

**HILLSBOROUGH AREA REGIONAL TRANSIT
AUTHORITY
FISCAL YEAR 2002
ADOPTED
OPERATING AND CAPITAL BUDGETS**

**Adopted
September 24, 2001**

**DIRECTORY OF OFFICIALS
HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY**

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INTRODUCTION

OVERVIEW

In October 1979, The Hillsborough Area Regional Transit Authority was created pursuant to Florida Statute 163.365 to plan, finance, acquire, construct, operate and maintain mass transit facilities and supply transportation assistance in Hillsborough County. The member jurisdictions are Hillsborough County and the Cities of Tampa and Temple Terrace. Jurisdictions contiguous to those of its current members are also eligible to become members of HART.

HART is governed by a Board of Directors comprised of eleven representatives appointed by the governing bodies of its members and the Governor of the State of Florida. Five are appointed by the Hillsborough County Board of County Commissioners, three by the City of Tampa, one by the City of Temple Terrace and two by the Governor.

The Board of Directors has adopted the following statement as the Authority's mission:

The mission of the Hillsborough Area Regional Transit Authority (HART) is to provide a safe, convenient and effective mass transit system that is a viable transportation alternative for Hillsborough County residents, including transit dependent and transportation disadvantaged people; to increase the capacity of the surface transportation system; and help reduce air pollution and contribute to the local economy.

To carry out its mission, HART provides the following services: local and express bus service, transportation for disabled persons on HARTaccess, HARTlink and HARTflex with 100 percent wheelchair/bike accessible buses; park-and-rides, transit centers, and over 4,000 bus stops, some with benches and shelters; circulator service on South County, Town and County, the University Area, and Plant City; travel planning assistance, travel training and coordinates with Bay Area Commuter Services to promote van and car pooling, as well as the Transportation Disadvantaged Coordinating Board and Community Transportation Coordinator.

MEETING THE TRANSIT CHALLENGE: CHANGING MARKETS/HEIGHTENED EXPECTATIONS

Each new budget carries with it opportunities to serve new markets, bring in new riders, and provide better service to our existing customer base. Unfortunately, it is rarely possible to do all three at the same time due to limited financial resources. HART's continued reliance on a half mil property tax levy has dictated a budget balancing act that involves attempting to do as much of the first two, without sacrificing the third.

Over the past 10-12 years HART has attempted to accommodate growth in the community largely through grant sources, while using ad valorem tax funding to preserve its basic services and ridership base. These decisions have been made with the understanding that responding to

changing population growth and development patterns was not possible given available funding. Even with the growth of the property tax base, and federal and state grants, HART has had difficulty in maintaining adequate levels of basic service. And, as our bus fleet ages, service reliability and passenger comfort are being impaired, even as maintenance costs increase.

HART also has some very significant accomplishments during the same period. In the past year, we assumed the operation of ADA paratransit service. The County had previously delivered the service as a contractor to HART. This move has earned HART much praise from members of the disabled community. Service levels, responsiveness, scheduling, and on-time performance have all improved significantly since HART took over the service. The down side of this better level of service is that it has increased costs associated with it. An aggressive bus shelter building program is beginning to make a noticeable impact on patron comfort and security, but it too has attendant maintenance and upkeep cost implications. Core HART ridership continues a multi-year positive growth trend, with current year ridership up between 4 and 5 percent. This growth rate is slightly ahead of the national growth trend in transit ridership, a trend that is exceeding the rate for auto vehicle miles traveled (VMT) for the first time since World War II.

Some of the most significant impacts on HART operations have come from the land-use decisions that have shaped the community. City and County zoning and development decisions have spread new homes and businesses across much of the thousand square miles of Hillsborough County, often without regard to the availability of urban services, such as transit. Recent events have illustrated the difficulty often encountered by HART in attempting to gain access, and offer bus service, to major destinations within the County. Demands for more and better bus service, and for new services such as rail transit, spread over such a large geographical area, will continue to stretch HART budget resources to the limit

All of these factors will need to be considered by the HART Board as it moves to adopt the FY2002 Annual Budget, and as it considers new sources of revenue for the foreseeable future.

FINANCIAL SITUATION

HART must operate within a balanced budget. Operation of the transit system is financed primarily by ad valorem revenue and passenger fares, which combined, comprise approximately 75 percent of revenues. The remaining balance comes from federal, state and local grants and/or special operating assistance. Over the years, expenses have grown faster than revenue sources. In 2000, fuel costs increased substantially, and the gear up and implementation of in-house delivery of paratransit service has resulted in a dramatic growth in demand for the service. This combined with inflation has pushed HART to the limit of all available funding.

HART has been able to operate services within available financing since 1977 without service cuts. This is a result of good management and careful attention to detail as well as several significant events such as the Florida Retirement System contribution rate dropping in 1998, higher than anticipated ad valorem revenue collected in 1998, 1999 and 2000, and the Florida Department of Transportation, City of Tampa and Hillsborough County creating a tri-party interlocal agreement to

provide deficit funding used in fiscal years 2000 and 2001. Even with this assistance, HART has had operating deficits, which have nearly depleted its contingency reserve balance.

HART's staff and its Board of Directors have been aggressively pursuing ways to enhance current funding and/or identify new funding sources. During 1999, following considerable discussion among community groups, including a special Committee of 99 persons appointed by the Board of County Commissioners (BOCC), and a number of transportation workshops, the BOCC determined that it could not proceed with new funding for transportation needs. In light of the fact that the BOCC chose not to support a funding mechanism for transportation, it was necessary for HART to proceed to identify additional funding sources. Funding possibilities included a referendum allowing an increase in the ad valorem or identification of some other funding source to pay for continued transit services in Hillsborough County. In July 2000, after viewing all options, the HART Board of Directors determined that it would remain committed to a course of action that includes a referendum in 2002 at the General Election for a broad based transportation sales tax and passed the following motion:

- *That HART initiate pursuit of a sales tax as a source of increased revenues,*
- *That this sales tax be placed on a referendum at the 2002 general election,*
- *That HART pursue necessary changes to state enabling legislation,*
- *That the purpose of increased revenues be to increase overall HART revenues in an amount consistent with the recommendations of the Committee of 99,*
- *That HART expresses a willingness to not levy its ad valorem tax in order to make the joint package of HART and Hillsborough County transportation enhancements more attractive to voters,*
- *That the HART ad valorem be automatically reinstated upon the termination of the sales tax revenues,*
- *Finally, that HART undertake a series of public forums to discuss all the transportation needs of the community, not just transit. And that said forums should be held in the communities, with substantial efforts being made to be as inclusive as possible.*

HART has transmitted this motion to the Chairman of the Board of County Commissioners along with a written request that the BOCC remain committed to assisting HART with special deficit funding until the referendum is approved.

Management strategies to control costs have included the use of buses with better fuel economy; savings in risk management and a rigorous approach to responding promptly to claims which results in lower expenditures; and a labor contract allowing wages to be varied depending on the type of bus service provided. A shift of fixed routes from large buses to small buses on some routes has reduced

fuel usage and labor costs. HART is maximizing capital funds for operating expenses when allowed under federal guidelines. This strategy is allowed for bus maintenance and for paratransit services.

In this FY2002 proposed budget, ad valorem revenues are projected to increase 13% over 2001, some fare modifications are under consideration, and no operating deficit funding is included from the City of Tampa or Hillsborough County other than for Sunday Service, Circulators, Mobility Study and Impact Fees. HART will maintain the practice of reviewing and strengthening current bus service with changes in service and this budget includes some service cuts and employee layoffs targeted to efficiency measures necessary to balance the budget and achieve the Board goal of replacing some of the depleted reserve funds.

FISCAL YEAR 2002 BUDGET ADOPTION TIME TABLE

March-August	Budget workshops held with full Board or Finance Committee meetings.
May 21	Proposed Fiscal Year 2002 Operating and Capital Budget submitted to Board.
June 30	Tax roll is certified by Property Appraiser.
Late July	Within thirty-five (35) days of certification of tax roll, HART advises Property Appraiser of proposed millage rate, the rolled back millage rate and date, time and place of a public hearing to consider proposed millage rate and tentative budget.
August 6	HART Board approves taking the tentative budget to public hearings.
September 10	The first public hearing will be held on the proposed budget and millage. <u>At this hearing, the Board must adopt a tentative millage and budget; therefore, a quorum of the Board must be present.</u> Within fifteen (15) days after the first public hearing, HART must advertise its intent to finally adopt the millage rate and budget.
September 24	Final public hearing will be held. <u>At the completion of this public hearing, the Board must adopt a final budget and adopt a resolution setting the millage rate. A quorum of the Board must be present at this hearing.</u>
Mid-October	Within thirty (30) days following adoption of its millage and budget resolutions, HART must certify that it has complied with the provisions of Chapter 200, Florida Statutes, to the Division of Ad Valorem Tax, Department of Revenue.

FISCAL YEAR 2001 - 2002 BUDGET

REVENUE AND EXPENSE ASSUMPTIONS

REVENUES

1. Passenger Fares Revenue budgeted for fiscal year 2001-2002 assumes a moderate growth in ridership, a continued shift of passengers to discount passes and a modest fare increase.
2. Charter Revenues are generated when HART becomes a subcontractor for a private charter company. Federal law prohibits transit authorities from directly competing with charter companies. However, should such a company need additional capacity or specialized equipment (i.e., wheelchair lift equipped accessible buses) to provide a charter, they are able to subcontract the work to the transit authority. Revenue from this type of service is, therefore, difficult to predict and has no budget amount for fiscal year 2001-2002.
3. Other System Generated Revenue includes funds generated from interior and exterior bus advertising as prescribed by contract, interest income on investments, and other minor miscellaneous revenues.
4. Ad Valorem Tax revenue is appropriated to four lines of the budget. The appropriations are broken out as follows: Operating Ad Valorem - \$17,903,000; Self Insurance Liability Fund Ad Valorem - \$1,100,000; Self Insurance Workers Compensations Fund Ad Valorem - \$900,000; and Capital and Special Projects Fund Ad Valorem - \$300,000. The total of \$20,203,000 assumes a 14 percent increase over last fiscal year budget total of \$17,672,000 in the same lines. This is based on the certified tax roll from the Property Appraiser's Office that was delivered on June 28, 2001 indicating the gross taxable property values increased from \$36,885,307,395 last year to \$41,653,158,420. HART is required by law to budget a minimum of 95 percent of the projected receipts from the gross tax role. Actual collections have ranged between 96 and 97 percent of total projected based on the gross tax role. In fiscal year 2001, HART budgeted 96 percent of the proceeds and will actually receive between \$10,000 to \$50,000 more than budgeted. This budget includes 97 percent of the estimated receipts at a millage rate of 0.50, which is the maximum millage rate available to HART.
5. FTA Revenue includes Section 5311 grant funds that are exclusively for rural service and are dedicated to South County service.
6. State Revenue includes Florida Department of Transportation (FDOT) Block Grant funds and other State funds for service development projects. The US 41 service development grant is not expected to be funded in 2002.

