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1.0 BACKGROUND AND UPDATE PROCESS

1.1 TRANSIT DEVELOPMENT PLAN PURPOSE

A Transit Development Plan (TDP) is a multi-year financial and operating plan for a transit agency. The Florida Department of Transportation (FDOT) requires public transit providers receiving State funding to develop and adopt a TDP as explained in Chapter 14-73.001, Florida Administrative Code.

“Transit Development Plans (TDPs) are required for grant program recipients in Section 341.052, F.S. A TDP shall be the provider’s planning, development, and operational guidance document, based on a ten-year planning horizon and covers the year for which funding is sought and the nine subsequent years. A TDP or an annual update shall be used in developing the Department’s five-year Work Program, the Transportation Improvement Program, and the Department’s Program and Resource Plan. A TDP shall be adopted by a provider’s governing body. Technical assistance in preparing TDPs is available from the Department. TDPs shall be updated every five years.”

All transit agencies are required to prepare a five-year major TDP and an annual update and progress report each year. The HART Board adopted the last major TDP on August 22, 2011.

This year’s update to the TDP provides a progress report covers the FY2013 – FY2022 period. In addition, this update provides an overview of the key elements in HART’s program and some of the actions taken in FY2012 to increase the system’s farebox recovery ratio. See Appendix A- Farebox Recovery Maximization Program.

1.2 TDP ADOPTION PROCESS

This update was presented to the HART Finance, Governance and Administration Committee on July 16, 2012 and adopted by the HART Board on August 6, 2012.

1.3 PUBLIC INVOLVEMENT

Public involvement is an ongoing part of HART’s normal business practice. Opportunities for public involvement are provided as part of the review of service and fare revision proposals, preparation of the annual program of projects for the federal formula grant as well as at monthly meetings of the HART Board and Committees. Public Hearings are critical during the adoption process of the annual budget. HART staff serves on seven Metropolitan Planning Organization (MPO) committees that are tasked with presenting recommendations to the MPO Board. In addition, HART Marketing and Community Relations Department participates in various community events providing information regarding HART services and programs. HART also uses social media with Facebook, Twitter, YouTube, to post updates on services, community meetings, photos and HART newsletters. Public input received during the year is considered in developing service revisions and the future needs prioritization. FY2012 public involvement activities are summarized in Appendix B - Summary of Public Involvement.
Although not specifically required for annual progress reports, HART provided copies of the
draft TDP to the local workforce development board (Tampa Bay Workforce Alliance) and the
Hillsborough County MPO. HART staff believes it is important to include these two agencies
in its annual planning process. The MPO Board reviewed the draft FY2013-FY2022 TDP at their
July 30, 2012 meeting and passed a motion finding the TDP update consistent with the MPO
2035 Long Range Transportation Plan.

1.4 REGIONAL INITIATIVES
HART is coordinately closely with other transit providers and transportation agencies to enhance
inter-county service and increase service connectivity. In addition, staff continually partner with
local and regional agencies on consortium purchases and other initiatives. Information on the
efforts is detailed in the following sections of the document

- Section 2 – Annual Update: discusses the service efforts, participation in regional
planning studies and consortium purchases. In addition, an overview of the state-
mandated HART-PSTA Consolidation Study is presented.

- Section 3 – Financial Plan: includes information on potential regional projects that could
be submitted to FDOT for funding consideration.
2.0 ANNUAL UPDATE  
FISCAL YEAR 2013 COMPLIANCE WITH CHAPTER 14-73

This section provides a summary outline of HART’s progress towards attaining the goals established in the last major update of the TDP: FY2012 - FY2021. This information addresses the requirements outlined in Florida Statute 341.052 (Chapter 14-73) which require transit agencies to report on the following:

- Past year’s accomplishments compared to the original implementation program;
- Analysis of discrepancies, if any, between the plan and its implementation for the past year and steps that will be taken to attain original goals and objectives;
- Any revisions to the implementation program in the past year;
- Added recommendations for the new tenth year of the upcoming plan;
- Any revisions to the financial plan; and
- A revised list of projects or services needed to meet the goals and objectives.

2.1 PAST YEAR’S ACCOMPLISHMENTS COMPARED TO THE ORIGINAL IMPLEMENTATION PROGRAM

Many projects and initiatives included in last year’s TDP have been or are in the process of being implemented. The following reports on this year’s key accomplishments and initiatives. These are organized according to strategic goals that were recently adopted by the HART Board. In February 2012, the Board adopted a Five Year Strategic Plan identifying the actions needed to meet its mission and achieve its vision for the future.

**Vision**

*Our vision is to make transit a relevant and viable travel option for residents within HART’s service area.*

**Mission**

*The mission of the Hillsborough Transit Authority (HART) is to provide safe, innovative and cost-effective public transportation services that enhance the quality of life in our community.*

The plan established six goals to focus the organization’s efforts:

- Exceed Customer Expectations
- Ensure Safety and Security
- Maximize Financial Well-Being
- Foster a Thriving Internal Environment
- Enhance Connections within the County and Region
- Embrace Innovative Practices and Systems
### EXCEED CUSTOMER EXPECTATIONS

- Bus ridership year-to-date (October 2011 - May 2012) has increased nearly 5.3 percent compared to the same period last fiscal year (Appendix C- Ridership Trends).
- Bus ridership in the Northdale area increased steadily by replacing local fixed route service with Flex service.
- Bike racks were installed on Flex vans and folded bikes (up to 20 inch wheels) were permitted on buses, providing cyclists with enhanced mobility options.
- The Paratransit Rider’s Guide is being updated to include new policies regarding certification, scheduling, time periods, and driver/passenger responsibilities. The proposed changes were placed on the HART website and distributed to HARTPlus customers, the Hillsborough County Metropolitan Planning Organization (MPO) Transportation Disadvantaged Coordinating Board, and HART ADA Committee for review and comments. When finalized, the updated guide will be distributed to HARTPlus customers and posted on the website.
- Route maps were updated and made easier to read and user-friendly. HART expanded the availability by including all updates on the HART web-site.
- Customer Service assisted with 128,908 calls during the first half of FY2012, an increase of 4.5 percent over FY2011.
- Public information was expanded to include Facebook, Twitter, and YouTube.

### ENSURE SAFETY AND SECURITY

- The Department of Homeland Security – Transportation Security Administration (TSA) completed a comprehensive Baseline Assessment for Security Enhancement review of HART in 2012. HART achieved the Gold Standard Award, the highest rating, for its Baseline Assessment for Security Enhancement. HART was one of only 17 transit agencies from throughout the country to receive this award.
- The close-circuit television (CCTV) systems were updated on the Marion Transitway and at the Marion Transit Center.
- Security lighting at the Yukon Park and Ride and South County Transfer Center was re-lamped.
- The required safety inspections for fire prevention, elevators, generator, lifts and cranes were completed at facilities and transit centers.
- HART’s Monthly Occurrence Loss Prevention Analysis Committee (MOLPAC) reviews and analyzes the number of accidents each month to help the agency identify the areas of concern and preventive measures. MOLPAC coordinates with Operations to set up corrective actions.

### MAXIMIZE FINANCIAL WELL-BEING

#### Manage System Costs Effectively

- The following vehicle purchases are replacing older vehicles that have higher
maintenance costs:
  o Six (6), Dodge Caravan, extended lowered floor mini vans, with mobility ramps, to support the HART Plus fleet plan
  o 26 buses for the fixed route service, with 12 of the buses for the MetroRapid North-South corridor

- Flex service was implemented in five zones to provide deviated fixed route flex service which includes trip reservation services. The capital and fuel cost of the vans is 50 percent less than buses and are less expensive to maintain, resulting in a lower cost to HART. HARTPlus customers can save money by utilizing flex service instead of HARTPlus.

- Initiatives that are reducing expenses in FY2012 include long term fuel contracts, reduction in travel expenses, shifting to a self-insured health program, and other agency-wide cost control initiatives.

- The FY2013 Proposed Budget is balanced at a 0.2 percent increase over the FY2012 adopted budget.

- Cost control measures include:
  - Organizational Realignment based on business process improvements
  - Reduction in printing and advertising expenses
  - In-sourcing of legal staff for worker’s compensation, general litigation and most labor & employment
  - Safety/Security/Risk savings through more internal staff oversight and more historic spending norms
  - Across the board spending control in all support units

- One of the main initiatives is a program of service revisions and a fare increase proposed for implementation in November 2012. The HART Board is scheduled to review these initiatives at their August 6, 2012 meeting following public input. The fare revisions are outlined in Appendix A - Farebox Recovery Program.

- Initiated work on updating the Streetcar Business Plan which projects operating expenses over the twenty year period as well as the funding sources that are assumed to be available to the system. The capital needs for maintaining vehicles, infrastructure and right-of-way are identified, along with the projected expenses and funding sources. Potential extensions of the streetcar from the Whiting Street Station will be discussed, along with the estimated capital and operating costs. The Business Plan is scheduled to be presented to the THS Board this summer.

**Implement Efficiency Improvements**

- Ridership is monitored via automated passenger counters (APC), onboard survey, customer service sales, and census analysis to identify transit demand. Efforts have been undertaken since 2007 to redirect resources to higher performing routes and to restructure the fixed route service from lower performing services with higher potential services.

- The service program continues to redirect resources to the most efficient services and
serve the maximum number of people. Service revisions were implemented in November 2011 and March 2012. Expanded services included Route 7 (West Tampa/Citrus Park), Route 16 (Waters Avenue), Route 39 (Busch Boulevard), and Route 24X (FishHawk/Riverview MacDill Air Force Base Express). A summary of the revisions is presented in Appendix D – FY2012 Service Revisions.

- **Transit Signal Priority (TSP)** - Extensive work has been undertaken to implement Transit Signal Priority (TSP) in the HART system to improve on-time performance. The effort has involved detailed collection and analysis of data and coordination with traffic representatives with the City of Tampa, City of Temple Terrace, Hillsborough County and Florida Department of Transportation (FDOT). Representatives requested that a TSP pilot project be implemented to test the operation of the application and ensure that there are no impacts to traffic operations. The two corridors for the pilot project are Nebraska Avenue from Cass Street to Columbus Drive and Fletcher Avenue from Nebraska Avenue to 42nd Street and Palm Avenue. Fifteen signals will be upgraded along these corridors. The results of this pilot project will provide important inputs for future implementation of TSP on bus routes throughout the county. The total length of the MetroRapid North-South corridor will be equipped as part of the fiber/communications contract which was recently awarded.

### Preserve funding and secure additional funding for services and programs

- The Board directed staff to review alternate funding scenarios that allow sustainable status quo service levels or allow for increased, enhanced and new service to support increased ridership. The information was presented to the HART Board in May 2012 and is discussed in Section 3.

- The Interlocal Agreement between the City of Tampa and HART for the distribution of transportation impact fees was amended in May 2012 to allocate to HART, on an annual basis, up to ten (10) percent of impact fees collected in the Central Business District and up to three (3) percent of the fees collected in the remaining districts for capital improvements.

- HART entered into five multi-year joint participation agreements with FDOT, receiving $1.7 million to operate the following transit services:
  1. Regional express transit service to Pinellas County and Pasco County
  2. Limited Express service to Town N’ Country
  3. Implement Flex service in Northdale
  4. Implement Flex service in Town N’ Country

- Submitted the FY2012 grant application to the Federal Transit Administration for the urbanized area formula program (three quarters of the annual funding). $1.04 million of the funding is directed towards fuel costs for vehicle operations.

- Secured $2.3 million in Section 5308 Clean Fuels Program Funds to design and construct a Compressed Natural Gas (CNG) Fueling Station and for Maintenance Facility Modifications to accommodate CNG vehicles.

