing the model to address two additional initiatives. First, a comprehensive assessment of transit specific technologies is being conducted. The goal is to develop a funding request to ensure all 8-agencies have technology that is inter-operable and a move toward a single vendor for cost savings. The second is a climate resiliency initiative where impacts of climate change/extreme weather will be assessed as a region to include 8 counties, 10 municipalities, and 8 transit providers to ensure transit is not inhibited by weather events in the case of evacuations or current service delivery (e.g. storm water, roads, etc.). Each of these initiatives follows the model of working groups, agreements and advocacy being used on the farebox effort.

8. What were the costs? What were the savings? *100 word maximum.*

The costs for developing the working group and subsequent deliverables was a cost of doing business. However, estimates for total cost savings from the project which was generated from the working group is as follows:

Direct cumulative cost savings to the region over a 10-year period is estimated at \$5 million with an indirect annual savings between \$600,000 - \$3 million, per agency, by reducing the boarding/idling time from 1 to 5 minutes. Another in-direct cost savings of \$2.9 million (per agency, average) can be achieved by eliminating the printing of fare media and reducing costs for cash/coin collection.

9. Please describe the most significant obstacle(s) encountered thus far by your program. How have they been dealt with? Which ones remain? *200 word maximum.*

Expediency, or lack of, with final deliverables of the working group...initiated in 2011, the working group established the regional framework for the effort early and often, with the HART CFO speaking to each of the County Commissioners and regional transportation agencies, garnering the necessary support and buy-in. The original plan was to move forward with defining requirements over a year period of time, but the Florida DOT saw this effort as a project which could be used as a template around the State and provided earlier than anticipated funding – this accelerated the process too quickly to the point where the first solicitation was cancelled due to lack of competition (actually due to lack of SMEs within the region not writing the requirements accurately). Fortunately, a much more detailed approach, and with the help of LTK, the requirements were developed and a second solicitation garnered much competition. Unfortunately, the timeline got pushed out for implementation into 2016...managing expectations has been crucial. Ensuring the delay is clearly articulated as the result of being much more thorough and ensuring regional needs are met, versus the delay being seen as the result of approaching it regionally, have been key and will continue until deployment.

10. What outcomes did this program or policy have? What baseline data did you collect? How did you measure the change based on the intervention, and why do you believe in the credibility of this assessment? *200 word maximum.*

Quantifiable metrics of the regional collaboration have not been assessed, nor can they clearly be articulated. Overall efficiencies and cost-savings by the deliverables of the regional collaboration will be the true driving metrics of measuring regional cooperation.

11. Has the program received any press or other media coverage to date? If yes, please list the sources and briefly describe relevant coverage. *100 word maximum.*

SaintPetersBlog – March 2, 2015

Hillsborough Transit Agency has \$50 Million in Needs from Tallahassee

<http://www.saintpetersblog.com/archives/183411>

Tampa Bay Times – April 6, 2015

HART Board Discusses Transportation Priorities

<http://www.tampabay.com/news/transportation/hart-board-discusses-transportation-priorities-goals-and-budgets/2224377>

Mass Transit Magazine – May 5, 2015

HART Seeks Grants for Regional Fare Collection System

[http://www.masstransitmag.com/press\\_release/12071133/hart-seeks-grants-for-regional-fare-collection-system](http://www.masstransitmag.com/press_release/12071133/hart-seeks-grants-for-regional-fare-collection-system)

Transit Wire – May 6, 2015  
HART Leading Effort to Secure Federal and State Funds to Complete Regional Fare Collection System for Tampa Bay area  
<http://www.thetransitwire.com/2015/05/06/hart-seeks-funds-for-regional-fare-project/>

Tampa Bay Times – August 31, 2015  
HART, PSTA will Work Together to sell Tallahassee on Regional Bus Fare System  
<http://www.tampabay.com/news/transportation/masstransit/hart-psta-will-work-together-to-sell-tallahassee-on-regional-bus-fare/2243571>

Mass Transit Magazine – May 7, 2013  
HART Announces Groundbreaking Regional Fare Initiative  
[http://www.masstransitmag.com/press\\_release/10938502/fl-hart-announces-groundbreaking-regional-fare-initiative](http://www.masstransitmag.com/press_release/10938502/fl-hart-announces-groundbreaking-regional-fare-initiative)

12. Please provide web links where the innovation can be seen/tested (in the case of something that is web-based) *100 word maximum*.

Not applicable.

13. Please provide any key references and their contact information who can be interviewed/called to discuss the innovation and its impact. *100 word maximum*.

The Honorable Mike Suarez, Tampa City Councilman; Chair, Hillsborough Regional Transit Authority (HART) Board of Directors: 813-274-7072

The Honorable Ben Jonson, City of Clearwater Councilman; Chair, Pinellas Suncoast Transit Authority: 727-562-4050

The Honorable Ronnie Duncan, Chairman, Tampa Bay Area Regional Transportation Authority (TBARTA): 813-282-8200

Ms. Katharine Eagan, Chief Executive Officer, Hillsborough Regional Transit Authority (HART): 813-442-9892

Mr. Ray Chiaramonte, Executive Director, Tampa Bay Area Regional Transportation Authority (TBARTA): 813-282-8200

Mr. Brad Miller, Chief Executive Officer, Pinellas Suncoast Transit Authority (PSTA): 727-540-1807

14. You've been to a lot of conferences. TLG should be a unique experience for everyone. Describe how your case study presentation will be different than other conference presentations. *200 word maximum*.
- How will you make the session creative and unique?
  - How do you plan to be both entertaining and educational?
  - Include a description of how your session will facilitate group activities and/or interaction.

There is nothing worse than traveling 800 miles to watch, and listen, to someone reel off every bullet point on their PowerPoint presentation. I prefer engaging, participatory opportunities to share information, lessons learned, and garner feedback and advice/recommendations from the audience. Using this project as a foundation for the discussion, allow the audience to be participatory in showing the impacts of regional collaboration by interactive exchanges on the pros and cons and obstacles to achieving regional collaboration. Breaking the audience into “agencies” that are located in separate taxing districts, separated by geographic landmarks, etc. and allowing a case study, such as this one, to show the “give and take” and efficiencies gained by regional cooperation to our stakeholders, citizens and taxpayers. The use of multi-media, (yes, PowerPoint will still be required, or perhaps a Prezi), but also video clips and a little humor sprinkled in to make it more like a facilitated college course, versus a typical conference presentation.

15. Anything else you would like to add? *200 word maximum.*

We are very proud of this effort in the Tampa Bay region and, honestly, are using it as a foundation and catalyst to jump start further regional collaboration discussions pertaining to transportation. This is a story, however, that can resonate and be replicated on any governmental service level, outside of the transit or transportation realm; services such as fire/rescue, 911, call centers, collaborative and joint procurements for services or products, information technology and so on. Hearing the story, and seeing its impact and opening of future opportunities, can most definitely showcase an innovative approach to government service delivery on a regional basis.