7. Anticipated State Operating Grant is assumed to be completely drawn down in fiscal year 2000-2001 with no balance carried forward into fiscal year 2001-2002. These funds were the State's share of the interlocal agreement between the Florida Department of Transportation, the City of Tampa, Hillsborough County and HART to fund the projected deficit needed for HART to maintain current service.
8. Intergovernmental Transfers includes funds from the City of Tampa (\$250,000) and Hillsborough County (\$310,000) for Sunday Service.

EXPENSES

1. Salaries and Fringes assumes all budgeted positions are filled throughout the fiscal year and include step and cost of living increases for both bargaining units as prescribed by their perspective contracts as well as modest merit and cost of living increases for all non-bargaining employees.
2. Fuel and Oil includes all diesel, gasoline and lubricants for HART vehicles. HART purchases futures contracts for diesel fuel. Diesel fuel is budgeted at approximately 90 cents per gallon.
3. Operational Contract Services includes bus, facilities, and transitway security, outside vehicle maintenance, shop equipment repairs, building and grounds maintenance, armored car service, computer and office machine maintenance, and printing services.
4. Administrative Contract Services include building and facilities security, auditing fees, consultant fees, pre-employment screening and drug testing fees, legal fees, employee assistance program services and lobbyist fees.
5. Parts and Supplies include equipment for vehicles, maintenance shop, and HART administrative offices. Repair parts for the buses and trucks, chemicals and cleaners used to clean the buses, and materials for route maintenance are also included. These costs are expected to continue to increase as the fleet ages and as more shelters, benches and trashcans are added to HART field facilities.
6. Insurance Premiums & Actuarial Expenses consists of premiums for insurance policies such as excess liability coverage, director and officer's liability, electronic data processing policy, etc. HART is self-insured although excess insurance coverage is purchased for property, vehicle and general liability, and worker's compensation. The remainder of self-insurance funds for liability and worker's compensation is budgeted separately. Actuarial studies are conducted every three to four years. A study was conducted in fiscal year 2000.
7. Tax Collector and Property Appraiser Fees are charged for assessment and collection of HART's ad valorem taxes and are based on a commission rate and/or the budgets of each office.

8. Utilities include the costs of electricity, telephone, water, sewer and garbage collection.
9. Public Information includes printing of bus routes and schedules, advertising in print and other media, and events to help people understand transportation options.
10. Other Operating Expenses include interest expense, the tax increment payment, legal and employment ads, training, dues and subscriptions, rentals and leases, the net diesel excise tax, licenses, permits and postage.
11. The 13(C) Back Pension Payment line is payments to the City of Tampa General Employees Pension Fund. These costs represent a reimbursement of pension benefits paid to former employees of HART's predecessor organization.
12. Paratransit Service includes costs for ADA certification and administration, as well as, expenses for trips provided. This budget also funds consumer training. Delivery of HART paratransit service will be provided in-house in fiscal year 2001-2002. As of January 1998, HART was in full compliance with ADA regulations. Costs for paratransit are expected to increase as ridership increases.
13. Capitalized Paratransit is a contra expense account for the portion of ADA costs that HART is allowed to charge to its Federal 5307 grant. Up to 10% of the Federal appropriation for the 5307 grant funds may be used for delivery of ADA paratransit delivery.
14. Capital Maintenance Overhaul and Special Services is a contra-expense account. HART is allowed to capitalize 20 percent of its maintenance costs and charge them to a federal capital grant. In addition, expenses associated with operating shuttle services for South County and some circulator routes are charged back to grants.

**HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY
SUMMARY OPERATING AND CAPITAL BUDGET**

	FY2001 REVISED BUDGET	FY2002 STAFF RECOMMENDED BUDGET	PERCENT CHANGE
OPERATING BUDGET			
<u>Anticipated Revenues:</u>			
Passenger Fares	\$6,207,000	\$6,694,000	7.85%
Charter Revenues	150,000	0	-100.00%
Other System Revenue	<u>500,000</u>	<u>750,000</u>	<u>50.00%</u>
Sub-Total System Revenue	<u>\$6,857,000</u>	<u>\$7,444,000</u>	<u>8.56%</u>
Ad Valorem Tax Revenue	\$15,662,000	\$17,903,000	14.31%
Current use of Fund Balance	350,000	0	-100.00%
FTA Revenue	120,000	175,000	45.83%
State Revenue	2,588,335	2,940,000	13.59%
Anticipated Special State Operating Grant	80,100	0	-100.00%
Intergovernmental Transfers			
City of Tampa Sunday Service	250,000	250,000	0.00%
City of Tampa Operating Assistance	84,040	0	-100.00%
Hillsborough County Sunday Service	310,000	310,000	0.00%
Hillsborough County Operating Assistance	<u>427,525</u>	<u>0</u>	<u>-100.00%</u>
Sub-Total System Subsidy	<u>\$19,872,000</u>	<u>\$21,578,000</u>	<u>8.58%</u>
Total Operating Revenue	<u>\$26,729,000</u>	<u>\$29,022,000</u>	<u>8.58%</u>
<u>Appropriations:</u>			
Salaries and Fringes	\$20,766,000	\$21,118,500	1.70%
Fuel and Oil	2,000,000	1,931,000	-3.45%
Operational Contract Service	802,000	806,500	0.56%
Administrative Contract Service	586,000	605,000	3.24%
Parts and Supplies	1,666,500	1,847,000	10.83%
Insurance Premiums & Actuarial Study	102,000	120,000	17.65%
Tax Collector & Property Appraiser Fees	410,000	450,000	9.76%
Utilities	404,000	433,000	7.18%
Public Relations & Promotion	553,000	653,000	18.08%
Other Operating Expenses	1,409,000	1,539,000	9.23%
13 (C) Back Pension Payment	150,000	140,000	-6.67%
Paratransit Service	1,490,500	2,172,000	45.72%
Capitalized Paratransit	(710,000)	(750,000)	5.63%
Capitalized Maintenance Overhaul & Shuttle Expenses	(2,900,000)	(2,465,000)	-15.00%
Transfer to Reserve	<u>0</u>	<u>422,000</u>	
Total Operating Appropriations	<u>\$26,729,000</u>	<u>\$29,022,000</u>	<u>8.58%</u>

**HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY
SUMMARY OPERATING AND CAPITAL BUDGET**

	FY2001 REVISED BUDGET	FY2002 PROPOSED BUDGET	PERCENT CHANGE
SELF INSURANCE FUNDS			
<u>Liability Fund Revenues:</u>			
Ad Valorem Taxes	\$0	\$1,100,000	
Subrogated Claims Recovery	<u>120,000</u>	<u>100,000</u>	-16.67%
Total Liability Fund Revenues	<u>\$120,000</u>	<u>\$1,200,000</u>	<u>900.00%</u>
<u>Liability Fund Appropriations:</u>			
Claims Settlements	350,000	450,000	28.57%
Legal Fees	175,000	300,000	71.43%
Consultant Fees	0	10,000	
Physical Damage	100,000	100,000	0.00%
Fuel Cleanup	20,000	50,000	150.00%
Minor Equipment for Risk Management	3,000	10,000	150.00%
Salaries & Fringes	135,000	125,000	-7.41%
Estimated Outstanding Claims	100,000	55,000	-45.00%
Transfer to Liability Fund Reserve	<u>(763,000)</u>	<u>100,000</u>	<u>-113.11%</u>
Total Liability Fund Appropriations	<u>\$120,000</u>	<u>\$1,200,000</u>	<u>900.00%</u>
<u>Workers' Compensation Fund Revenues:</u>			
Ad Valorem Taxes	\$900,000	\$900,000	0.00%
Subrogated Claims Recovery	<u>26,000</u>	<u>0</u>	<u>0.00%</u>
Total Workers' Compensation Fund Revenues	<u>\$926,000</u>	<u>\$900,000</u>	<u>-2.81%</u>
<u>Workers' Compensation Fund Appropriations:</u>			
Claims Servicing Fees	\$10,000	\$20,000	100.00%
Claims Settlements	590,000	450,000	-23.73%
Legal Fees	6,000	55,000	816.67%
Assessment Fees	85,000	75,000	-11.76%
Salaries & Fringes	135,000	175,000	29.63%
Estimated Outstanding Reserve	100,000	25,000	-75.00%
Transfer to Liability Fund Reserve	<u>0</u>	<u>100,000</u>	<u>100.00%</u>
Total Workers' Compensation Fund Appropriation.	<u>\$926,000</u>	<u>\$900,000</u>	<u>-2.81%</u>

**HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY
SUMMARY OPERATING AND CAPITAL BUDGET**

	FY2001 REVISED BUDGET	FY2002 PROPOSED BUDGET
CAPITAL AND SPECIAL GRANT PROJECTS		
<u>Revenues:</u>		
FTA	\$10,769,005	\$7,854,400
FDOT	2,450,000	5,932,000
HART – Ad Valorem Taxes	1,250,000	300,000
Hillsborough County	1,166,648	193,814
City of Tampa	120,300	65,000
Other Funding	2,200,000	150,000
Congestion Mitigation & Air Quality	<u>1,400,000</u>	<u>0</u>
Total Capital Revenue	<u>\$19,355,953</u>	<u>\$14,495,214</u>
 <u>Appropriations:</u>		
Section 5307 POP & Other Federal Funding	\$8,269,005	\$7,254,400
Vehicles	3,912,300	0
Project Design, Engineering & Construction	2,549,648	6,200,814
Shuttles, Circulators, Work Connections	3,375,000	740,000
HART Capital & Capital Match	<u>1,250,000</u>	<u>300,000</u>
Total Capital Appropriations	<u>\$19,355,953</u>	<u>\$14,495,214</u>
 TOTAL OPERATING, SELF INS & CAPITAL BUDGET	 <u>\$47,130,953</u>	 <u>\$45,617,214</u>