- Secured $4.7 million in Section 5309 State of Good Repair Program funds to renovate the 21st Avenue heavy maintenance building.
- Secured $4 million in Section 5309 Bus Livability Initiative Program funds to replace diesel buses and gasoline vans with CNG buses and vans.
- Submitted a proposal in April 2012 to secure federal discretionary funding from the Clean Fuels Program Initiative. The proposals sought funding for CNG buses and vans. The award has not as yet been announced.
- Submitted an application for competitive funding under the Federal Highway Administration’s Transportation, Community Preservation Program to update fareboxes that accept declining balance cards and electronic payments.
- Received $57,467.74 from the Federal Emergency Management Administration to facilitate a training course in System Security Awareness for Transit Employees.
- Received Job Access Reverse Commute (JARC) funding through the Pinellas County MPO in the amount of $800,000 to assist with the operating costs of existing late night transit service on eight bus routes, Saturday service on six routes and Sunday service on five routes.
- As of January 25, 2012, Signal Outdoor Advertising has installed over 200 shelters and retrofitted 115 existing shelters. The monthly proceeds to HART average over $7,500.
- In FY2012, Direct Media USA in its first year as the HART bus advertising contractor has exceeded the minimum guarantee which enabled HART to receive 60 percent of the revenues.

HART Wellness Fair Committee

FOSTER A THRIVING INTERNAL ENVIRONMENT

- HART has formed the Healthy HART Wellness Program in partnership with CIGNA Wellness and a dedicated HART committee. This program successfully encourages employees year-round to create and reach healthy sustainable goals pertaining to physical, social, financial, and emotional wellness by providing them with tools through consistent communication, support, education and cost-effective wellness activities. Participation is encouraged and rewarded through positive reinforcements, company-wide recognition and employee-suggested incentives.

- HART has partnered with Chase Bank to sponsor financial wellness brown bag seminars with the incentives provided through Cigna Wellness. The presentations cover a range of topics to further the insight of employees on personal finances and increased disposable income.

- The HELP (HART Employee Leadership Program) continues to meet every month
promoting a working environment throughout HART by improving interdepartmental relationships. HELP establishes the opportunity for employee input into forming policies and procedures.

**ENHANCE CONNECTIONS WITHIN THE COUNTY AND REGION**

*Continue enhancing system accessibility*

- Staff commenced a detailed route-by-route analysis of bus stops in February 2009 to determine stops that can be consolidated as well as a specific improvement need at stops. HART completed improvements on 281 stops in FY2012 to comply with ADA guidelines. The accessibility improvements consisted of ADA landing pads, sidewalk segments at bus stops, and realignments. Accessibility improvements were completed on the following routes.
  - Route 5, which extends along the 40th Street corridor between Downtown Tampa and the University of South Florida Area (USF)
  - Route 12, which extends along the 22nd Street corridor between Downtown Tampa and the USF area
  - Route 15, which extends along the Columbus Drive corridor between Westshore Plaza and Netpark Transfer Center
  - Route 18, which extends along the 30th Street corridor between Downtown Tampa and the USF area
  - Route 19 which extends along South Westshore Boulevard and Manhattan Avenue corridors connecting Port Tampa and Downtown Tampa
  - Route 32, which extends along the Dr. Martin Luther King Jr. Boulevard corridor between Seffner/Mango and West Tampa Area
  - Route 33, which extends along the Fletcher Avenue corridor between Northdale Boulevard and the USF Area
  - Route 37, which extends along the Dr. Martin Luther King Jr. Boulevard and Brandon Boulevard corridors between Brandon and Netpark Transit Center.

- Work is underway to develop a park-and-ride to serve the *MetroRapid* North-South project in the vicinity of Fletcher/Interstate 75. The HART Board is scheduled to review the proposed sale and purchase agreement for the top ranked site this summer.

- *MetroRapid* North-South - Final design is complete and contracts for the shelters, ticket vending machines and fiber/communications were awarded, with the site and civil contract award scheduled for the July 16, 2012 HART Board meeting. Construction work on the project is scheduled to be complete by spring 2013.

- *MetroRapid* East-West - This corridor will connect Tampa International Airport, the Westshore Business District and the HART Netpark bus transfer center at Hillsborough Avenue and 56th Street, with connections to the North-South corridor at Nebraska Avenue. The Project Development and Environmental (PD&E) Study commenced in October 2011 and is involving extensive outreach with agencies and the public to develop the proposed alignment and station locations. The Study findings are scheduled to be presented to the HART Board this fall.
Yukon Transfer Center Rehabilitation Project

- Yukon Transfer Center - The rehabilitation project includes four new bus bays new public restrooms and driver restroom/break area. The project also includes enhanced safety, security and lighting. This project is scheduled to be completed in summer 2012.

- Marion Transit Center (MTC) North Expansion - MTC is HART’s downtown hub, serving 27 routes, including 2 PSTA routes. The FDOT parking lot north of MTC is being used for temporary passenger boarding for several bus routes because of capacity issues at the main terminal. In March 2012, HART entered into a 20 year lease with FDOT for the parcel. In addition, State funding was recently awarded to upgrade the area with concrete drive aisles and bus bays and a covered walkway connection to the MTC main terminal. Improvements to enhance the area for passenger usage will include shelters, seating, information kiosks, change and ticket vending machines, and enhanced lighting. The facility will be served by the MetroRapid North-South, additional local routes and PSTA routes.

- HARTPlus implemented real-time trip booking on November 1, 2011. This allows HART to offer trip times that are more realistic in terms of trip length, and to negotiate trip times that work with passengers’ schedules when the originally requested trip time is already booked by another passenger.

HARTPlus vehicle hours declined 5.15 percent in January 2012 compared to the same month last year. Vehicle hours are down 1.7 percent for the first four months of FY2012, compared to the same time period in FY2011. This has occurred despite a nearly 10 percent increase in HARTPlus ridership.

**Participate in planning efforts evaluating strategies to serve a greater portion of the County’s Mobility needs**

Staff is participating in planning studies sponsored by the MPO, Planning Commission and the City of Tampa. The following is a summary of the studies:

- Westshore Intermodal Center Study - This study reviewed opportunities for a future intermodal center in the Westshore Business District. The study recommended four
sites as viable sites for the intermodal center:

- Westshore Plaza
- Parcels north of I-275 between Trask Street and Manhattan Avenue
- Adjacent to Jefferson High School
- Redevelopment along Trask Street at Cypress Street

The MPO Board approved the study this spring. No additional work on the project was approved at the present time.

- Westshore Transit Circulator Study - The study was initiated to explore the need for a circulator in the Westshore Area. Stakeholder outreach is a part of the process to review alignments, service levels, and costs. The study is scheduled to be completed by late fall 2012.

- University Area Transit Circulator Study - The study was recently initiated to review options for implementation of a local circulator system in this growing major activity center. The Study, which is being funded by the MPO, will be discussing options for joint circulator systems with major stakeholders, including University of South Florida (USF), Moffitt Cancer Center, and Veterans Administration.

- Peer Cities & Best Practices - Strategies for Private Involvement in Transit - The MPO is partnering with HART to examine opportunities for private investments in transit centers, park and ride facilities, intermodal centers, and passenger real-time applications. The study will document current success with public agencies throughout the U.S. to identify major features of the private participation.

- InVision Tampa - This effort is being undertaken by the City of Tampa, with funding assistance by the U.S. Department of Housing and Urban Development. Two plans are being prepared, one for the downtown/center city area (Ybor City to Armenia Avenue), with a second plan for the Nebraska Avenue corridor (Downtown to Hillsborough Avenue). A major focus of the effort is assessing opportunities to implement transit supportive development policies and regulations in Downtown Tampa and surrounding communities.

- MPO 2035 Long-Range Transportation Plan Post Referendum Analysis - The MPO has been undertaking work to review alternative funding strategies to address the County’s Transportation Needs. This will be an important input into the preparation of the 2035 LRTP Update.

Support Community initiatives that align affordable housing with transit service

- Staff met with Metro 510 owners, the new workforce residential development project of 120 urban loft apartments adjacent to Marion Transit Center and accepted their application for the In-Kind Sponsorship Program, an exchange of complimentary fare cards for their promotion of HART services to their tenants and potential tenants.

- Bay Gardens Retirement Village is a mixed use development for low income residents composed of an Adult Living Facility and Independent Living Facility with medical and dental offices. The development incorporated a transit accessory pad into the site plan to assist with accessibility to the transit stop.

- HART is continuing to partner with the Tampa Housing Authority to further
Transit Development Plan Update (2013-2022)

- HART participated in a study with the City of Tampa on improvements to the West Tampa District, including the North Boulevard Homes public housing complex.

Coordinate with local jurisdictions, planning agencies and the development community to encourage transit

- HART collaborated with new development to include transit design in proposed projects located on Dale Mabry Highway, Orient Road, Boyscout Boulevard, South Howard Avenue, Swann Avenue, 15th Street, and Waters Avenue.

- Coordinated with the City of Temple Terrace Community Development Department to implement transit design into the Redevelopment of the Downtown Temple Terrace Main Street Project.

- HART is a member of the following groups and committees that review opportunities to preserve corridors for transit and make recommendations for transit supportive design in new developments.
  - MPO Livable Roadways Committee
  - MPO Bicycle and Pedestrian Committee
  - City of Tampa Development Review Committee
  - Hillsborough County Transportation Review Team
  - FDOT Greater Tampa Utility Group

Coordinate with other transit providers and transportation agencies on enhancing inter-county service and increasing service connectivity

- Regional Service

  HART provides regional connections to PSTA via HART Route 200X (Clearwater Express). PSTA provides regional connections to HART at the Marion Transit Center via PSTA Routes 100X and 300X. PSTA Route 100X also connects to HART at Britton Plaza transfer center, enabling connections to the South Tampa area, including MacDill AFB.

  HART connects to Pasco County Public Transportation (PCPT) via HART Route 51X (New Tampa Express) and PCPT Route 54 (Cross County). An additional connection to Pasco County is provided by HART Route 20X (Lutz Express); this route serves the Target Land of Lakes stop, with ridership increasing since its July 2011 service start-up.

  In FY2012, staff coordinated with PSTA and PCPT on the following service enhancements
  - Route 51X – PCPT commenced operating a new cross town route (Route 54); this route connects to Route 51X at the Victorious Life Church Park-and-Ride lot, providing Pasco County residents with connections to Tampa and other HART routes
  - An upcoming PSTA new flex route serving Northern Pinellas County will connect to HART service at the Northwest Transfer Center; HART is providing a bus bay for this service and is providing information on scheduling and
operating of flex services

Staff have also been coordinating with Pasco County and Manatee County on potential future service connections:

- New flex service or local service providing connections between the future PCPT park and ride facility at Wiregrass Mall and the Wiregrass and New Tampa communities
- Connection between Manatee County Area Transit (MCAT) and HART at Brandon Mall

Regional Planning

The Tampa Bay Area Regional Transportation Authority (TBARTA) is charged with study and review of regional connections. A table of current TBARTA projects is attached in Appendix E - TBARTA Projects. Staff serves as a member of the TBARTA Transportation Management Committee.

HART participates in the TBARTA studies as opportunities are provided. Staff attended an introductory meeting of the Westshore to Crystal River/Inverness Transit Study as well as two meetings on the Short Term Transit Improvements Study. At its June 4, 2012 meeting, the HART Board expressed interest in being provided greater opportunities for involvement in TBARTA planning studies.

Staff provided extensive technical information that was compiled as part of the HART Alternative Analysis study, including travel demand modeling, ridership projections and transit service alternatives, to the consultant teams for both the Wesley Chapel Study and PSTA Alternative Analysis Study. In addition, a HART Board member participated on the Project Advisory Committee for the PSTA Alternative Analysis Study.

HART – PSTA Consolidation and Coordination Evaluation

HART, in conjunction with Pinellas Suncoast Transit Authority (PSTA), are requesting proposals for Consultant services to explore opportunities to capture cost efficiencies, improve customer convenience, and leverage other advantages that might be attained through greater cooperation, collaboration, partnering or consolidation of functions or agencies. The purpose of the effort is to respond to legislation recently enacted by the State of Florida directing the two agencies to jointly examine and report on these issues (HB599).

Section 81 of the HB599 Bill requires collaboration between PSTA and HART to consider and identify improvements for greater efficiency and service improvements, including specific methods for increasing service connectivity between the jurisdictions of each agency.

The purpose of the work effort is to identify and evaluate the advantages, challenges and opportunities for further collaboration between HART and PSTA, consolidating specific functions or merging the two agencies.

The work effort will be undertaken by staff and General Counsels with the two transit agencies as well as the contractor retained for the study. A report with the evaluation findings and recommendations is scheduled to be considered by the HART Board in December 2012.
Coordinate with other transit agencies and governmental agencies on consortium purchases

- The Central Florida Regional Transportation Authority (LYNX) issued a procurement to purchase buses for a consortium of transit agencies in Florida, including HART. In FY2012 the HART Board authorized the purchase of twenty-six (26) 40’ buses, with 12 buses supporting the MetroRapid North-South service.

- The Transit Research Inspection and Procurement Services (TRIPS), managed by the Florida Department of Transportation, established a statewide purchasing agreement that provides agencies with the means of procuring quality transit vehicles at the lowest price. In FY2012, the HART Board authorized the purchase of six (6) low floor mini vans with mobility ramps to support the HARTPlus fleet plan.

- In FY2011, HART, Hillsborough County, Pinellas Suncoast Transit Authority (PSTA), and Lakeland Area Mass Transit District (LAMTD) formed a consortium to purchase fuel. The City of Safety Harbor will join the consortium in FY2013.

- HART serves as the lead agency for joint solicitations for the purchase of bulk fluids, engines and transmissions, diesel particulate filters and remanufactured alternators.

Coordinate with the Hillsborough County Aviation Authority on the Tampa International Airport (TIA) Master Plan

- HART staff met with airport staff and their consultant team in December 2011 and in May 2012 on the update of the TIA Master Plan. The Master Plan provides the framework for future development at the airport. One issue to be addressed is the opportunities for a multimodal transportation center in the vicinity of the Economy Parking Garage. Information on current services and ridership to the airport was provided, as well as ridership projections from the HART Alternative Analysis study.

Ticket Vending Machine (TVM) similar to the TECO Streetcar York Street Station TVM will be installed along the MetroRapid corridor.
EMBRACE INNOVATIVE PRACTICES AND SYSTEMS

Expand Payment Options

- The TVM installed at the HART on Franklin retail space was placed into revenue service in November 2011. This is currently the only ticket vending machine to sell both bus and streetcar fares.
- Staff submitted a competitive funding application under the Federal Highway Administration (FHWA) Transportation, Community, and System Preservation Program for updated fareboxes that accept declining balance cards and electronic payments. The awards have not been announced.
- Fourteen ticket vending machines have been ordered for installation along the MetroRapid corridor and the Fletcher Avenue Park and Ride. Passenger boarding time is decreased with off-vehicle purchase of tickets and passes.

Partnerships

- HART has formed partnerships with Latin Chamber of Commerce, Ybor City Chamber of Commerce, Downtown Partnership, Moffitt Cancer Center, Glazer Children’s Museum, Game Time and the American Red Cross on various community events, business expos, and pedestrian safety campaigns.
- The Bus Toll Lane Study with the Tampa Hillsborough Expressway Authority is in process. The study is evaluating the feasibility of implementing bus toll lanes in the County, which could provide a long term funding source for HART operating costs.
- The Center for Urban Transportation Research (CUTR) at the University of South Florida (USF) utilized data generated from the HART ITS system and developed a cellular phone application for disabled individuals. This application alerts the disabled passenger to pull the stop request cord when the bus approaches the pre-programmed stop location.
- HART is partnering with the Center for Urban Transportation Research (CUTR) on the “One Bus Away” pilot project to research the feasibility of deploying Service Interface for Real Time Information (SIRI) technology to the HART network, including text messages and integrating it with the current HART Interactive Voice Response (IVR) system.
- In December 2011, HART began processing applications from Sunshine Line customers that qualify for HARTPlus paratransit service. HARTPlus ridership for the first eight months of FY2012 is up 6.3 percent from the same period in FY2011. Eight operators were hired in April 2012 to address the increase in customer demand for HARTPlus service. Six additional minivans were placed into service in July 2012 to accommodate the increase in ridership.

Examine use of smaller vehicles in the fixed route and paratransit fleet

- Fixed route service has eight 23’ vans operating in five (5) zones within the service area to provide deviated fixed route Flex Service. The capital and fuel cost of the vans is 50 percent less than buses and are less expensive to maintain.
- Paratransit service fleet is being expanded in July 2012 with six (6) minivans. The minivans have been modified to be fully compliant with the Americans with
Disabilities Act (ADA) to accommodate wheelchair passengers. These minivans will primarily be used for ambulatory customers while the larger 21’ vans will transport wheelchair patrons. The cost of the minivans is approximately half the cost of the larger 21’ vans, with a 50 percent improved fuel economy. There will be an order for nine (9) minivans to replace nine (9) 21’ vans in the fourth quarter of 2012 for a total of 15 minivans in the fleet of 44 paratransit vans.

<table>
<thead>
<tr>
<th>Rehabilitation of 21st Avenue Administration and Operations Building</th>
</tr>
</thead>
</table>

**Implement energy and environmental initiatives**

- The 21st Avenue Administration and Operations Building Renovations Project was designed using strategies targeted at improving performance in energy savings, water efficiency, carbon dioxide reduction, and improved indoor environmental quality for LEED certification. The construction is underway and scheduled for completion in late fall 2012.

- Staff submitted Federal grant applications for the following FY2012 federal programs to fund CNG bus replacement and renovations to Heavy Maintenance Building to include Leadership in Energy and Environmental Design (LEED) certification design.
  
  o **Bus Livability Initiative** supports projects that promote an environmental sustainable transportation system, improve pedestrian environment and promote the use of environmental design techniques in planning, construction, and operation.
  
  o **Clean Fuels Program** that supports emerging clean fuel and advanced propulsion technology projects that have a positive impact on air quality.

- The procurement for the design of a Compressed Natural Gas (CNG) Fueling Station and Maintenance Facility modifications is in process. The effort will support the transition of HART’s fixed route fleet to CNG, providing important fuel cost savings and environmental benefits.

- Improvements to HART’s 21st Avenue Heavy Maintenance and Preventive Maintenance Buildings include replacing interior and exterior lighting with energy efficient light-emitting diode (LED) lighting for these buildings.
2.2 ANALYSIS OF ANY DISCREPANCIES BETWEEN THE PLAN AND ITS IMPLEMENTATION FOR THE PAST YEAR AND STEPS THAT WILL BE TAKEN TO ATTAIN OR MODIFY ORIGINAL GOALS AND OBJECTIVES

There are no major discrepancies between the plan and the current year implementation program. Projects are being implemented and continuous efforts are being made to enhance the service provided to customers and deliver effective, safe and reliable service.

As a result of continued implementation of cost saving measures, this year’s service program is not experiencing as extensive reductions as projected in last year’s TDP; a six percent reduction was originally projected early in the FY2012 budget development process. Overall, the estimated service miles to be operated in FY2012 is 3.1 percent less than the FY2011 miles. Service modifications implemented in FY2012 are listed in Appendix D - FY2012 Service Revisions.

HART’s major challenges relate to strong ridership patterns coupled with continued local funding declines. Currently, HART is at FY2005/2006 ad valorem levels supporting a ridership level 32 percent higher than during that timeframe. Year to date ridership is up by 5.34 percent over the same period last year, with 14.3 million riders anticipated in FY2012. Many routes are experiencing stand room only conditions, which is negatively impacting service quality and on-time performance.

During the preliminary FY2013 budget development process with the HART Board of Directors this spring, the topic of alternate funding sources to mitigate current and future prospective shortfalls in revenue was discussed, as well as the need to couple that with the establishment of a "vision" and strategy for future service expansion to meet growing ridership and customer expectations. Alternative funding scenarios were developed and presented to the Finance, Governance and Administration Committee in May 2012. The funding strategies will be addressed by the Board following approval of the FY2013 Budget. Section 3 - Financial Plan provides more details on the needed transportation improvements and alternative funding scenarios.

2.3 REVISIONS TO THE IMPLEMENTATION PROGRAM FOR THE COMING YEAR

The Status Quo Plan was updated to include the initiatives that are proposed in FY2013 as part of the draft budget development. One of the main initiatives for FY2013 is a program of service revisions and a fare increase proposed for implementation in November 2012. The HART Board is scheduled to review these initiatives at their August 6, 2012 meeting following public input. A description of the initiatives is presented in Section 3 - Financial Plan.

In terms of regional initiatives, work to identify and evaluate the advantages, challenges and opportunities for further collaboration between HART and PSTA, consolidating specific functions or merging the two agencies will continue in order to comply with legislation recently enacted by the State of Florida directing the two agencies to jointly examine and report on these issues (HB599). The work effort will be undertaken by staff and General Counsels with the two transit agencies as well as the contractor retained for the study. A report with the evaluation
findings and recommendations is scheduled to be considered by the HART Board in December 2012.

Staff will continue to coordinate with neighboring transit providers on service initiatives, regional connections and collaboration efforts. The efforts include:

- Developing a future service connection (local or flex route service) between PCPT and HART at a future park and ride lot at Wiregrass Mall, with connections to the Wiregrass and New Tampa communities
- Coordinating with MCAT on a service connection between the two systems, potentially at Brandon Mall
- Continued coordination with PSTA on their introduction of flex service in the northern part of Pinellas County. The service will connect to HART’s service at the Northwest Transfer Center (Sheldon Road and Waters Avenue)
- Continued collaboration with other transit providers, local jurisdictions and other agencies on joint procurements of goods and services
- Examining opportunities to implement region-wide electronic fare payment infrastructure to enhance customer service, make it easier for passengers to use transit and facilitate future coordination of fare payments and transfers between transit systems; securing funding will be a major pre-requisite

A map showing the existing connections as well as potential new regional services are displayed on Map 2-1.

In addition, staff will participate in regional planning activities, including studies coordinated by TBARTA, FDOT, and other agencies.

A major financial issue impacting PSTA, PCPT and HART will be revising the funding agreement regarding the allocation of federal urbanized area formula program (Section 5307) funds. The current agreement expires when the 2010 Census figures take effect on the federal funding apportionments – FY2013. The agreement is based upon population, density, as well as service parameters.

Other initiatives, key projects and efforts to be undertaken in FY2013 include:

- Continued implementation of capital facility and infrastructure projects, including
  - Completion of renovations and the expansion of the 21st Avenue Administration/Operations building
  - Replacement of the bus washes and upgrading the heating, ventilation and lighting at the 21st Avenue Heavy Maintenance and Preventive Maintenance buildings
  - Development of a Compressed Natural Gas Fueling Station and maintenance facility modifications to transition the fleet to CNG
• Replacing buses and vans that have reached the end of their useful life with more up to date, fuel efficient and lower emission vehicles.

• Continued development of accessibility improvements at bus stops throughout the system to ensure that all passengers, including passengers with mobility limitations can access the service.

• Operation of the new MetroRapid service on Nebraska and Fletcher Avenues, with transit signal priority at intersections, stations with enhanced passenger amenities and a supporting park and ride lot in the Fletcher/I-75 area.