DETAIL OPERATING BUDGET EXPENSES

	FY2001 REVISED <u>BUDGET</u>	FY2002 STAFF RECOMMENDED <u>BUDGET</u>
<u>Salaries and Fringes</u>		
Salaries	\$15,318,200	\$15,936,100
Overtime	1,200,500	1,055,000
Social Security	1,360,000	1,410,000
City Pension	1,400	1,300
State Pension	1,650,000	1,346,000
Disability Insurance	85,100	120,500
Medical Insurance	1,141,000	1,274,200
Life Insurance	40,200	36,600
Accidental Death and Dismemberment Ins.	8,200	7,700
Unemployment Compensation	29,200	16,700
Sick Leave	390,500	393,500
Holiday Pay	430,000	431,000
Annual Leave	541,000	517,000
Other Paid Absence	38,900	38,400
Deferred Compensation Match	102,000	108,500
Uniforms	150,800	134,000
Capitalized Labor	<u>(1,721,000)</u>	<u>(1,708,000)</u>
Total Salaries and Fringes	<u>\$20,766,000</u>	<u>\$21,118,500</u>
 <u>Fuel And Oil</u>		
Fuel for Buses	\$1,765,000	\$1,725,000
Oil and Lube for Buses	160,000	140,000
Diesel and Gasoline for Shop Use	5,000	6,000
Gasoline & Oil for Cars and Trucks	<u>70,000</u>	<u>60,000</u>
Total Fuel and Oil	<u>\$2,000,000</u>	<u>\$1,931,000</u>
 <u>Operational Contract Service</u>		
Security Service	\$310,000	\$325,000
Outside Bus Maintenance	130,000	80,000
Shop Equipment Maintenance	30,000	30,000
Outside Auto & Truck Repair	50,000	50,000
Contracted Building & Grounds Maintenance.	152,000	176,500
Vanpool	0	0
Computer Software Services	30,000	30,000
Printing	80,000	95,000
Computer Hardware Maintenance	10,000	10,000
Office Machine Maintenance	5,000	5,000

DETAIL OPERATING BUDGET EXPENSES

	FY2001 REVISED <u>BUDGET</u>	FY2002 STAFF RECOMMENDED <u>BUDGET</u>
Armored Car Services	5,000	5,000
Total Operational Contract Service	<u>\$802,000</u>	<u>\$806,500</u>
<u>Paratransit Service</u>		
Paratransit Service	<u>\$1,490,500</u>	<u>\$2,172,000</u>
Total Paratransit Service	<u>\$1,490,500</u>	<u>\$2,172,000</u>
 <u>Administrative Contract Service</u>		
Auditing Fees	40,000	45,000
Consultant Fees (Insurance, Environmental, and Training)	70,000	100,000
Pre-Employment Screening Fees	40,000	50,000
Drug Testing Fees	38,000	38,000
Legal Fees	282,000	250,000
Counseling Services	11,000	12,000
Lobbyist Fees	<u>105,000</u>	<u>110,000</u>
Total Outside Services	<u>\$586,000</u>	<u>\$605,000</u>
 <u>Parts and Supplies</u>		
Equipment and Supplies	\$240,500	\$227,000
Tires	5,000	5,000
Repair Parts	1,207,000	1,310,000
Chemicals & Cleaners	54,000	55,000
Materials for Building/Route Maintenance	<u>160,000</u>	<u>250,000</u>
Total Parts and Supplies	<u>\$1,666,500</u>	<u>\$1,847,000</u>
 <u>Insurance Premiums & Transfers</u>		
Property Damage & Property Liability Ins.	<u>102,000</u>	<u>120,000</u>
Total Insurance Premiums	<u>\$102,000</u>	<u>\$120,000</u>
 <u>Tax Collector & Property Appraiser</u>		
Tax Collector's Commission	\$230,000	\$250,000
Property Appraiser's Commission	<u>180,000</u>	<u>200,000</u>
Total Tax Collector & Prop App	<u>\$410,000</u>	<u>\$450,000</u>
 <u>Utilities</u>		
Electricity	\$220,000	\$227,000
Telephone	156,000	169,000
Water, Sewer, Garbage	<u>28,000</u>	<u>37,000</u>
Total Utilities	<u>\$404,000</u>	<u>\$433,000</u>

DETAIL OPERATING BUDGET EXPENSES

	FY2001 REVISED <u>BUDGET</u>	FY2002 STAFF RECOMMENDED <u>BUDGET</u>
<u>Public Relations & Promotion</u>		
Promotional/Demonstration Activities	\$3,000	\$3,000
Postage	15,000	15,000
Printing-System Promotion	130,000	130,000
Art Supplies	5,000	5,000
Advertising and Promotion	<u>400,000</u>	<u>500,000</u>
Total Public Relations and Promotion	<u>\$553,000</u>	<u>\$653,000</u>
 <u>Other Operating Expenses</u>		
Training	\$100,000	\$100,000
Diesel Excise Tax - Net	130,000	170,000
X-Town Tolls, Parking	18,000	18,000
Rentals and Leases	187,000	210,000
Minor Equipment and Office Supplies	160,000	190,000
Postage	30,000	30,000
Licenses & Permits	4,000	4,000
Dues & Subscriptions	30,000	40,000
Travel & Meetings	24,000	25,000
Legal and Employment Ads	140,000	150,000
Staff Development Fund	100,000	100,000
Interest Expense	250,000	250,000
Non-FTA Capital	20,000	20,000
Management Development Fund	8,000	12,000
Tax Increment Payment	<u>208,000</u>	<u>220,000</u>
Total Other Operating Expenses	<u>\$1,409,000</u>	<u>\$1,539,000</u>
 <u>13 (C) Back Pension Payment</u>		
Total 13 (C) Back Pension Payment	<u>\$150,000</u>	<u>\$140,000</u>
 <u>Transfer to Operating Reserve</u>		
Total Transfer to Operating Reserve	<u>\$ 0</u>	<u>\$422,000</u>

DETAIL OPERATING BUDGET EXPENSES

	FY2001 REVISED <u>BUDGET</u>	FY2002 STAFF RECOMMENDED <u>BUDGET</u>
Salaries & Fringes	(\$581,000)	(\$600,000)
Services	(20,000)	(20,000)
Fuel & Lubricants	(15,000)	(15,000)
Tires & Tubes	(4,000)	0
Other Materials & Supplies	(250,000)	(250,000)
Utilities	(30,000)	(30,000)
Capitalized Shuttle Services	(2,000,000)	(1,550,000)
Capitalized Paratransit	<u>(710,000)</u>	<u>(750,000)</u>
Total Capitalized Operating Costs	<u>(\$3,610,000)</u>	<u>(\$3,215,000)</u>
TOTAL OPERATING APPROPRIATIONS	<u>\$26,729,000</u>	<u>\$29,022,000</u>

**HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY
FISCAL YEAR 2001 POSITION PROPOSAL
ENTIRE AUTHORITY**

DIVISION	FY 2001 POSITION	FY 2002 PROPOSED POSITIONS
Executive Office	6.0	6.0
Administration and Finance	41.0	39.0
Planning and Development	18.0	18.0
Public Relations and Public Information	15.0	15.0
Transportation	384.0	389.0
Maintenance	115.0	115.0
Total	579	582

EXECUTIVE OFFICE

Functions and Responsibilities

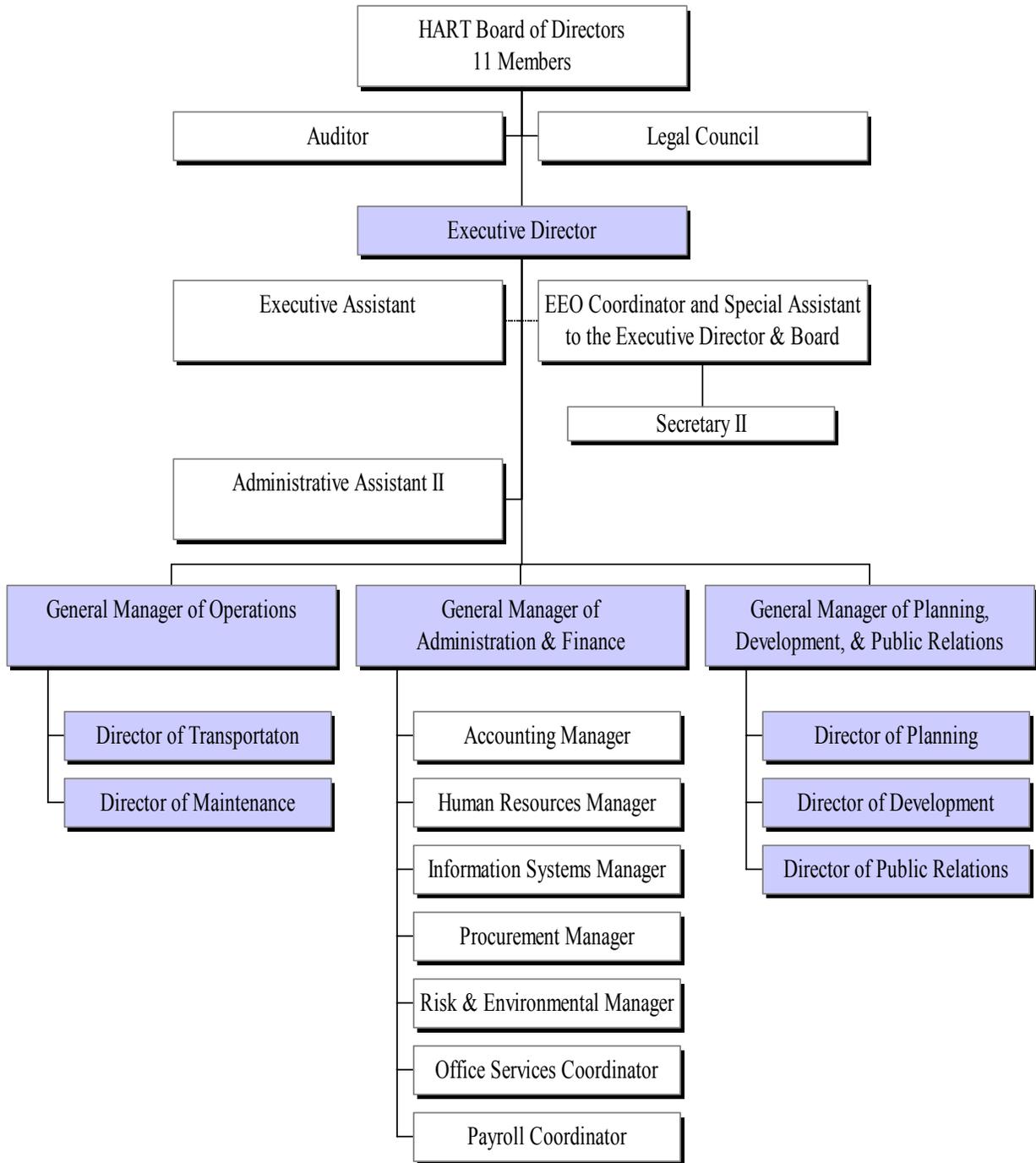
The Office of the Executive Director is responsible for the total bus and paratransit system performance, including the identification and implementation of programs to reduce operating costs, maintain service quality, and increase revenues and ridership. Other specific responsibilities include: the planning, identification and review of capital facility and equipment requirements, contract administration monitoring, the review of capital and operating budgets, the development and monitoring of both short and long range plans, establishing organizational arrangements, managing and directing the workforce, liaison with business community and political jurisdictions, press coordination, promoting the service, representing HART and its interests, managing current resources and planning for the future.