• Monitoring of the paratransit and fixed route service and continued efforts to adjust the services to emphasize efficiency and effectiveness.

• Participation in local planning efforts, including the THEA Bus Toll Lane Study, City of Tampa InVision Study which is developing a master plan for the Downtown, Inner City and Nebraska corridor, circulator studies in the University of South Florida and Westshore areas, and the upcoming update of the Hillsborough County MPO 2035 Long Range Transportation Plan (LRTP).

• Participation in regional planning efforts as opportunities are provided, including the Howard Franklin Bridge Study, USF- Wesley Chapel Transit Corridor Study, Westshore – Crystal River-Inverness Transit Evaluation, and Short Term Transit Improvements Study.

• Partnering with CUTR to implement the “One Bus Away” pilot project by evaluating the potential to deploy SIRI technology to the HART network. One or two major routes will be selected for the evaluation.

• Continue to pursue additional opportunities to undertake joint purchases with other government agencies to secure competitive priced goods and services.

• Maintaining an up-to-date Security Emergency Preparedness Plan. The plan is updated annually in close coordination with Hillsborough County Emergency Operations Center (EOC).

• Maintaining an up-to-date Safety Program Plan. Operators and other HART employees receive continual training to encourage a safe work environment.

• Advancing the Healthy HART Wellness program to encourage a productive work environment.

• Continued efforts to seek enhanced transit funding to address service needs and implementation of agency-wide cost efficiency strategies.

• Continued development of the HART Strategic Plan. This would involve refining objectives and developing departmental strategies and metrics to support the accomplishment of the agency goals.

2.4 REVISIONS TO THE IMPLEMENTATION PROGRAM FOR THE TENTH YEAR

Section 3 includes the projects included in the Financial Plan – the Needs Plan and the Status Quo Plan. The program for the tenth year is included in this plan. At the present time, no new services are anticipated throughout the ten year planning period because of financial constraints.
2.5 ADDED RECOMMENDATIONS FOR THE TENTH YEAR

Recommendations for the tenth year were added to the Needs Plan and Status Quo Plans.

2.6 REVISED FINANCIAL PLAN

The Financial Plan was revised to reflect updated information on costs and revenues as well as new projects identified from the service analysis as well as from public and staff input. In addition, the Plan included the analysis of alternative funding strategies that was presented to the HART Board in June 2012. The Status Quo Plan incorporated work undertaken to prepare the FY2013 Budget, which included a five year financial plan establishing a longer term baseline for strategic financial planning.

2.7 REVISED LIST OF PROJECTS AND SERVICES

The Needs Plan, the program of services and projects to make transit a more attractive and viable option throughout the County, was updated this year. The plan was presented in two elements:

- Service Quality Improvements: Enhancements to existing services to alleviate passenger loads, schedule adherence and limited service span
- Service Expansion Improvements: New local, flex, express, and additional MetroRapid services

The specific new services and improvements in each element are detailed in Section 3. The program was developed from public input received at outreach sessions, passenger and operator comments and analysis of service and ridership patterns.

A list of service enhancements and capital improvements that would be considered in developing upcoming State and Federal funding applications is included in the TDP. The service enhancements include more service on existing routes, new services in areas not currently served, as well as additional regional connections. The capital improvements focus on maintaining the fleet and facilities in a state of good repair: replacement buses, 21st Avenue facility enhancements and drainage improvements as well as upgraded fareboxes. These are detailed in Section 3.
3.0 FINANCIAL PLAN

The Financial Plan presents information on the service and capital program and the associated costs. Two elements are included in this year’s Financial Plan:

- **Needs Plan**: the total program of new services, service enhancements and capital improvements necessary to address the community’s needs for transit over the next ten years
- **Status Quo Plan**: the highest priority service and capital projects that can be financed with revenues anticipated to be available over the next ten years

Sufficient funding is not available to address all of HART’s service and capital needs. As part of the FY2013 budget development process, the HART Board requested information on potential strategies that would expand the agency’s funding and address the unmet service needs. Information on the subsequent analysis that was undertaken is included in this section. In addition, services and projects that could qualify for future state and federal funding are briefly discussed.

3.1 NEEDS PLAN

This year, continued work was undertaken on refining the Needs Plan, the specific services and projects that would make transit a more attractive and viable option throughout the County. The effort reviewed the Needs Plan developed for the FY2012 – FY2021 TDP. The Plan was updated to include new services and improvements. These were developed from public input received at public outreach sessions, passenger and operator comments’ and analysis of service and ridership patterns. The improvements are presented as two elements:

- **Service Quality Improvements**: Enhancements to existing services to alleviate passenger loads, schedule adherence and limited service span
- **Service Expansion Improvements**: New local, flex, express, and additional MetroRapid services

**Service Quality Improvements**

These improvements address current issues related to service. Heavy passenger loads is a critical issue on several routes. Continued ridership increases have resulted in standing loads being experienced on several routes, including Routes 1, 2, 6, 9, 12, 18, and 34. On time performance has decreased with traffic congestion as well as increased boardings associated with higher ridership patterns.

Improvements would add service to 15 local routes. Short-term improvements focus on FY2013 – FY2015, with continued improvements in the additional years. The routes are shown on Map 3-1. The improvements include standing room only, schedule relief and standing room only and schedule relief.
Capital requirements associated with the improvements include:

- Acquisition of 81 buses and vans
- Development of a new operations/maintenance facility to provide additional capacity for the expanded fleet
- Capital maintenance improvements associated with the new vehicles and infrastructure

Service Expansion Improvements

Service expansion improvements include new local, MetroRapid, flex and express routes to serve existing and projected needs as well as more service on existing routes. The service expansion developed for the FY2012 – FY2021 TDP was updated to include additional service improvements. The updated service expansion improvements include:

- Extensions to two local routes
  - Route 10 expanded service to Rocky Point
  - Route 34 expanded service to Oldsmar, to connect to PSTA service

- Seven local routes
  - Brandon (3 routes)
  - New Tampa
  - Big Bend
  - Thonotosassa
  - Bearss –Ehrlich

- Nine express routes
  - South County to MacDill AFB Express via US 301
  - Brandon to USF area
  - Brandon to Westshore area
  - New Tampa to Westshore via USF
  - New Tampa to MacDill AFB
  - USF to Westshore
  - Northwest County to Westshore
  - Northwest County to USF
  - Northwest County to Brandon

- Local circulators in the County’s three largest economic activity centers (10 minute frequency)
  - Downtown Circulator
  - Westshore Circulator
  - USF Circulator

- Five new flex routes and eight expansions to existing/new flex routes
  - Temple Terrace
  - Seffner
  - New Tampa
  - Airport Industrial
  - Gibsonton
• Over 70 miles of MetroRapid service
  o Nebraska MetroRapid
  o Temple Terrace/TIA MetroRapid (E/W)
  o New Tampa MetroRapid
  o TIA/Kennedy MetroRapid
  o Dale Mabry Hwy/MacDill AFB MetroRapid
  o Brandon/Downtown MetroRapid
• More service on existing routes
  o Local routes – 1, 4, 5, 6, 7, 8, 9, 10, 12, 14, 15, 16, 18, 19, 31, 32, 33, 34, 36, 37, 39, 41, 45, 46, 57
  o Inter County routes – 20X and 51X
• Expanded paratransit service for persons with disabilities at the same times and to the same areas as the local fixed route service

The services are displayed on Map 3-2. Similar to last year, light rail is not included in the revised Needs Plan. Capital requirements associated with the improvements include:

• Acquisition of 250 buses and vans for fixed route and paratransit service expansion
• Extensive capital infrastructure with new bus stops, including accessibility improvements, signage, shelters and benches
• Supporting facilities, including park and ride lots and transfer centers
• Technology projects to make it easier to use the service
• Improvements to maintain existing and new facilities in a state of good repair
  o Vehicles – regular replacement
  o Facilities maintenance and upgrades
  o Infrastructure and right of way maintenance and upgrades
MAP 3-2
Service Expansion Improvements

ADDITIONAL SERVICE ENHANCEMENT MAP
FY2013 - FY2022

- Other Routes (Enhancements described in the narrative)
- New Express Service
- MetroRapid Corridors
- New Local Service (includes circulators)
- Flex Service Areas

Hillsborough Area Regional Transit
The ten year financial plan for the Needs Plan is presented in Appendix F. The financial plan includes an estimate of the annual operating and capital expenses by year, the anticipated revenues as well as the differential between expenses and revenues. Costs are presented for the Base Service (existing service), the Service Quality Improvements and the Service Expansion Improvements. The financial assumptions used to develop the plan are presented in Appendix G.

The projected operating expenses with full implementation of the services are estimated at $70.12 Million in FY2013, increasing to $134.2 Million in FY2022. Capital costs are estimated at $116.9 Million in FY2013 and $31.68 Million in FY2022. Operating shortfalls increase from approximately $6.89 Million in FY2013 to $54.76 Million in FY2022, with capital shortfalls ranging from $89.260 Million in FY2013 to $31.68 Million in FY2022. (Note: FY2013 costs would assume a quick ramp up of new service and the total costs of a new operation/maintenance facility to provide additional capacity to serve an expanded fleet).

3.2 STATUS QUO PLAN

The Status Quo Plan presents the services and capital projects that can be funded with existing revenue sources. Costs and revenues for the initial five years utilized inputs from the FY2013 – FY2014 HART budget development process. The budget process was revised to establish a baseline for strategic financial planning for the next five years. The focus is creation of a fiscal environment that has a deficit managed through effective cost control and continuous evaluation of business processes and service delivery. Projections for the additional years: FY2018 – FY2022, were prepared based on recent trends as well as assumptions of future revenues and expenses. Financial assumptions used for the projection of revenues and expenditures are presented in Appendix G.

Operating Program

The Proposed FY2013 Budget reviewed by the HART Board at the June 6, 2012 meeting forms the basis for the FY2013 – FY2017 program. The Budget is currently being refined, with formal adoption by the HART Board scheduled in September 2012. The following summarizes key elements of the Operating Budget.

Three goals were established for the budget:

- Strive to maintain current level of service (service delivery to HART passengers) and support increased ridership
- Absorb new service levels arising from the implementation of the MetroRapid North-South
- Build and formally designate cash flow, “rainy day” and long-term infrastructure planning reserves

The Proposed Budget achieves these goals through the following initiatives:
- Level of Service scenario planning, which involved a thoughtful, impact driven budget development focused on community impact and mission support, coupled with a hard, methodical look at support service expenditures and processes. Based on this review, savings were achieved through the following:
  - Realignment of resources within the Finance/Capital Planning Department
  - Organizational realignments based on business process improvements
  - Reduction in printing and advertising expenses
  - In-sourcing of legal staff
  - Safety/Security/Risk savings through more internal staff oversight and more historic spending norms
  - Across the board spending controls for all support units
- Review of current services for efficiencies and utilization. The following are the service modifications that are proposed. Finalization of the program will be undertaken following public input:
  - Route 2 MetroRapid reductions (6 months in FY2013)
  - Elimination of Route 28X (East County Express)
  - Combination of Routes 50X and 61LX
  - Sunday level service on Memorial Day, 4th of July and Labor Day
  - No express service on President’s Day and Columbus Day
  - Elimination of Brandon Flex on Saturday
- Reinvestment of the savings to provide increased service on three routes experiencing increased ridership:
  - Route 30 (Downtown Tampa / Airport/Town N’ Country) – revise to 30 minute service
  - Route 34 (Hillsborough Avenue) – revise to 30 minute service
  - Modification to Brandon Flex to service to Brandon Hospital

In terms of revenue, the Proposed Budget includes a fare increase for the bus and paratransit modes. This was preceded by a comprehensive review of the HART fare structure occurred to remain consistent with Board policy to review and institute incremental increases every two (2) years to keep pace with inflation and address budgetary concerns. The last fare increase was implemented in November 2008.