All Board of Directors functions are managed by the Executive Director's Office, including the preparation and distribution of all meeting minutes and meeting coordination. Equal Employment Opportunity Program, Affirmative Action, DBE plans and goals coordination is housed in the Executive Office. The Executive Office also coordinated certain audit and evaluation functions. One example is the Federal Triennial Audit.

EXECUTIVE OFFICE		
POSITION TITLE	FY 2001 POSITIONS	FY 2002 PROPOSED POSITIONS
Executive Director	1	1
Executive Assistant	1	1
Administrative Assistant II (Shared with G.M)	1	1
Special Assist. To the Exec. Dir. & Board and EEO Coordinator	1	1
Secretary II	2	2
TOTAL	6	6

EXECUTIVE OFFICE SUMMARY OF EXPENSES	FY2001 ADOPTED BUDGET	FY2002 PROPOSED BUDGET
Salaries & Fringes	\$257,200	312,300
Contractual Services	5,900	6,680
Material & Supplies	8,300	10,200
Other Expenses	40,600	43,000
TOTALS	\$312,000	\$372,180

HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY
 ORGANIZATIONAL CHART
 EXECUTIVE OFFICE AND SENIOR STAFF



SEPTEMBER 2001

ADMINISTRATION AND FINANCE DEPARTMENT

Functions and Responsibilities

The Administration and Finance Department serves as the primary source of management and financial information for the Authority. The seven divisions in the Administration and Finance Department are Accounting, Risk Management, Purchasing, Information Systems, Payroll, Human Resources and Office Services. Expenses, which pertain to the entire Authority rather than an individual division or department, i.e., legal costs, utilities, insurance, purchased transportation, etc., are charged to the General Function.

The **Accounting Division** develops and implements accounting systems and procedures, maintains historical financial data and records, collects, initiates and tracks disbursements and receipts of funds, and prepares monthly and annual financial reports. This division also monitors the expenditures against the adopted budget and prepares management organizational reports and long-range financial reports for budget planning. Accounting for federal, state and local grants, all Authority banking and budgeting are performed within this division.

The **Payroll Division** is responsible for developing and distributing payroll, adhering to all reporting and requirements and maintaining payroll records.

The **Risk Management Division** is responsible for protecting the Authority's assets through field evaluations and inspections of HART property to identify, appraise, and correct risk hazards and/or determines loss potential. This division coordinates and monitors the claims function with third party administrators under workers' compensation, general liability, vehicle liability, and property insurance programs. In addition, this division is responsible for developing accident prevention and loss control methods and procedures.

The **Procurement Division** is responsible for the development, maintenance, and implementation of procurement and contracting procedures, conducts competitive bidding, requests for proposals and other procurements. The division negotiates contracts, monitors and maintains them. Specific responsibilities include purchasing buses, parts, materials, and services required for current transit operations, as well as, office supplies, furniture, equipment, and miscellaneous services for all areas of the Authority. The division maintains all official contract files, bidders' lists, vendor files, directories, and contract lists. In addition, Procurement provides records related to all purchasing functions and transactions, which are retained and available for audit and periodic, review in accordance with federal, state, and local retention requirements.

The **Information Systems Division** develops and maintains computer applications systems within the Authority. This division works in partnership with all other departments and divisions to develop requirements, determine cost effective options in meeting the users needs such as implementing new application systems, and to provide on-going support to existing systems. In addition, the division is responsible for coordinating and directing activities required to protect and recover information systems assets in the event of a disaster.

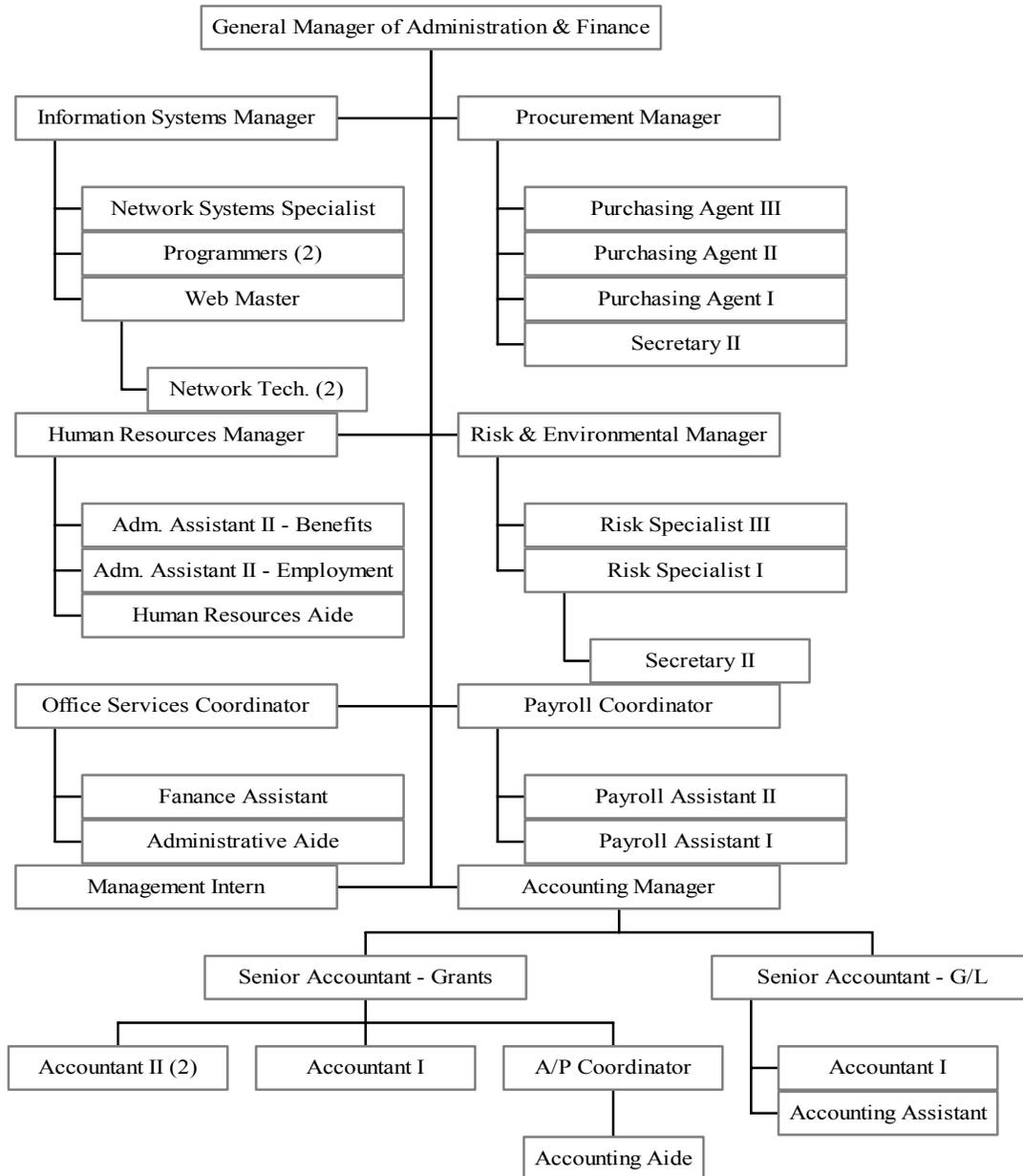
The **Offices Services Division** is responsible for collecting, recording, and reporting revenue and ridership information. The Office Services Division has the lead role in counting the revenue collected daily from the fareboxes, scheduling personnel, and maintaining the equipment used in this function.

The **Human Resources Division** provides services for managing and developing the Authority's human resources. These services include: planning for, recruiting, hiring, and training a qualified workforce to meet the Authority's staffing needs; ensuring a balanced, competitive and comprehensive system for compensating employees, planning for and designing competitive, cost effective, and comprehensive benefits programs; administering retirement programs; coordinating labor relations activities; providing effective employee assistance and wellness programs; managing substance abuse prevention and drug/alcohol testing requirement; and upholding the Authority's commitment to Affirmative Action and Equal Employment Opportunity practices.

ADMINISTRATION AND FINANCE DEPARTMENT		
POSITION TITLE	FY 2001 POSITIONS	FY 2002 PROPOSED POSITIONS
General Manager of Administration & Finance	1.0	1.0
Office Services Coordinator	1.0	1.0
Finance Assistant	1.0	1.0
Administrative Clerk	1.0	1.0
MIS Manager	1.0	1.0
Network Systems Administrator	1.0	1.0
Programmers	3.0	3.0
Network Support Technicians	2.0	2.0
Accounting Manager	1.0	1.0
Senior Accountants	2.0	2.0
Accountant II	2.0	2.0
Accountant I	3.0	3.0
Accounting Aide II	1.0	1.0
A/P Coordinator	1.0	1.0
A/P Aide	1.0	1.0
Payroll Coordinator	1.0	1.0
Payroll Assistant II	1.0	1.0
Payroll Assistant I	1.0	1.0
Procurement Manager	1.0	1.0
Procurement Secretary	1.0	1.0
Purchasing Agent III	2.0	1.0
Purchasing Agent II	1.0	1.0
Purchasing Agent I	1.0	1.0
Human Resources Manager	1.0	1.0
HR Administrative Assistant II	2.0	2.0
HR Aide	1.0	1.0
Risk & Environmental Safety Manager	1.0	1.0
Risk Specialist III	1.0	1.0
Risk Specialist II	1.0	0.0
Risk Specialist I	1.0	1.0
Risk Secretary	1.0	1.0
Intern	1.0	1.0
TOTAL	41.0	39.0

ADMINISTRATION & FINANCE SUMMARY OF EXPENSES	FY2001 ADOPTED BUDGET	FY2002 STAFF RECOMMENDED BUDGET
Salaries & Fringes	\$1,129,750	1,089,100
Contractual Services	138,200	159,190
Material & Supplies	78,100	91,200
Other Expenses	125,900	135,000
TOTALS	\$1,471,950	\$1,474,490

HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY ADMINISTRATION AND FINANCE DEPARTMENT



SEPTEMBER 2001

PLANNING, DEVELOPMENT AND PUBLIC RELATIONS DEPARTMENT

Functions and Responsibilities

PLANNING DIVISION

The Planning Division is responsible for service planning, conducting research and analysis, fulfilling federal and state documentation requirements, and applying for and managing grants. It is the primary liaison to the cities, Hillsborough County, Metropolitan Planning Organization (MPO), Florida Department of Transportation (FDOT), and the Federal government. The Division monitors federal and state legislation and provides input as to HART's needs to these units of government.

Planning Division staff represents HART on a multitude of committees with ongoing functions. They are: Metropolitan Planning Organization (MPO), Citizens Advisory Committees of both HART and the MPO, the MPO Technical Advisory Committee, Bicycle Advisory Committee (MPO), FDOT Technical Advisory Group on Urban Corridors.

The Planning Division is also responsible for monitoring and reporting of program specific information. It prepares the transit element of the MPO's Transportation Improvement Program and the Unified Planning Work Program, prepares the annual update of the Transit Development Plan.

The Planning Division does short range and long range planning as well as monitoring and documentation of plans. Staff of this division evaluates trends in comparison to other transit properties. Data collection related to transit performance is in the Planning Department where staff conducts on-board surveys for all modes of public transportation, analyzes ridership and productivity of HART services, and makes recommendations for mobility enhancements and service improvements.

The Planning Division maintains the Planning Library for the use of staff and others interested in transit issues. This Division manages the general planning contractor and the contracts for governmental coordinators in Tallahassee and Washington, D.C.

Challenges and Opportunities in 2002

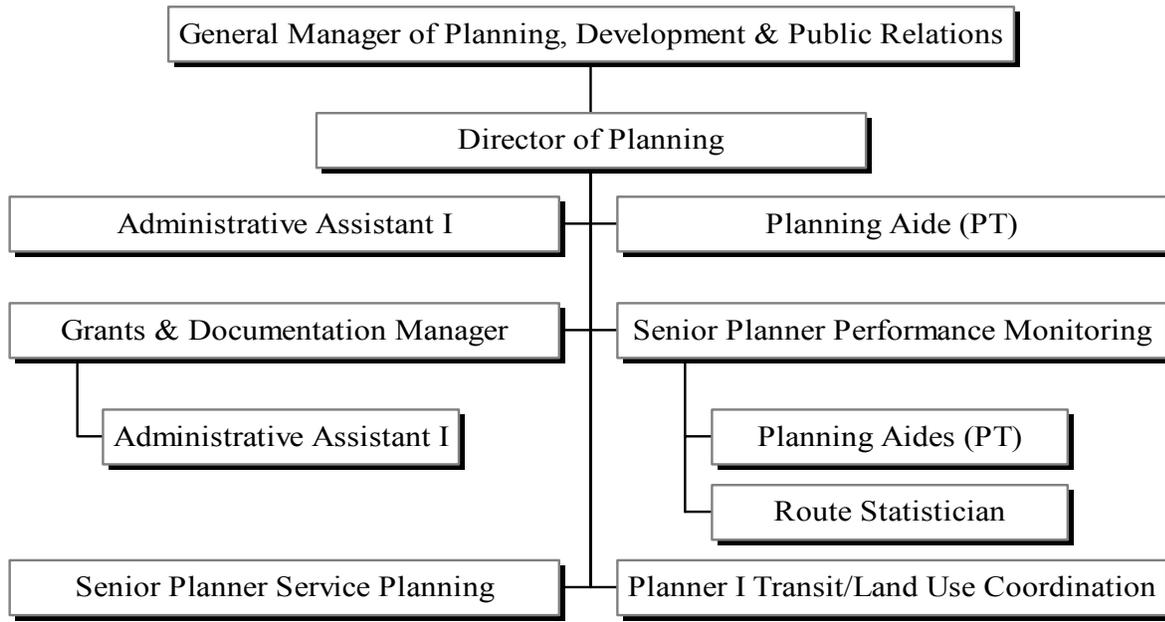
In 2002, the Planning Division will need to develop proposals for using Jobs Access funds and services that will complement the Historic Electric Streetcar. HART will face funding shortfalls, and the Planning Division will seek ways to reduce costs in service delivery. Strategy will be to redesign services to maximize grants before service cuts or fare increases are proposed.

The Planning Division has recently completed automating ridership data so that queries can be easily made. In 2002, all HART administrative staff will be offered training on how to use the new database.

During 2002, the Planning Division will begin using TRAPEZE for service planning. With TRAPEZE, the Planning Division will be able to analyze demographics contiguous to bus stops and bus routes; this will strengthen our planning capabilities.

The Planning Division grant management process requires considerable coordination with other agencies. In 2000-2001 it became clear that procedures in place are inadequate. They are being reviewed now to shorten the review time required to process HART's grants. This will likely require staff travel to Atlanta and Tallahassee on several occasions during the year.

HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY
PLANNING DIVISION



SEPTEMBER 2001

ENGINEERING & DEVELOPMENT DIVISION

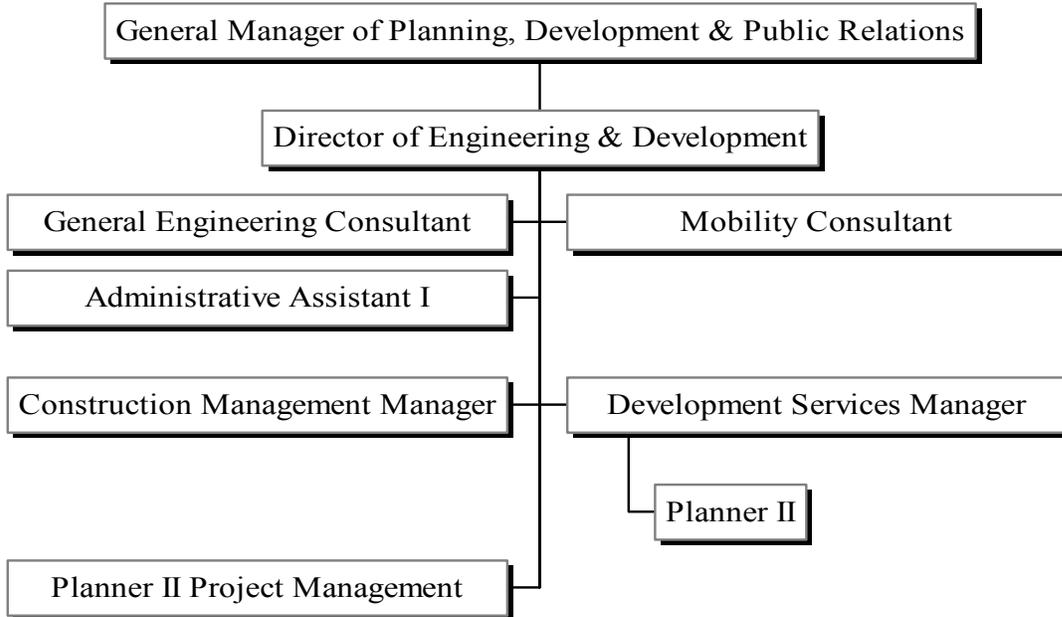
The Engineering and Development Division is responsible for planning design and construction of capital projects to support transit operations and conducts land-use/transit planning reviews. Physical projects include: shelters, benches, sidewalk accessibility, private park-and-ride improvements, bus stop improvements, the Historic Electric Streetcar, Transportation Plaza, South County Transit Center, relocation of the Northern Terminal, and park-and-rides. In addition, the Division manages the general engineering consultant, design consultants, the interlocal agreement with the City on the Historic Electric Streetcar, including design and vehicle procurement, and the Mobility Project. The Division staff represents HART on the Livable Roadways Committee (MPO), Mobility Project, the Greater Tampa Utility Group, Gandy Boulevard MIS (FDOT), Pinellas County MIS and as needed at other agency governmental board meetings.

Major planning/engineering/construction efforts are underway. The first is the Tampa-Ybor Streetcar project. Construction of Phase I is now underway. HART and the City of Tampa are working jointly to staff and implement this project. The Transportation Plaza as well as the new Marion Transit Center will be under construction in 2001. The Commuter Center will be relocated and Ybor Station construction will be completed. All eight of the streetcars will be delivered by the new fiscal year. The Division is responsible for planning, preliminary engineering and the Environmental Impact Statement for the Mobility Project. The EIS on the rail element will be finalized in 2001/2002. Site identification for a Town 'N Country transit center will be underway and the South County Transit Center construction is likely to start.

Challenges and Opportunities in 2002

The greatest challenges in 2002 concern the Northern Terminal relocation (Marion Transit Center) and the construction of the Streetcar line, Ybor Station and Transportation Plaza.

HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY
ENGINEERING & DEVELOPMENT DIVISION



SEPTEMBER 2001

PLANNING, DEVELOPMENT & PUBLIC RELATIONS DEPARTMENT		
POSITION TITLE	FY 2001 POSITIONS	FY 2002 PROPOSED POSITIONS
General Manager of Planning, Development & Public Relations	1.0	1.0
Planning Assistant	1.0	1.0
TOTAL	2.0	2.0

PLANNING DIVISION		
POSITION TITLE	FY 2001 POSITIONS	FY 2002 PROPOSED POSITIONS
Director of Planning	1.0	1.0
Administrative Assistant I	2.0	2.0
Manager of Grants & Documentation	1.0	1.0
Planners	3.0	3.0
Route Statistician	1.0	1.0
Planning Aide - Part Time (4 reported in FTE's)	2.0	2.0
TOTAL	10.0	10.0

ENGINEERING & DEVELOPMENT DIVISION		
POSITION TITLE	FY 2001 POSITIONS	FY 2002 PROPOSED POSITIONS
Director of Engineering & Development	1.0	1.0
Administrative Assistant I	1.0	1.0
Development Services Manager	1.0	1.0
Construction Management Manager	1.0	1.0
Planners	2.0	2.0
TOTAL	6.0	6.0

PLANNING & DEVELOPMENT SUMMARY OF EXPENSES	FY2001 ADOPTED BUDGET	FY2002 PROPOSED BUDGET
Salaries & Fringes	\$359,000	405,900
Contractual Services	114,200	120,590
Material & Supplies	23,900	29,400
Other Expenses	89,900	97,500
TOTALS	\$587,000	\$653,390

PUBLIC RELATIONS DIVISION

The Public Relations Division staff is composed of the following positions: Director of Public Relations; Promotions & Advertising Manager; Public Information Coordinator; Special Services & Business Development Specialist; Community Liaison Specialist; Promotions and Advertising Specialist; Marketing & Customer Service Representatives; Marketing Aide and Administrative Assistant.