The proposed fare increase has the local one way adult local fare and paratransit fare both increasing by 12.5% (from $1.75 to $ 2.00 – local fare and $3.50 – $4.00 – paratransit), and the one way adult express fare increasing by 8.3 % (from $2.75 to $ 3.00). This additional revenue will help offset the cost increases due to inflation, while trying to maintain service levels to HART customers.

Staff will conduct extensive public input on the fare proposals in conjunction with the service proposals. The current schedule has outreach occurring in June, following by HART Board review in July 16, 2012 and August 6, 2012 with implementation of the final adopted service and fare revisions in November 2012. The revisions are expected to generate approximately $886,000 more in revenue over the amount projected in FY2012. In light of ridership trends, continued increase in fuel prices, and implementation of new services, it is expected that the impact on
followed ridership will be minimal. FY2013 ridership is estimated to increase by eleven percent (11%) over FY2012 budgeted ridership.

As a result of these initiatives, the Proposed FY2013 Budget is balanced. The FY2014 Planned Operating Budget has a shortfall of $848,000, which continues over the five year strategic planning period, with the exception of FY2017. A small surplus is projected in FY2017 based upon implementation of a fare increase that year. Mitigation of the annual shortfalls will be addressed throughout the budgetary planning process and continued emphasis on cost saving measures. After FY2017, based upon a continuation of existing trends, shortfalls are similarly projected each year, as summarized in Table 3-1. A breakdown of the projected annual costs and revenues is provided in Appendix H.

### TABLE 3-1
Projected Operating Costs and Revenues: FY2013 - FY2022

<table>
<thead>
<tr>
<th>FY</th>
<th>Expenses (Millions)</th>
<th>Revenues (Millions)</th>
<th>Differential (Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$62,036,000</td>
<td>$62,502,053</td>
<td>$466,053</td>
</tr>
<tr>
<td>2014</td>
<td>$63,200,000</td>
<td>$62,351,538</td>
<td>($848,462)</td>
</tr>
<tr>
<td>2015</td>
<td>$64,542,734</td>
<td>$63,906,729</td>
<td>($636,005)</td>
</tr>
<tr>
<td>2016</td>
<td>$65,833,589</td>
<td>$65,835,509</td>
<td>$1,920</td>
</tr>
<tr>
<td>2017</td>
<td>$67,150,261</td>
<td>$67,952,452</td>
<td>$802,191</td>
</tr>
<tr>
<td>2018</td>
<td>$68,493,266</td>
<td>$68,261,351</td>
<td>($231,915)</td>
</tr>
<tr>
<td>2019</td>
<td>$69,863,132</td>
<td>$69,392,427</td>
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</tr>
<tr>
<td>2020</td>
<td>$71,260,394</td>
<td>$70,546,124</td>
<td>($714,270)</td>
</tr>
<tr>
<td>2021</td>
<td>$72,685,602</td>
<td>$71,722,896</td>
<td>($962,706)</td>
</tr>
<tr>
<td>2022</td>
<td>$74,139,314</td>
<td>$72,923,203</td>
<td>($1,216,111)</td>
</tr>
</tbody>
</table>

( ) Shortage

Unless new revenues are available, no new service is currently planned over the planning period, with the exception of the service adjustments proposed in FY2013 (Appendix I). The specific service program will be dependent upon revenues available as well as cost experience, including costs for fuel, benefits and insurance. Staff will continue to monitor the service and make adjustments to the program to maximize the efficiency of the service and serve the maximum number of riders.
Capital Program
The FY2013 – FY2017 Proposed Capital Budget includes projects and services to implement new infrastructure, update and expand facilities as well as maintain the fleet, technology and equipment in a good state of repair.

Several projects are directed at maintaining the fleet, facilities and infrastructure in a good state repair. Bus replacement is a significant and ongoing expense, and continues to be one of HART’s highest priority needs. Replacement of vehicles that have reached the end of their useful life lowers maintenance costs, enhances service reliability, and reduces emissions. Some of these vehicles are also needed to provide additional capacity for the paratransit service and the new MetroRapid North-South service. Starting in FY2015, the vehicles are planned to be Compressed Natural Gas (CNG) fueled.

Additional state of good repair projects include installation of updated Information Technology (IT) network equipment at the 21st Avenue Administration/Operations Building, acquisition of major components for the bus and paratransit fleet, streetcar capital maintenance improvements, upgrades and new equipment at several facilities, including air conditioning, bus lifts, backup generator for the maintenance building, and replacement of IT hardware and software.

Several capital facility projects are included in the program. The facility projects include:

- Finalization of renovations and an expansion to the 21st Avenue Administration/Operations building. The facility houses the Operations Department, including the dispatch facility and operators’ breakroom, as well as other departments. The building is being updated to modernize the facility, enable it to meet current code and ADA requirements as well as provide additional capacity. The facility is being designed to meet LEED standards which will provide significant utility and energy cost savings. The renovations are scheduled to be complete in December 2012.

- Renovations to the 21st Avenue Heavy Maintenance and Preventative Maintenance buildings to upgrade the heating, ventilation and lighting as well as replace two bus washes with upgraded systems that have water reclamation capabilities.
• Development of a Compressed Natural Gas fueling station to enable the revenue fleet to be transitioned to CNG. In addition, modifications will be made to the maintenance facilities to provide the critical safety enhancements necessary for maintenance work to be performed on the vehicles.

• Updated count room to modernize the facility and address water seepage issues.

• An expansion of HART's downtown transfer center, Marion Transit Center (MTC), to provide additional service capacity. One of the routes to be accommodated will be the new MetroRapid North-South service. The MTC expansion will include new bus bays and shelters, covered pedestrian pathway connection to the main terminal, paved bus circulation, as well as staging area for taxis and intercity buses. The expansion is being funded with State Intermodal funding and is scheduled to be completed by June 2013.

• Build out of the Ybor Facility, including air conditioning and acoustical enhancements, and upgraded lighting.

A major infrastructure project underway is the MetroRapid North-South which is extending along the Nebraska Avenue and Fletcher Avenue corridor to a supporting park and ride facility east of Interstate 75. The service provides connections to two of the county's largest activity centers - Downtown Tampa and the University of South Florida area as well as serving extensive employment and residential development along the corridor. The construction work will be completed by the spring 2013, with new stations, shelters, benches, ticket vending machines at the highest ridership stops as well as provisions for future real time passenger information applications. Map 3-3 shows the location of the 59 stations along the 17.5 mile route. The highest ridership stations include a ticket vending machine for off vehicle fare payment, which will speed up the passenger boarding process.
MAP 3-3
MetroRapid North-South Corridor

Legend:
- Small
- Medium
- Large
- Existing Marion Street Transitway
- North / South Corridor
- Tampa City Hall
- Hillsborough County Center

Hillsborough Area Regional Transit Authority
Transit Signal Priority (TSP), an application that adjusts the traffic signal timing to hold the green cycle or shorten the red cycle for an approaching bus, will enhance the schedule reliability and speed of the service. Two sections of the corridor will be equipped with TSP in the fall of 2012 as part of the pilot TSP project requested by local jurisdictions and FDOT. The remaining sections of the corridor will be equipped with TSP as part of the Fiber/Communications contract that was recently awarded. Map 3-4 below shows the locations of the TSP implementation, Staff are coordinating with local jurisdictions and FDOT on implementation of TSP on other corridors. All of these applications are being funded with Hillsborough County funding assistance.

MAP 3-4
Another application included in the *MetroRapid* North-South project to enhance schedule reliability and the speed of the service is a queue jump lane. **Figure 3-1** presents a schematic of the queue jump lane.

**FIGURE 3-1**

_MetroRapid* North-South Queue Jump Lane - Fletcher Avenue

Project development and final design work to the thirty percent level will continue on the *MetroRapid* East-West, the second premium transit service. This service would extend between Tampa International Airport, Westshore Business District and the City of Temple Terrace, with connections to the *MetroRapid* North-South at Nebraska Avenue. The effort is finalizing the alignment for the service as well as the location and amenities at the various stops. Further work on the project will be dependent upon the acquisition of additional capital and operating funding.

An additional infrastructure project included in the program is the continued implementation of accessibility improvements at bus stops throughout the system. Stops are being upgraded on a route by route basis to enhance accessibility for all passengers. The improvements include paved landing pads and sidewalk connections. Shelters are being installed at the highest ridership stops.
The funding program supporting the capital program is diverse and includes Federal, State, Hillsborough County, City of Tampa, and HART Ad Valorem revenues. The funding currently projected over the five year period does not cover all of the agency’s capital needs. Capital revenues are uncertain, at both the Federal and State levels. At the Federal level, the two-year federal transportation bill passed by Congress at the end of June 2012 (Moving Ahead for Progress in the 21st Century) will provide important funding for operating and capital projects over the next two years. The specific ramifications of the bill will need to be sorted out in conjunction with the impact of incorporating the 2010 Census figures in the urbanized area formula program (Section 5307) funding allocation shared by HART, PSTA and Pasco County Public Transportation. After FY2014, the level of federal funding support for both operating and capital needs remains uncertain.

Unfunded needs include bus replacement after FY2014, additional facility enhancements and upgrades, initiatives to enhance access to transit, security and information services projects. These include:

- **Bus replacement**
  - Replacement of buses and vans when they have reached the end of their useful life - $25 Million unfunded need between FY2013 – FY2017

- **Facility enhancements and upgrades**
  - 21st Avenue Facility projects
    - Replacement of storm water pipe and area-wide drainage improvements to alleviate flooding in the bus parking lot, maintenance building and count room
    - Further upgrades to maintenance buildings to address Americans with Disability (ADA) and current code requirements, enhance the HVAC system and address condition issues
    - Steam bay lift replacement and lighting enhancements
    - Upgrades to third wash bay
  - Marion Transit Center
    - Drainage control structure replacement and bus lane and bus bay improvements in the main transfer center area
  - Marion Transitway
    - Refurbishment of shelters, information kiosks, benches and sidewalk repairs and roadway structural repairs at intersections

- **Projects to enhance access to transit**
  - Upgraded fare collection system that includes provisions for smartcard and electronic payments
  - Additional applications to provide real time scheduling information to passengers
  - Transit signal priority at other intersections
  - Updated website
• Information Systems
  o Updates and new software and hardware to support new technology applications

• Security projects, including the installation of surveillance systems at several facilities, including the newly renovated Yukon Transfer Center, University Area Transit Center as well as the 21st Avenue facility

After FY2017, bus replacement will continue to be one of HART’s priority needs. Unless additional funding is received, replacing buses and vans when they have reached the end of their useful life will not be achieved. Over the ten year period, 274 buses and vans need to be replaced at a cost of approximately $72.2 Million. $21.0 Million in funding is currently programmed, leaving a funding shortfall of approximately $51.23 Million. Table 3-2 presents this comparison.