This team is charged with maximizing transit usage in the community by assessing potential markets, determining the services needed or modifying existing services, and marketing these services. The Public Relations Division's charge is to provide coordinated, theme-based outreach programs that sell mobility, result in educated consumers and provide for convenient access to fare cards, permits, and information. These outreach efforts include HART-sponsored public events as a means of leveraging positive media coverage and promoting transit use.

The Public Relations staff perform the following tasks to educate, inform and motivate the public to try transit and to retain existing riders: market research; activity/event planning; public information/press relations; coordination and implementation of project needs; project budgeting; community and business outreach programs; resident awareness programs; dissemination of transit information outlets from more than 200 locations throughout the county; management of the HARTride Fare Card program which includes 47 sales outlets and the fare cards-by-mail program, Vanpool Program, Guaranteed Ride Home Program, Shuttle and Circulator Promotions program; Special Services and Business Development program; the Exterior/Interior Transit Advertising Program; multi-media advertising campaigns; management of the Customer Service Centers and the overall responsibility of producing informational materials that will promote public awareness of the Authority.

Community and business outreach strategies are comprehensive in scope to develop broad-based support from constituent networks. HART continues its close ties with various alliances to assure a coordinated multi-modal mobility concept. These alliances include Bay Area Commuter Services, Inc.; the City of Tampa Transportation Demand Management Program; the Tampa Downtown Transportation Management Organization; the Hillsborough County Bicycle Advisory Committee and Transportation Demand Management Project; the University North Transportation Initiative; the Westshore Alliance Transportation Management Organization; Pinellas Suncoast Transit Authority and Pasco County Public Transportation.

To assure patron input on proposed service and fare structure changes and facility design elements, HART refers to its HART Users Group. Participants represent all segments of HART riders and provide insight to assure attention to customer service and system convenience.

The Corporate Transit Sponsor Program provides employers with an employee benefit that ultimately can increase ridership and reduce traffic congestion via transportation subsidies. The Guaranteed Ride Home Program seeks to make transit more appealing by eliminating obstacles, while the Vanpool Program provides an alternative travel mode that combines work trips.

Additional services and programs operated by HART include: Bikes on Buses, Park-and-Ride lots, and HARTplus transportation access programs.

The Public Relations staff head up such consumer education programs as the Speakers Bureau, Transit Education in the Schools program and the activities of the HART Consumer Advisory Committee. Also, the Public Relations staff coordinates buses for various promotions and community events, as well as HART volunteers for community projects.

HART has an assertive public and patron outreach program that includes the HARTRider newsletter, on board public service announcements, messages on hold via the phone lines, interior bus displays, flyers, notices and materials for the commuter centers at Westshore Plaza, University Mall and HART Customer Service Centers.

The Public Relation Division staffs the customer service centers at the Northern Transit Terminal, University Area Transit Center and the Downtown Commuter Center. The Commuter Center is a joint project of the Downtown Partnership, City of Tampa, FDOT and YMCA.

Challenges for Fiscal Year 2002

The fiscal year 2002 Marketing Plan will support HART's goals and objectives set forth by the HART Board of Directors. Key marketing programs will include enhancements to public information materials, the implementation of a comprehensive public education and image-building campaign, route-specific advertising, and new emphasis on speakers' bureau including preparation of materials.

Enhanced projects will include: the introduction of service on the TECO Line Streetcar System and opening of Ybor Station and the Southern Transportation Plaza; relocation of Northern Terminal and its Customer Service Center; relocation of the Downtown Commuter Center; and the opening of the South County Intermodal Facility.

PUBLIC RELATION DIVISION		
POSITION TITLE	FY 2001 POSITIONS	FY 2002 PROPOSED POSITIONS
Director of Public Relations	1.0	1.0
Administrative Assistant I	1.0	1.0
Promotions & Advertising Manager	1.0	1.0
Promotions & Advertising Specialist	1.0	1.0
Community Liaison Specialist	2.0	2.0
Special Services & Business Development Specialist	1.0	1.0
Public Information Coordinator	1.0	1.0
Marketing & Customer Service Representative	6.0	6.0
Marketing Aide	1.0	1.0
TOTAL	15.0	15.0

PUBLIC RELATIONS SUMMARY OF EXPENSES	FY2001 ADOPTED BUDGET	FY2002 PROPOSED BUDGET
Salaries & Fringes	\$572,300	556,800
Contractual Services	97,700	125,540
Material & Supplies	177,800	172,050
Other Expenses	480,000	587,500
TOTALS	\$1,327,800	\$1,441,890

HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY
PUBLIC RELATIONS DIVISION



SEPTEMBER 2001

OPERATIONS DEPARTMENT

TRANSPORTATION DIVISION

Functions and Responsibilities

The Transportation Division is responsible for the operation of HART's 172 buses that provided 8.6 million passenger trips during fiscal year 1997 on 31 local fixed routes (including the Ybor Trolley and South County Circulator) and 12 express routes. Transportation Division staffing includes 260 bus operators and 19 transportation supervisors/dispatchers. The supervisors and dispatchers are responsible for fleet communications and service delivery from HART's Central Operations Center on 21st Avenue, scheduling the extraboard, all street operations, monitoring quality of service to our customers, and system performance. All safety and training functions for the bus operators are performed within the division including new hire training, refresher and defensive driving course (National Safety Council) training, ADA/sensitivity training for HART and contract carrier employees, accident investigation and accident grading.

The Scheduling Section is responsible for creating and administering the operator general run bids, which includes all run cutting and scheduling activities, vehicle blocking, data analysis, creating schedules and route maps for public timetables and terminal/on-street information displays and the administration of the actual bidding process. Other duties of the section are monitoring route/service performance, developing/analyzing on-time performance data and the administration of the operators' vacation and holiday bids. A new scheduling software package is being implemented that requires the development of a global positioning satellite system (GIS).

The customer service and telephone information center responds to customer requests for information about using the system and collect complaints and complements on HART's performance. This section is also responsible for coordination of HART's discount ID program and assists in the certification process for paratransit patrons.

Planned training activities for fiscal year 2002 will impact the labor costs of the division. These include: continuation of weekly bus operator refresher training which consists of a two-day course reviewing standard operating procedures, drug and alcohol awareness and defensive driving practices; computer training for all non-bargaining and supervisory staff involving a series of courses offered off-site; and in-house workshops for supervisory staff focusing on the development of written communication skills and basic management practices.

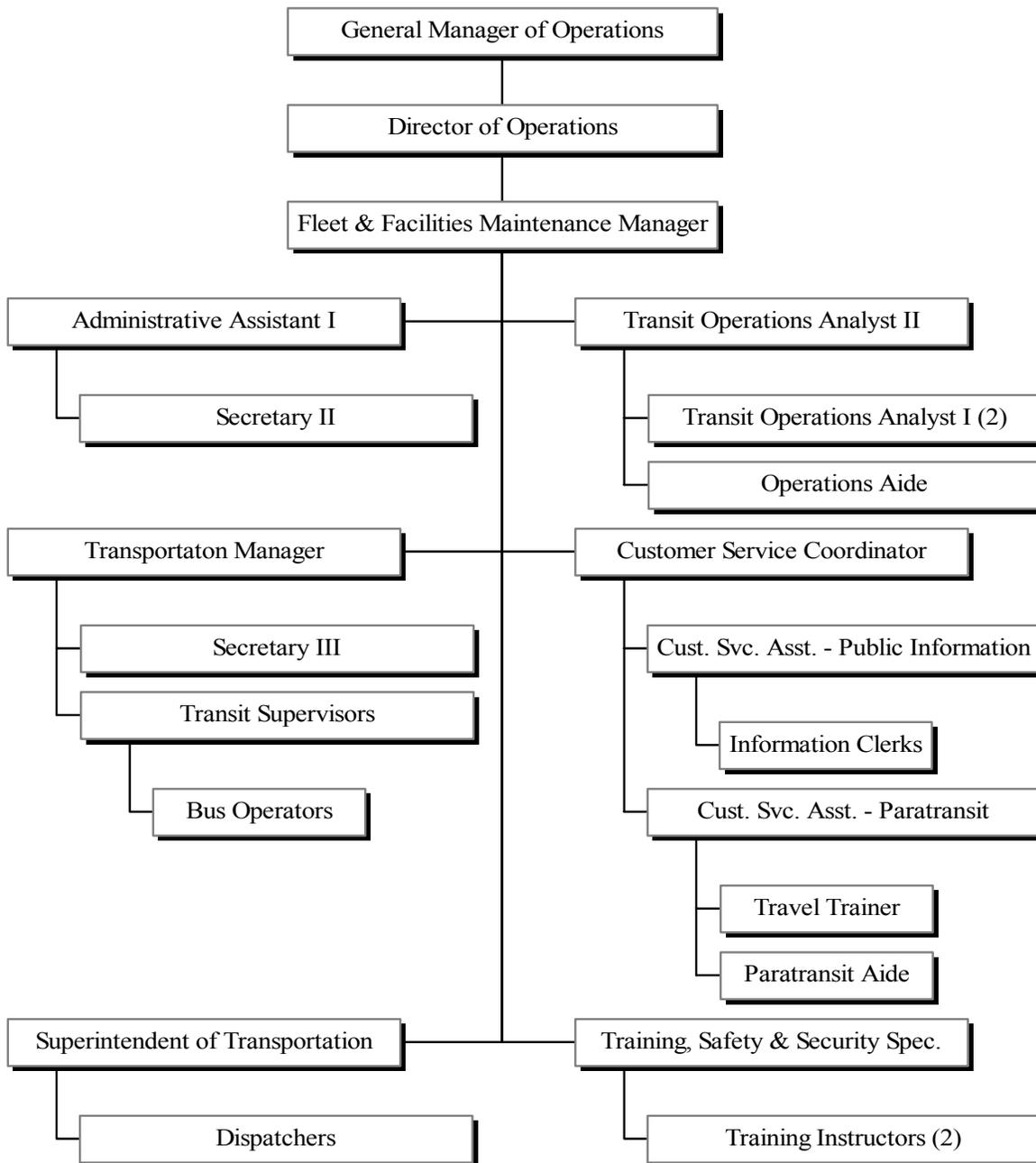
The *HARTPLUS* program promotes bus/van combination trips that improve mobility for persons with disabilities who can ride the bus, but who cannot get to it due to geographic or man-made barriers, or due solely to their disability. Vans were specially outfitted with lift equipment and two wheelchair securement positions. In addition to *HARTPLUS* trips, the vans are used to backup Share-A-Van when a customer rescue is needed and to backup HART buses with lift failures.