### TABLE 3-2
Bus and Van Replacement Program: FY2013 - FY2022

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Buses and Vans</th>
<th>Total Cost (Millions)</th>
<th>Funded (Millions)</th>
<th>Unfunded (Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>20</td>
<td>$2.08</td>
<td>$2.08</td>
<td>$0</td>
</tr>
<tr>
<td>2014</td>
<td>50</td>
<td>$19.83</td>
<td>$5.72</td>
<td>$13.58</td>
</tr>
<tr>
<td>2015</td>
<td>24</td>
<td>$1.77</td>
<td>$1.77</td>
<td>$0</td>
</tr>
<tr>
<td>2016</td>
<td>33</td>
<td>$14.71</td>
<td>$3.23</td>
<td>$11.48</td>
</tr>
<tr>
<td>2017</td>
<td>12</td>
<td>$1.16</td>
<td>$1.16</td>
<td>$0</td>
</tr>
<tr>
<td>2018</td>
<td>50</td>
<td>$13.79</td>
<td>$7.04</td>
<td>$6.75</td>
</tr>
<tr>
<td>2019</td>
<td>17</td>
<td>$1.79</td>
<td>None</td>
<td>$1.79</td>
</tr>
<tr>
<td>2020</td>
<td>3</td>
<td>$1.42</td>
<td>None</td>
<td>$1.42</td>
</tr>
<tr>
<td>2021</td>
<td>27</td>
<td>$2.06</td>
<td>None</td>
<td>$2.06</td>
</tr>
<tr>
<td>2022</td>
<td>38</td>
<td>$14.15</td>
<td>None</td>
<td>$14.15</td>
</tr>
<tr>
<td>TOTAL</td>
<td>274</td>
<td>$72.23</td>
<td>$21.00</td>
<td>$51.23</td>
</tr>
</tbody>
</table>

Excludes buses ordered in FY2012 (26 fixed route buses which are funded).

Need is presented in the current year and is not carried forward; funding is carried forward to subsequent years.
Funding does not include $4 million in Section 5309 Bus Livability Initiative Program funds recently awarded.

Additional needs relate to maintaining other assets in a state of good repair as well as continued enhancements to address accessibility and customer service considerations.

A summary of the ten year Capital Program is presented in **Appendix J**. Staff will continue to submit funding applications for competitive funding allocated by the federal and state agencies and the Hillsborough County and Pinellas County MPOs. Federal State of Good Repair funding and Flexible funding included in the federal reauthorization bill will be important funding sources for the initial year needs.

### 3.3 ALTERNATIVE FUNDING STRATEGY

HART is experiencing significant challenges because the agency’s largest funding source, property taxes, continues to drop while ridership keeps on rising. HART’s ridership is at historic highs with an expected 14,600,000 riders anticipated in FY2013.

The primary source of funding for HART, property taxes levied in unincorporated Hillsborough County and the cities of Tampa and Temple Terrace, has been greatly reduced over the last five years due to the economic downturn and the plunge of property values. Currently, HART is at FY2005/2006 ad valorem levels supporting a ridership level 32 percent higher than during that timeframe, as shown in **Figure 3-2**. Ad valorem levels are not projected to grow by more than five percent over the next five years, making this funding source non-sustainable for the ridership levels HART is supporting.

**FIGURE 3-2**

**Historic Ridership and Ad Valorem Revenue**

During the preliminary FY2013 budget development process with the HART Board of Directors, the topic of alternate funding sources to mitigate current and future prospective shortfalls in revenue was discussed, as well as the need to couple that with the establishment of a "vision" and strategy for future service expansion to meet growing ridership and customer expectations.
Three alternative funding scenarios were developed as strategies to supplement existing revenues. The scenarios are:

- “Swapping” the current ad valorem tax revenue with the Charter County and Regional Transportation System Surtax
- Swapping” the current ad valorem tax revenue with a Local Option Gas Tax
- Supplanting the current ad valorem tax revenue with (1) or (2).

In addition, a fourth scenario was developed showing a potential revenue strategy for the City of Tampa. This scenario involves “swapping” the current ad valorem tax revenue with the Charter County and Regional Transportation System Surtax.

Information on the alternative funding strategies was presented to the HART Finance, Governance and Administration Committee on May 25, 2012. A copy of the staff report summarizing the analysis is presented in Appendix K. The funding strategies will be addressed by the Board following approval of the FY2013 Budget.

3.4 POTENTIAL PROJECTS FOR FUNDING SUPPORT

There are several improvements that could qualify for funding support from FTA and FDOT under each agency’s competitive programs. The recent authorization of a new federal transportation bill will provide additional funding opportunities; the specific programs and criteria will be determined at a later date after more information on the bill is released. The following presents potential projects that will be considered in future funding competitions.

Operating Support

Programs that provide operating support include the FDOT Service Development, Urban Corridor and Strategic Intermodal System Programs, as well as the FTA Job Access and Reverse Commute (JARC) Program prioritized by the Pinellas County MPO. Funding is awarded through competitions, based upon services meeting the various program requirements.

Potential service improvements that would be considered for future competitive funding opportunities are summarized on Table 3-3 below. Services requiring additional peak period vehicles are noted on the table. Staff will explore opportunities to secure funding for the services; obtaining funding for any required match will be a key consideration.
TABLE 3-3
Potential Services For Funding Consideration

<table>
<thead>
<tr>
<th>Project</th>
<th>Type of Improvement</th>
<th>Peak Vehicle Requirement</th>
<th>Vehicle Cost</th>
<th>Annual Operating Cost*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brandon Blvd. Local (Mon.– Sat.)</td>
<td>New local route</td>
<td>2</td>
<td>$895,850</td>
<td>$560,000</td>
</tr>
<tr>
<td>Seffner Flex (Mon. Fri.)</td>
<td>New flex route</td>
<td>1</td>
<td>$97,000</td>
<td>$315,000</td>
</tr>
<tr>
<td>Bearss-Ehrlich Local (Mon.– Sat.)</td>
<td>New local route</td>
<td>3</td>
<td>$1,377,369</td>
<td>$700,000</td>
</tr>
<tr>
<td>New Tampa Local (Mon.– Sat.)</td>
<td>New local route</td>
<td>3</td>
<td>$1,377,369</td>
<td>$764,000</td>
</tr>
<tr>
<td>South County to MacDill AFB Express via US 301 (Mon.– Fri.)</td>
<td>New express route</td>
<td>3</td>
<td>$1,343,775</td>
<td>$200,000</td>
</tr>
<tr>
<td>Routes 14 and 57 Saturday Service</td>
<td>New Saturday service</td>
<td>-</td>
<td>-</td>
<td>$254,000</td>
</tr>
<tr>
<td>Routes 16 and 37 Sunday Service</td>
<td>New Sunday service</td>
<td>-</td>
<td>-</td>
<td>$203,000</td>
</tr>
<tr>
<td>Route 46 Midday Service (Mon.– Fri.)</td>
<td>New weekday service</td>
<td>-</td>
<td>-</td>
<td>$154,000</td>
</tr>
<tr>
<td>Route 34 Increase Sunday Frequency to 30 Minutes</td>
<td>Improved Sunday frequency</td>
<td>-</td>
<td>-</td>
<td>$120,000</td>
</tr>
<tr>
<td>Route 36 Increase Saturday Frequency to 30 Minutes</td>
<td>Improved Saturday frequency</td>
<td>-</td>
<td>-</td>
<td>$205,000</td>
</tr>
</tbody>
</table>

*Does not include cost of implementing new bus stop improvements

The Federal JARC Program, in particular, has been an important funding source for the enhanced weekend and late evening service that HART has implemented over the past five years. The program supports services that assist low income residents in accessing employment and training opportunities. Staff will coordinate with the Hillsborough County MPO and Pinellas County MPO on opportunities to secure funding to enhance service to address these critical needs.

Staff are also currently coordinating with the Hillsborough County MPO and two transportation management associations - Westshore Alliance in Westshore and New North Transportation Alliance in the University of South Florida area to evaluate the feasibility of implementing circulator systems in the two activity centers. Staff will explore potential funding opportunities as part of these efforts.

State Urban Corridor or other program funding will be explored for future service connections between HART and Pasco and Manatee Counties:

- Potential flex service or local service providing connections between the future park and ride facility at Wiregrass Mall and the surrounding communities in the Wiregrass and New Tampa areas
- Connections between HART and MCAT, potentially at Brandon Mall

One potential service to be submitted for funding consideration under the FY2015 Service Development Program is the new Brandon local service, which would extend along Brandon Boulevard from Dover Road to Brandon Mall. The route would provide service to major commercial developments along the SR60 corridor as well to the Valrico area, which is not currently served.
Capital Support

Programs that provide capital support include the FDOT Intermodal Program, the Federal New Freedom Program currently prioritized by the Pinellas County MPO, as well as discretionary competitive funding programs awarded by FTA and Federal Highway Administration (FHWA).

Unfunded projects that are anticipated to qualify for future funding opportunities are as follows:

- Replacement of buses when they have reached the end of their useful life to maintain the reliability of the fleet and reduce the intensive maintenance demands associated with operating older buses
- Additional upgrades to the 21st Avenue Heavy and Preventive Maintenance facilities to enable the facilities to meet Americans with Disability Act (ADA) and current code requirements, enhance equipment, security and other systems
- Upgrades to the on-site storm drainage system at 21st Avenue facility to alleviate flooding during heavy rains
- Acquisition of smart fareboxes that will accept debit and credit cards

Staff will continue to seek Federal New Freedom Program funding which is currently prioritized by the Pinellas County MPO. This funding assists in implementing improvements to assist people with mobility limitations in accessing transit. In the past, HART has secured New Freedom Program funding for bus stop accessibility improvements. Impact fees awarded by the City of Tampa and Hillsborough County have been used to satisfy the local match requirements for the federal funding.

Upgraded fareboxes that accept smart cards as well as debit and credit cards is a project that is important to make it more convenient for customers to use the service. Staff will be coordinating with other transit agencies, including agencies within the region as well as Lynx (Orlando) and Lakeland Mass Transit District to explore opportunities to implement a region-wide electronic fare payment infrastructure. This initiative would allow for future coordination of fare payments and transfer policies between systems, which would further enhance customer convenience. State Intermodal Program and Transportation Regional Incentive Program (TRIP) are two potential funding sources for the initiative.
APPENDIX A
FAREBOX RECOVERY MAXIMIZATION PROGRAM
APPENDIX A:
Farebox Recovery Maximization Program

The Hillsborough Area Regional Transit Authority (HART) has implemented a comprehensive program to maximize farebox recovery. The implementation of this program is assisting HART in the goal of improving the farebox recovery ratio.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Farebox Recovery*</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2007</td>
<td>19.81%</td>
</tr>
<tr>
<td>FY2008</td>
<td>22.09%</td>
</tr>
<tr>
<td>FY2009</td>
<td>19.15%</td>
</tr>
<tr>
<td>FY2010</td>
<td>19.68%</td>
</tr>
<tr>
<td>FY2011</td>
<td>21.62%</td>
</tr>
</tbody>
</table>

*Source: National Transit Database

The following provides an overview of the key elements in HART’s program and some of the actions being undertaken in FY2012 and FY2013 to increase the system’s farebox recovery ratio.

Organizational Goals

The HART Board annually adopts organizational goals and target accomplishment levels that will serve as a basis of measurement and evaluation. The established goals are directly measurable and the organization’s level of attainment is updated and reported to the Board on a regular basis.

The goals and performance for the first eight months of FY2012 are summarized in Table A-1 below.