OPERATIONS DEPARTMENT		
	FY 2001	FY 2002
POSITION TITLE	POSITIONS	PROPOSED POSITIONS
General Manager of Operations	1.0	1.0
Administrative Assistant I	1.0	1.0
Secretary II	1.0	1.0
TOTAL	3.0	3.0

TRANSPORTATION DIVISION		
	FY 2001	FY 2002
POSITION TITLE	POSITIONS	PROPOSED POSITIONS
Director of Transportation	1.0	1.0
Transportation Manager	1.0	1.0
Secretary III	1.0	1.0
Transportation Superintendent	1.0	1.0
Transit Supervisors	13.0	13.0
Operations Training, Safety & Security Specialist	1.0	1.0
Operations Training Instructor	2.0	2.0
Dispatchers	10.0	10.0
Transit Operations Analyst II	1.0	1.0
Transit Operations Analyst I	2.0	2.0
Transit Operations Assistant	1.0	1.0
Customer Services/Paratransit Coordinator	1.0	1.0
Marketing and Customer Services Assistant	2.0	2.0
Travel Trainer	1.0	1.0
Paratransit Aide	1.0	1.0
Customer Service Representatives	9.0	9.0
Customer Service. Representatives – (2 PT in FTEs)	1.0	1.0
Intern	1.0	1.0
Van Operators	38.0	50.0
Bus Operators - Full time Big Bus	235.0	223.0
Bus Operators - Full time Small Bus	55.0	60.0
Bus Operators - PT (14 Positions measured in FTEs)	6.0	6.0
TOTAL	384.0	389.0

TRANSPORTATION DIVISION SUMMARY OF EXPENSES	FY2001 ADOPTED BUDGET	FY2002 STAFF RECOMMENDED BUDGET
Salaries & Fringes	\$12,038,350	12,704,300
Contractual Services	376,700	400,200
Material & Supplies	1,965,300	1,925,850
Other Expenses	466,600	505,500
TOTALS	\$14,846,950	\$15,535,850

HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY
OPERATIONS DIVISION



SEPTEMBER 2001

MAINTENANCE DIVISION

Functions and Responsibilities

The Maintenance Division of the Operations Department consists of five separate sections and is responsible for the maintenance HART's 171 bus fleet, facilities, support systems and maintenance vehicles utilized to provide service to our customers.

The division is responsible for the preparation of technical specifications for buses, equipment, and capital improvement projects and the management/oversight of bus purchases and equipment/facility improvements. Further, the maintenance staff conducts in plant inspections for buses on the production line.

Over the next fiscal year, some new technology will be added to each vehicle. Vehicle tags will be installed for the automatic reader system planned on the Crosstown and Veterans' Expressway. A similar system in Orlando is called E-pass. The tags including installation are expected to cost approximately \$25 to \$50 per vehicle. HART will be adding this technology to the vehicles in order to speed up travel time on these toll roads.

Vehicle Maintenance includes all preventive maintenance, running repairs, plus component and heavy rebuild. The average age of HART's fleet is 8.75 years.

The unit costs to maintain and operate the buses powered by compressed natural gas (CNG) are higher and therefore, impact the budget. The ongoing pursuit of the clean air standards is another impact on the budget. An aggressive engine replacement program to upgrade the fleet with the latest in clean engine technology is underway.

An aggressive vehicle-cleaning program has been is in place to enhance our image with the riding public. Vehicle cleanliness has become a high priority issue with the maintenance division. The focus is the interior of the vehicles since the outside cleanliness has been generally acceptable.

Ongoing projects in which the Maintenance Division is involved can have a significant cost impact on the budget. The following projects and concerns will each impact the budget in varying degrees. On-going equipment modifications (securements, wheelchair lifts) and repair to ensure compliance with the Americans with Disabilities Act (ADA) will have significant impact. Each bus must have the wheelchair securement system retrofitted for passenger comfort and ease of use. Driver compartment modifications are being made to upgrade the driver seating for ergonomics with the goal of reducing back strain. The maintenance facility is undergoing needed modifications to improve working conditions and the ability to perform equipment maintenance.

The **Facilities Maintenance Section** is responsible for maintaining the building and grounds of HART's Central Operations Facility at 21st Avenue, the Northern Terminal, Commuter Center, Kennedy Executive offices, the Marion Street Transit Parkway, the Westshore Plaza Center and

University Area Transit Center. Other responsibilities include the monitoring of all capital improvement projects and assisting in the creation of project specifications.

The new University Area and Westshore Plaza Transit Centers will impact the Facilities Maintenance Section's budget. Maintenance of the facility, landscaping, lawn service, and the addition of a general maintenance attendant will all be cost drivers.

The signage at our park-and-ride lots has become faded and is in need of repair and upgrading to meet the new ADA standards. With the addition of new benches and shelters, these maintenance costs will increase.

The **Route Maintenance Section** is responsible for the maintenance of bus stops, shelters and park-and-ride lots. There are approximately 4000 bus stops that must be cleaned and have the grass cut on a scheduled basis. There is a bus stop sign replacement and re-spacing program underway. A large number of new benches and shelters at bus stops are being added which is resulting in additional manpower demands for maintenance. The park-and-ride lots are cleaned, repaired and maintained on a monthly schedule.

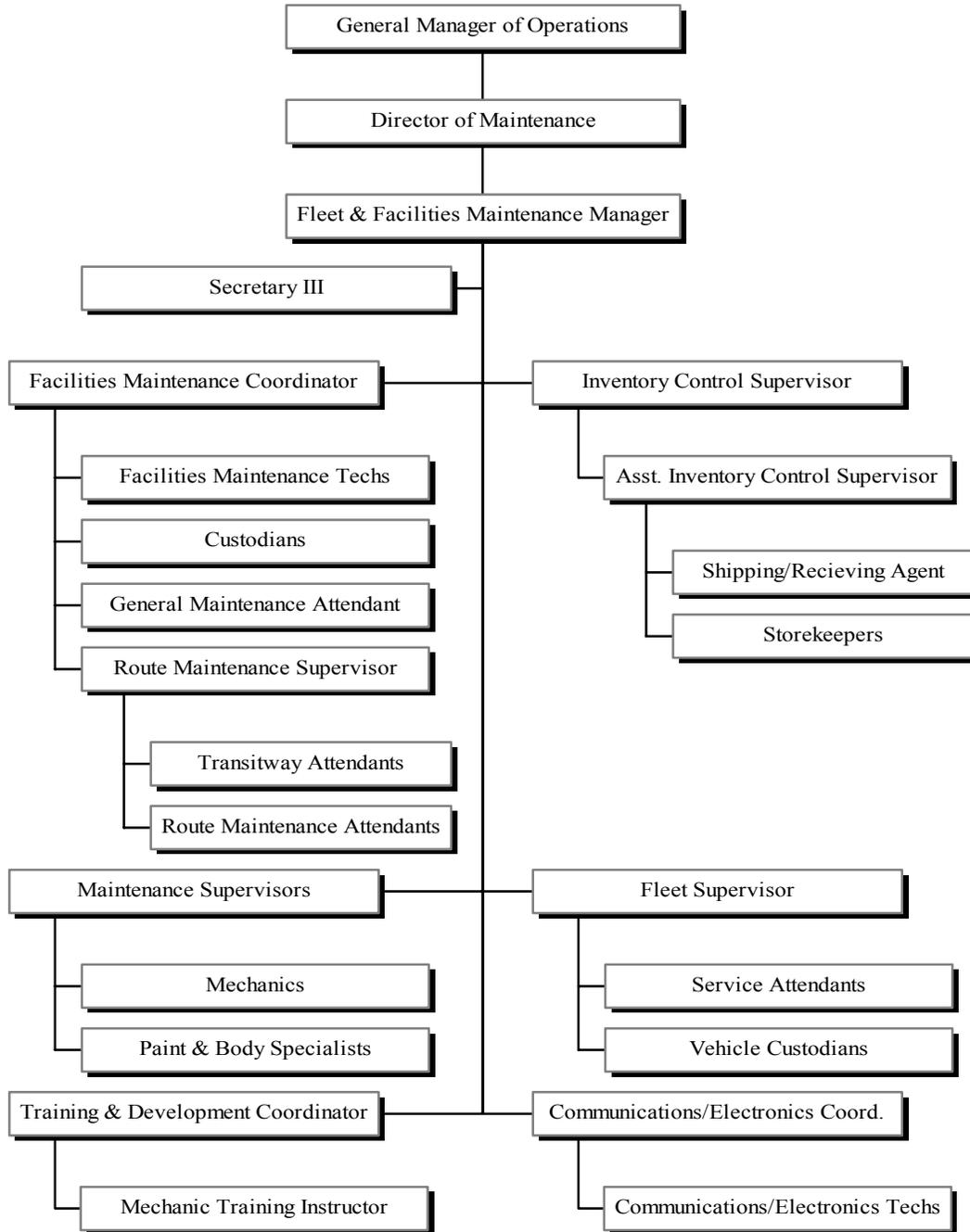
The **Maintenance Training and Development Section** conducts new hire training, technical training, compliance training and equipment training for all maintenance personnel. Special emphasis is being placed on mechanic training. This program is partially funded by the Florida Department of Transportation (FDOT). Labor costs associated with this program are expected to increase because of overtime expended to cover mechanics as they are cycled through the program. On a positive note, a more proficient mechanic is more efficient and effective, and therefore, this training is expected to have a very positive impact on the labor force. Other responsibilities include material management, warranty processing/management and quality assurance program administration.

The **Electronics Section** is responsible for maintaining HART's communications and electronic equipment. Communications equipment consists of all radio equipment to include the dispatch consoles, bus radios, the radio tower and the automatic vehicle location system. The electronics staff also maintains bus destination signs, marketing information systems and bus computer electronics.

OPERATIONS DEPARTMENT		
MAINTENANCE DIVISION		
POSITION TITLE	FY 2001 POSITIONS	FY 2002 PROPOSED POSITIONS
Director of Maintenance	1.0	1.0
Manager of Maintenance	1.0	1.0
Maintenance Training & Development Coordinator	1.0	1.0
Maintenance Training Instructor	1.0	1.0
Maintenance Secretary III	1.0	1.0
Intern	1.0	1.0
Facilities Maintenance Coordinator	1.0	1.0
Transitway Supervisor	1.0	1.0
Transitway Attendants	6.0	6.0
Building/Grounds Technician A	1.0	1.0
Building/Grounds Technician B	4.0	4.0
Building/Grounds General Custodian	4.0	4.0
Building/Grounds General Custodian - Part Time (2 measured in FTEs)	1.0	1.0
General Maintenance Attendant	2.0	2.0
Route Maintenance Supervisor	1.0	1.0
Route Maintenance Attendants	7.0	7.0
Inventory Control Supervisor	1.0	1.0
Asst. Inventory Control Supervisor	1.0	1.0
Shipping and Receiving Agent	1.0	1.0
Storekeeper	4.0	4.0
Parts Runner	1.0	1.0
Maintenance Supervisor II	1.0	1.0
Maintenance Supervisor I	5.0	5.0
Mechanic Master, A, B, & C	33.0	33.0
Communication & Electronics Coordinator	1.0	1.0
Communication & Electronic Technician	5.0	5.0
Paint & Body Specialist	5.0	5.0
Fleet Service Supervisor	1.0	1.0
Service Attendants	13.0	13.0
Service Attendants – Part Time (2 measured in FTEs)	1.0	1.0
Bus Custodians	4.0	4.0
Bus Custodians - Part Time (8 measured in FTEs)	4.0	4.0
TOTAL	115.0	115.0

MAINTENANCE DIVISION SUMMARY OF EXPENSES	FY2001 ADOPTED BUDGET	FY2002 PROPOSED BUDGET
Salaries & Fringes	\$3,828,400	3,900,100
Contractual Services	353,300	329,300
Material & Supplies	1,507,100	1,677,300
Other Expenses	69,300	75,500
TOTALS	\$5,758,100	\$5,982,200

HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY MAINTENANCE DIVISION



GENERAL FUNCTION

Functions and Responsibilities

The General Function is maintained under the control of the Director of Finance for the purpose of monitoring and controlling expenses, which are considered the cost of doing business. There are no employees assigned to this function. Expenses, which pertain to the entire Authority rather than an individual department, i.e., legal costs, utilities, purchased transportation, etc., are charged to the General Function.

GENERAL FUNCTION SUMMARY OF EXPENSES	FY2001 ADOPTED BUDGET	FY2002 STAFF RECOMMENDED BUDGET
Contractual Services	\$692,000	700,000
Utilities	374,000	403,000
Insurance	102,000	120,000
Taxes & Licenses	208,000	220,000
Paratransit Service	780,500	1,422,000
Transfer to Fund Balance	0	422,000
Other Expenses	268,700	275,000
TOTALS	\$2,425,200	\$3,562,000

REVENUE SOURCES

FEDERAL TRANSIT ADMINISTRATION

Section 5307

These funds provide capital assistance to a designated recipient in urbanized areas. In this urban area there are two designated recipients: HART and the Pinellas MPO. These funds are apportioned by a statutory formula based on population density and transportation data for areas over 200,000. HART programs these funds for capital projects such as vehicles, parts and equipment, shelters, sidewalk/accessibility at bus stops, transit centers, and planning and marketing studies. The urban funds come to HART directly from the Federal Transit Administration. The MPO does not prioritize these funds, but the use of the funds by HART must be identified in the MPO's Transportation Improvement Program (TIP), the annual Unified Planning Work Program (UPWP), and the State Work Program (STIP). The HART Board prioritizes the use of these funds.

Section 5309

Section 5309 has two subcategories of funding. The first is for bus programs, and the second is for new start rail projects and fixed guideway systems. These categories are allocated on a discretionary basis, and projects must compete for funding using specific criteria to justify the major investment involved. The bus capital funds have been approved for Ybor Station and for bus purchases. New Starts funding was used to complete the mobility Study that recommends rail service for Tampa.

Section 5311

Section 5311 provides capital, operating, and administrative assistance for areas under 50,000 in population. The FTA encourages the use of these funds to expand the coverage of transit service into rural and small urban areas currently unserved and to improve levels of service in those areas that currently have only minimal transit service. HART uses these funds in the South County area. There is a subset of this category for creating connections between urban areas. HART is receiving some funds from this category to construct the South County Transit Center.

Congestion Mitigation/Air Quality (CMAQ) Funds

These federal funds assist air quality non-attainment and maintenance areas to implement transportation projects that will contribute to the area's compliance with the Clean Air Act. These are Federal Highway Administration funds, and when they are prioritized by the MPO for transit uses, the funds are transferred to the Federal Transit Administration. In order for HART to receive these funds, projects must be prioritized by the MPO in the TIP, and then they must be incorporated in the FDOT work program (or STIP). HART receives about half the CMAQ funds for the area. The FDOT administers these programs for the federal government. HART is using CMAQ funds to construct and operate the Streetcar, purchase buses, develop ridership and public outreach, and to operate the Downtown trolleys.

Surface Transportation Program (STP) Funds

As related to mass transit projects, STP funds can be used for capital costs for transit projects, public intracity bus terminals, safety improvements, planning activities, parking facilities, car and vanpool projects, and bicycle and pedestrian facilities adjacent to National Highway System routes. HART depends heavily on STP funds, which in fiscal years 1997, 1998 and 1999 funded bus replacements. These projects must also be programmed through the MPO TIP and added in the STIP before funds can be released. The FDOT administers these programs for the federal government. Project selection is made by the MPO. There is flexibility in how the funds are used as long as the category requirements are met. Once prioritized by the MPO, the flexibility goes away. In other words, once a grant comes to HART, HART cannot change its use. HART is currently receiving flexible funds to help with the relocation of the northern terminal and Transportation Plaza.

Enhancement Funds

Enhancement funds can be for pedestrians and bicycle facilities; acquisition of scenic easements and scenic or historic sites; historic preservation; rehabilitation and operation of historic transportation buildings, structures or facilities; preservation of abandoned railway corridors including the conversion and use for pedestrian or bicycle trails; control and removal of outdoor advertising; archaeological planning and research; and mitigation of water pollution due to highway runoff, and roadway improvements such as landscaping, lighting, bus stops, and bus loading areas next to roadways. HART's "Trees for Transit" project was funded with enhancement funds. The City of Tampa and Hillsborough County sidewalk programs are funded from this source. The FDOT administers these programs for the federal government. HART is not using enhancement funds this year.

Other Federal Competitive Grants

From time to time, new competitive categories are created. Currently, some of the categories are Job Access and Reverse Commute (JARC), Intelligent Transportation Systems (ITS), and System Preservation. HART received a congressional earmark last year for its JARC project. This application must be supported by a locally coordinated plan. The MPO produces it. HART applied for a System Preservation grant but has not been successful thus far.

FLORIDA DEPARTMENT OF TRANSPORTATION

State Block Grant

The FDOT collects revenue in a Transportation Trust Fund and HART is designated as a recipient for public transit of a portion of the fund, which is distributed as an annual block grant that can be used for either operating or capital expenses. These funds are distributed statewide by a formula based on population density, miles of service and total passengers. HART uses the grant for operating, though it could be used for capital projects as well.

State Urban Corridor Grants

These funds must be competed for with other transit properties in District VII, which include Pinellas, Pasco, Hernando, Citrus and Hillsborough Counties. The FDOT provides these funds to HART to operate the U.S. 41 Corridor routes and the Express service across Tampa Bay along the Courtney Campbell Causeway. HART has also received funds from this source for express service overland connecting Pinellas and Hillsborough Counties.

Intermodal Grants

Aviation, ports and transit are eligible to compete for funding in the FDOT grant category. These grants are approved in FDOT central office rather than at the district level because competition is statewide.

Welfare To Work

Last year was the first year for this special category of funds. A tri-county (HART, Pasco County, Pinellas County MPO) application for a "WAGES" grant was submitted to FDOT and the group received partial funding for the proposed project. The funds allow for all three systems to serve the Oldsmar area. HART runs service in Hillsborough and PSTA runs in Pinellas and Pasco. This opens a new area for transit and creates connections across county lines.

Safety

HART applied for and received a highway safety grant through FDOT a few years ago. It was used for reflective graphics on buses to increase visibility at dawn and dusk.

New State Grant Sources

Last year there were categories called Fast Track and Urban Transit Capital. Those programs were eliminated. This year there is a category called Transportation Outreach Program (TOP). HART is in the proposed budget submitted by the Legislature to the Governor for \$500,000 in TOP funding for Ybor Station.

LOCAL

City of Tampa/Hillsborough County Impact Fees

Both the City of Tampa and Hillsborough County have ordinances in place that allows them to levy impact fees. The impact fee is essentially a user fee that is charged to new development to, "... make growth pay for itself." The impact fee ordinances contain formulas that assess the impacts of development of various sizes and types (i.e., residential, commercial, etc.) relative to various components of the infrastructure system. A development is, therefore, assessed a fee that will mitigate its impact on the public infrastructure.

Because new growth impacts transit, a portion of both the City and the County's transportation impact fees is set aside for HART's use. HART may use these revenues only for capital expenditures. HART staff annually updates its impact fee program for inclusion in City and County budgets. The County impact fee funds to HART are most often used for shelters/passenger stop

amenities. City of Tampa impact fees are used to match bus purchases and build shelters. Some of the transit impact fees in the downtown zone are going to the Streetcar project.

Community Investment Tax Revenues

Passed by the voters of Hillsborough County in November 1996, these funds provided for the purchase of buses. These buses are used in circulator and regular route service throughout Hillsborough County.

Other Local Funds

HART receives grants from the City of Tampa and Hillsborough County for specific services, which they designate. Currently, they help fund Sunday Service, downtown circulation services and County circulators. They have from time to time provided funds for the planning program. The City of Tampa currently provides some rail planning funds to HART.

There was a three-year interlocal agreement in place whereby the City of Tampa, Hillsborough County and FDOT agreed to fund the shortfall in HART's budget so that HART can avoid service cuts due to inadequate funding. The period was set based on the projected date and cash flow from a referendum. That referendum was not scheduled, but the assistance may stop this coming fiscal year. A request has been made to both the City and County.

ADDITIONAL INFORMATION

The Metropolitan Planning Organization Transportation Improvement Program

The Transportation Improvement Program (TIP) developed by the Hillsborough MPO prioritizes federal and some state transportation funds. Included in the TIP program are HART's transit projects for which State or Federal funding is required. Identification of a project in the TIP is necessary before FDOT can help fund it. The work programs of the other jurisdictions are included in the TIP, though these jurisdictions do not have the same mandate that FDOT has for adhering to MPO prioritization of the projects.

The Metropolitan Planning Organization Unified Planning Work Program

The Unified Planning Work Program (UPWP) is developed annually by the Metropolitan Planning Organization. It is the consolidated list of all planning projects in the county that are planned for the next fiscal year to use federal funding. As with the TIP, the UPWP is a required product of the MPO. HART planning projects are developed in conjunction with planning projects of other agencies and are included in the UPWP.

State Transportation Improvement Program (STIP)

The State Transportation Improvement Program (STIP) is required by federal legislation and includes statewide transportation projects. The STIP must be consistent with the MPO's TIP and the Long Range Transportation Plan. The TIP for each MPO shall be incorporated into the STIP. All transit projects must be included in the TIP as well as in the STIP. FTA cannot obligate funds unless the projects are included in the STIP, and (if appropriate) in the UPWP as well.