All of these goals play a role in increasing the agency’s farebox recovery ratio. For the first eight months of FY2012, HART is attaining four of the six goals.
### TABLE A-1
Organizational Performance Goals
Evaluation Period FY2012 (October 2011 – May 2012) *

<table>
<thead>
<tr>
<th>GOAL</th>
<th>CRITERIA</th>
<th>TARGET</th>
<th>FY2012 PERFORMANCE 10/11 – 05/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ridership Productivity</td>
<td>Bus Passengers per Revenue Hour</td>
<td>Greater than or equal to 22.0</td>
<td>25.11</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Gross Cost per Revenue Mile</td>
<td>Less than or equal to $6.79</td>
<td>$6.39</td>
</tr>
<tr>
<td>Safety</td>
<td>Collisions per 100,000 Revenue Miles</td>
<td>Less than or equal to .55</td>
<td>0.454</td>
</tr>
<tr>
<td>Quality of Service</td>
<td>Complaints per 100,000 Passengers</td>
<td>Less than or equal to 10.0</td>
<td>11.40</td>
</tr>
<tr>
<td>Quality of Service</td>
<td>Mean Distance Between Vehicle Failures</td>
<td>Greater than or equal to 7,150</td>
<td>9,966</td>
</tr>
<tr>
<td>On-Time Performance</td>
<td>1 Minute Early to 5 Minutes Late at Scheduled Timepoints</td>
<td>Greater than 74%</td>
<td>69.9%</td>
</tr>
</tbody>
</table>

*All calculations subject to restatement

### Efficiency and Effectiveness Strategies

To address critical funding challenges and ensure that service is being provided in the most efficient cost effective and efficient manner, several initiatives have been implemented this year. The initiatives include:

- Service revisions implemented in November 2011. Service productivity considerations guided the specific revisions include: Key modifications included increasing headways on routes that previous decreases in headways had proven ineffective, adding schedule ‘interlines’ to decrease deadhead time, and minor route modifications to enhance
- Administrative cost savings, including reduced travel and training, staff reductions and reduced use of professional services
- Continuing emphasis on reducing operator overtime
- Elimination of older and more costly vehicles by replacement with newer more efficient vehicles
- Acquisition for paratransit services of minivans to replace large cutaway vans for low volume trips
- Deletion of small low utilization park and ride lots at St. Mathew’s Church (Route 30) and Bell Shoals/Glenhaven (Route 25LX). An additional park and ride at Orange Grove (Route 50X) is proposed for November 2012 elimination

Additional actions to improve the viability and attractiveness of the fixed route service include:
• Improving accessibility and passenger amenities at bus stops throughout the system to make it easier for people to use transit

• Continuing development of Bus Rapid Transit on two corridors: Nebraska-Fletcher MetroRapid and East-West MetroRapid. The goal of these projects is to increase ridership through the provision of a more attractive fast, frequent and reliable service that will have increased appeal to ‘choice’ riders

Fare Analysis

HART policy is to review and institute incremental fare increases every two years in order to keep pace with inflation and address budgetary concerns. HART last raised fares in November 2008.

This year the need for a fare increase was reviewed as part of the development of the FY2012/FY2013 HART Budget. A November 2012 fare increase is included in the proposed HART budget adopted by the HART Board on June 6, 2011. The purpose of the fare increase is to secure additional revenue for the system.

The proposed fare changes have undergone a public review and comment period with a formal hearing conducted on July 10, 2012. The HART Board of Directors is expected to take final action on the proposal at their August 2012 meeting.

Table A-2 presents the proposed fare change to go into effect November 2012.
### TABLE A-2
Proposed Fare Changes

#### Proposed Fare Structure - Effective November 2012

<table>
<thead>
<tr>
<th>One-Way Cash Fare Category</th>
<th>Current</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local &amp; Limited Express</td>
<td>$1.75</td>
<td>$2.00</td>
</tr>
<tr>
<td>Local &amp; Limited Express Discount</td>
<td>$.85</td>
<td>$1.00</td>
</tr>
<tr>
<td>Express</td>
<td>$2.75</td>
<td>$3.00</td>
</tr>
<tr>
<td>Express Discount</td>
<td>$1.35</td>
<td>$1.50</td>
</tr>
<tr>
<td>HARTFlex</td>
<td>$.85</td>
<td>$1.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1-Day Unlimited Ride Fare Category</th>
<th>Current</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local &amp; Limited Express</td>
<td>$3.75</td>
<td>$4.00</td>
</tr>
<tr>
<td>Local &amp; Limited Express Discount</td>
<td>$1.85</td>
<td>$2.00</td>
</tr>
<tr>
<td>Express</td>
<td>$5.50</td>
<td>$6.00</td>
</tr>
<tr>
<td>Express Discount</td>
<td>$2.75</td>
<td>$3.00</td>
</tr>
<tr>
<td>HARTFlex</td>
<td>$1.85</td>
<td>$2.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3-Day Unlimited Ride Visitor Fare Category</th>
<th>Current</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor Pass</td>
<td>$11.00</td>
<td>$11.75</td>
</tr>
<tr>
<td>Visitor Pass/Group (Bulk purchase of 200 or more)</td>
<td>$9.00</td>
<td>$9.50</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>31-Day Unlimited Ride Fare Category</th>
<th>Current</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local &amp; Limited Express</td>
<td>$60.00</td>
<td>$65.00</td>
</tr>
<tr>
<td>Local &amp; Limited Express Discount</td>
<td>$30.00</td>
<td>$32.50</td>
</tr>
<tr>
<td>Express</td>
<td>$90.00</td>
<td>$95.00</td>
</tr>
<tr>
<td>Express Discount</td>
<td>$45.00</td>
<td>$47.50</td>
</tr>
<tr>
<td>Adult Student*</td>
<td>$45.00</td>
<td>$48.75</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1-Day 10 Pack Unlimited Ride Fare Category</th>
<th>Current</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local &amp; Limited Express</td>
<td>$34.00</td>
<td>$37.00</td>
</tr>
<tr>
<td>Local &amp; Limited Express Discount</td>
<td>$17.00</td>
<td>$18.50</td>
</tr>
<tr>
<td>Express</td>
<td>$50.00</td>
<td>$53.00</td>
</tr>
<tr>
<td>Express Discount</td>
<td>$25.00</td>
<td>$26.50</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ADA Paratransit Fare Category**</th>
<th>Current</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>HARTPlus One-Way Cash Fare</td>
<td>$3.50</td>
<td>$4.00</td>
</tr>
<tr>
<td>10-Ride HARTPlus Pass</td>
<td>$35.00</td>
<td>$40.00</td>
</tr>
</tbody>
</table>

* 25% discount; sales provided through colleges and universities under contract with HART.
** Fare structure adheres to federal policy on ADA fares. Fares may be up to twice the local cash fare.
APPENDIX B

SUMMARY OF PUBLIC INVOLVEMENT
APPENDIX B:
Summary of Public Involvement

HART encourages ongoing public involvement opportunities that take the form of many different forums and outlets. The perspectives, opinions and concerns of the public are addressed during the development of the TDP. The following is an overview of public involvement activities.

November 2012 Service Modifications and Proposed Fare Increase

Eight public meetings and a public hearing were held to inform the community and receive public input regarding the proposed fare increase and route change. Information was posted on the agency website, Facebook, Twitter, blogger, and foursquare. The date, locations and times of the public meetings are outlined below.

Tuesday, June 12, 5:30 p.m. – 7:00 p.m.
Brandon Regional Service Center, 311 Pauls Drive, Brandon

Thursday, June 14, 6:00 a.m. – 8:00 a.m. and 4:00 p.m. – 6:00 p.m. (hand-out material only)
HART Britton Plaza Transfer Center, Tampa

Thursday, June 14, 6:00 a.m. – 7:00 a.m. (hand-out material only), 5:15 p.m. - 7:30 p.m.
Mount Zion Assembly of God, 3005 Thonotosassa Road, Plant City

Tuesday, June 19, 6:00 a.m. – 8:00 a.m. and 4:00 p.m. – 6:00 p.m. (hand-out material only)
HART West Tampa Transfer Center

Wednesday, June 20, 5:30 p.m. – 7:00 p.m.
Regan Park Community Center, 1200 E. Lake Ave., Tampa

Wednesday, June 20, 6:00 a.m. – 8:00 a.m. and 3:30 p.m. – 6:00 p.m. (hand-out material only)
Northwest Transfer Center

Thursday, June 21, 5:30 p.m. – 7:00 p.m.
SouthShore Regional Library, 15816 Beth Shields Way, Ruskin

Tuesday, July 10, Noon – 2:00 p.m. and 4:00 p.m. – 6:00 p.m. (Public Hearing)
HART Administrative Office, Florida Conference Room, 1201 E. 7th Ave., Tampa
FY2012 Budget Hearings

Over 20 citizens addressed the HART Board in support of the proposed millage rate. Over 75 written comments were also submitted to the HART Board along with a petition with over 50 signatures. The feedback received related to the importance of transit, service needs, funding issues, and the role of transit in the community. The following is a summary of the comments received.

- Allow for additional capital projects such as bus shelters
- Supports people with disabilities who rely on transit
- Enables Hillsborough County to compete with other regions
- Public Transit connects people to jobs, education and medical appointments
- Critical to the economy
- Supports low-income workers
- Transit provides affordable transportation
- Funding is needed for late night service

Public Hearing on the Federal Section 5307 Program of Projects (POP)

A public hearing was held on March 28, 2012 to receive input on the proposed projects that will be funded by the federal Urbanized Area Formula Program (Section 5307). Federal regulations require that transit agencies seek public input on the Program of Projects (POP) to be supported by the funding prior to submission of the grant application. Several people attended the hearing. Their comments and questions related to bus and paratransit service, bus stop placement, the bikes on bus program and real time passenger information.

MetroRapid East-West Open House Workshops

Two public workshops on the *MetroRapid* East-West Project Development and Environmental (PD&E) Study were held in FY2012. Attendees included representatives of the Hillsborough Aviation Authority, Westshore Alliance, Hillsborough County Fire Rescue, Hillsborough County School District, New North Tampa Transportation Alliance, City of Temple Terrace, City of Tampa, USF Center for Urban Transportation Research, transit riders, local businesses, local property owners, and the members of the general public. The workshops were held in the evenings (4:30pm -7:30pm) at the following locations.

- Hillsborough Community College Dale Mabry Campus  
  February 16, 2012
- Omar K. Lightfoot Recreation Center, City of Temple Terrace  
  June 27, 2012

25LX Express Surveys

When the Village Center Park and Ride was relocated to Culbreath and Bloomingdale, HART conducted two surveys in FY2012 to design service to the new location to meet the needs of customers. In December 2011, HART conducted a survey of 25LX patrons to assist with adjusting and changing scheduled times. In May 2012, HART conducted another survey of 25LX patrons to determine the routing for the new park and ride location at Culbreath and Bloomingdale. The new park and ride location opened in April 2012 and the bus stop amenities were installed at a location based on the input received from the May 2012 survey.
Hillsborough County Metropolitan Planning Organization (MPO)
The draft FY2013 – FY2022 Transit Development Plan Update was reviewed by the Hillsborough County MPO Staff, MPO Committees and the MPO Board.

Workforce Board
The Tampa Bay Workforce Alliance, Inc is responsible for administering federal and state funds for employment services in Hillsborough County. The draft FY2013 – FY2022 Transit Development Plan Update was sent to the agency for review.

Additional Outreach Efforts

<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Tampa Employee Health Fair</td>
<td>October 4, 2011</td>
</tr>
<tr>
<td>Ybor Chamber of Commerce</td>
<td>October 11, 2011</td>
</tr>
<tr>
<td>Conga Caliente at Al Lopez Park</td>
<td>November 6, 2011</td>
</tr>
<tr>
<td>Fiesta Del Coqui at Lowry Park Zoo</td>
<td>November 19, 2011</td>
</tr>
<tr>
<td>Greater Riverview Chamber Annual Event</td>
<td>November 22, 2011</td>
</tr>
<tr>
<td>2011 MacDill Disabled Veteran Owned Small Business Conference</td>
<td>December 8, 2011</td>
</tr>
<tr>
<td>Tampa Bay Black Heritage Festival</td>
<td>January 13-15, 2012</td>
</tr>
<tr>
<td>24th Annual City of Tampa Black History Celebration</td>
<td>February 8, 2012</td>
</tr>
<tr>
<td>2012 Fiesta Day</td>
<td>February 25, 2012</td>
</tr>
<tr>
<td>Greater Brandon Chamber of Commerce Health Fair</td>
<td>March 3, 2012</td>
</tr>
<tr>
<td>Senior Caregiver’s Helping Hand Health Fair</td>
<td>March 16, 2012</td>
</tr>
<tr>
<td>2012 Moffitt Men Health Forum</td>
<td>March 17, 2012</td>
</tr>
<tr>
<td>Senior Day in the Park</td>
<td>March 23, 2012</td>
</tr>
<tr>
<td>Earth Day</td>
<td>April 20, 2012</td>
</tr>
<tr>
<td>City of Tampa Mayor Hispanic Advisory Council Conference</td>
<td>May 16, 2012</td>
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<tr>
<td>Tampa Bay Caribbean Carnival @ Raymond James Stadium</td>
<td>June 9, 2012</td>
</tr>
<tr>
<td>Downtown Partnership Annual Meeting</td>
<td>June 19, 2012</td>
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<tr>
<td>Terrace Park-University Square Community Vision Plan</td>
<td>June 21, 2012</td>
</tr>
<tr>
<td>Hillsborough Planning Commission Workshop</td>
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</tr>
</tbody>
</table>
APPENDIX C
FY2012 RIDERSHIP TRENDS
APPENDIX C: Ridership Trends

This section reports on specific trends that are being experienced in the first eight months of FY2012.

Ridership FY2011 and FY2012

Bus ridership for FY2012 is projected to surpass 14 million. Ridership year-to-date: October 2011 – May 2012 has averaged close to 1.2 million boardings a month representing a 5.3 percent increase from the comparable period in FY2011.

Fixed-Route Service – Local Service

In the first eight months of FY2012, total local bus ridership has averaged 1,171,544 boardings a month, representing a 5 percent increase from the comparable period in FY2011.
Express Service

Express bus ridership for the first eight months of FY2012 is up slightly 15.5 percent from the same period in FY2011.

Bicycles on Buses

All HART buses and flex vans are equipped with bike racks. HART buses also accommodate folded bikes (up to 20 inch wheels). This enables passengers to bike between their bus stop and their destination.

In the first eight months of FY2012, bicycle boardings on buses have averaged 19,119 per month, representing a 3 percent decrease from the comparable period in FY2011.
Wheelchair Boardings

All of HART’s revenue vehicles are fully accessible to wheelchair patrons. The provision of ramps on the fixed-route vehicles enables passengers with mobility limitations to use the fixed-route service instead of being limited to the paratransit service.

Use of HART fixed-route vehicles by patrons in wheelchairs continues to grow. In the first eight months of FY2012, wheelchair boardings on the fixed-route buses averaged 5,103 per month, representing a 15.2 percent increase from the comparable period in FY2011.

Paratransit

Paratransit ridership for the first eight months of FY2012 is up 6.3 percent from the same period in FY2011.

FLEX

HARTFlex is an on-demand, curbside van-based service open to all passengers. HARTFlex has the advantages of a traditional fixed bus route with the convenience of curbside pickup. HART implemented pilot programs in Brandon and South County in fiscal year 2010. HART expanded the program in FY2011 to Northdale, Town N’ County, and South Tampa. Flex ridership for the first eight months of FY2012 averaged 8,216 a month.
Streetcar

Streetcar ridership for the first eight months of FY2012 is averaging 28,069 boardings per month.

<table>
<thead>
<tr>
<th>Date</th>
<th># of Streetcar Boardings FY 2011</th>
<th># of Streetcar Boardings FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct.</td>
<td>29,175</td>
<td>25,384</td>
</tr>
<tr>
<td>Nov.</td>
<td>27,162</td>
<td>22,024</td>
</tr>
<tr>
<td>Dec.</td>
<td>29,524</td>
<td>30,382</td>
</tr>
<tr>
<td>Jan.</td>
<td>37,587</td>
<td>33,378</td>
</tr>
<tr>
<td>Feb.</td>
<td>34,889</td>
<td>26,896</td>
</tr>
<tr>
<td>Mar.</td>
<td>45,906</td>
<td>39,205</td>
</tr>
<tr>
<td>Apr.</td>
<td>36,783</td>
<td>25,213</td>
</tr>
<tr>
<td>May</td>
<td>24,122</td>
<td>22,071</td>
</tr>
<tr>
<td>June</td>
<td>26,036</td>
<td></td>
</tr>
<tr>
<td>July</td>
<td>32,606</td>
<td></td>
</tr>
<tr>
<td>Aug.</td>
<td>22,418</td>
<td></td>
</tr>
<tr>
<td>Sept.</td>
<td>20,600</td>
<td></td>
</tr>
<tr>
<td>Fiscal Year To Date</td>
<td>366,808</td>
<td>224,552</td>
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</table>

Fiscal Year To Date 366,808 224,552
APPENDIX D
FY2012 SERVICE REVISIONS
APPENDIX D  
FY2012 Service Revisions

In FY2012, staff identified routes with low ridership during certain times or on certain route segments. HART implemented route and schedule modifications to eliminate unproductive service, establish a sustainable transit network, and balance the FY2012 and FY2013 operating budgets. FY2012 projections estimates 19,835 vehicle hours will be saved. This is 3.1% fewer vehicle hours than FY2011 providing an estimated cost savings of $1,190,000 annually.

HART implemented the following service improvements and adjustments in FY2012.

<table>
<thead>
<tr>
<th>Route</th>
<th>Description</th>
<th>Improvement/ Adjustment</th>
<th>Start Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>Town N’ Country/ Airport</td>
<td>Reduce weekday frequency from 15 minutes to 30 minutes between downtown and Tampa International Airport</td>
<td>Nov. 13, 2011</td>
</tr>
<tr>
<td>39</td>
<td>Busch Boulevard</td>
<td>Eliminate Temple Heights Road portion and continue to travel Busch Boulevard</td>
<td>Nov. 13, 2011</td>
</tr>
<tr>
<td>97</td>
<td>In Town Trolley Green Line</td>
<td>Eliminate route to preserve Route 96 In-Town Trolley Purple line</td>
<td>Nov. 13, 2011</td>
</tr>
<tr>
<td>7</td>
<td>West Tampa/ Citrus Park</td>
<td>Added southbound 9:40 p.m. trip</td>
<td>April 8, 2012</td>
</tr>
<tr>
<td>16</td>
<td>Waters Avenue</td>
<td>Added westbound 5:35 a.m. trip</td>
<td>April 8, 2012</td>
</tr>
<tr>
<td>34</td>
<td>Hillsborough Avenue</td>
<td>Added eastbound 6 p.m. trip</td>
<td>April 8, 2012</td>
</tr>
<tr>
<td>39</td>
<td>Busch Boulevard</td>
<td>Added 5:35 a.m. trip and 6:30 p.m. trip</td>
<td>April 8, 2012</td>
</tr>
<tr>
<td>24X</td>
<td>Fish Hawk/ Riverview / MacDill A.F.B.</td>
<td>Added 6:15 a.m. westbound trip and 3:30 p.m. eastbound trip</td>
<td>Dec. 5, 2011</td>
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<tr>
<td>39</td>
<td>Busch Boulevard</td>
<td>Weekday Service changed frequency from 30 to 35 minutes</td>
<td>July 8, 2012</td>
</tr>
<tr>
<td>34</td>
<td>Hillsborough Avenue</td>
<td>Weekday Service changed frequency from 30 to 35 minutes</td>
<td>July 8, 2012</td>
</tr>
<tr>
<td>30</td>
<td>Town N’ Country/ Airport</td>
<td>Weekday Service changed frequency from 30 to 35 minutes</td>
<td>July 8, 2012</td>
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<tr>
<td>14</td>
<td>Armenia Avenue</td>
<td>The route will no longer travel on Kennedy Blvd. Between North Boulevard and the Marion Transitway the route will travel on Cass St. and Tyler St.</td>
<td>July 8, 2012</td>
</tr>
</tbody>
</table>
APPENDIX E

TAMPA BAY AREA REGIONAL TRANSPORTATION AUTHORITY (TBARTA) PROJECTS
APPENDIX E: TBARTA Projects

TBARTA Master Plan Update
Long-Term Regional Transit Network (2050)

Note: Transit technologies shown are conceptual and are subject to change with further evaluations during corridor studies.

Legend:
- Freeway, Direct Commuter Rail (Daily 24/7)
- Peak Hour Focused, Long Distance Rail (Daily 05:00-09:00, 16:00-19:00)
- Regional Rail, Maintenance
- (Daily 09:30-16:00 in Periodic Rail)
- Alternative Route
- Transferring
- (Daily 08:30 Minutes in Periodic Rail)
- Alternative Route
- Bus Rapid Transit: Mixed Traffic (Daily 09:30 Minutes)
- Major Roads
- Minor Roads
- Watershed
- Environmentally Sensitive Land

Adopted by TBARTA Board
June 24, 2014

Hillsborough Area Regional Transit
### Regional Projects
- **Short-Term Regional Premium Transportation Enhancements Study**

### Central Projects
- **USF to Wesley Chapel**
- **Howard Frankland Bridge PD&E Study and Regional Transit Corridor Evaluation**
- **St. Petersburg to Clearwater through Greater Gateway area (Pinellas Alternatives Analysis)**

### Northern Projects
- **I-75 Regional Bus Wesley Chapel to Downtown Tampa**
- **Westshore Area to Crystal River/Inverness Transit Corridor Evaluation**
- **SR 54/56**

### Southern Projects
- **I-75 Regional Bus Sarasota/Bradenton to Downtown Tampa**
- **Extension of Premium Services from Sarasota to Bradenton & North Port**
APPENDIX F
TRANSIT NEEDS FINANCIAL PLAN
### Appendix F - Needs Financial Plan

#### Cost & Revenue Summary

##### Operating Expenses

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<tr>
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<tr>
<td>Operating Costs</td>
<td>$62,035,463</td>
<td>$63,277,190</td>
<td>$64,942,734</td>
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<td>$67,150,261</td>
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<td>$71,260,394</td>
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<tr>
<td>Service Quality Operating Cost</td>
<td>$7,177,868</td>
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<td>$18,875,493</td>
<td>$20,752,494</td>
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<tr>
<td>Service Expansion Operating Cost</td>
<td>$907,628</td>
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<td>$11,810,199</td>
<td>$12,642,730</td>
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<td>Total Operating Cost</td>
<td>$70,121,557</td>
<td>$87,770,302</td>
<td>$85,914,936</td>
<td>$95,055,818</td>
<td>$98,608,484</td>
<td>$106,183,887</td>
<td>$113,599,791</td>
<td>$121,977,221</td>
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##### Operating Revenues

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<tbody>
<tr>
<td>Total Operating Revenue</td>
<td>$63,328,360</td>
<td>$63,485,415</td>
<td>$65,764,269</td>
<td>$68,502,842</td>
<td>$70,590,856</td>
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<td>$74,025,897</td>
<td>$76,110,000</td>
<td>$78,060,654</td>
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#### Surplus / Shortfall

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<tbody>
<tr>
<td>($6,895,149)</td>
<td>($13,285,687)</td>
<td>($15,159,607)</td>
<td>($26,692,979)</td>
<td>($39,977,625)</td>
<td>($49,024,567)</td>
<td>($49,573,894)</td>
<td>($49,767,223)</td>
<td>($49,259,784)</td>
<td>($49,742,179)</td>
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##### Capital Expenses

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<tr>
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</thead>
<tbody>
<tr>
<td>Capital Costs</td>
<td>$67,682,980</td>
<td>$28,302,638</td>
<td>$8,100,849</td>
<td>$20,901,005</td>
<td>$5,149,779</td>
<td>$17,499,635</td>
<td>$5,536,454</td>
<td>$5,192,474</td>
<td>$5,873,800</td>
<td>$18,257,550</td>
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<tr>
<td>Service Quality Vehicles</td>
<td>$8,872,360</td>
<td>$2,736,740</td>
<td>$2,139,912</td>
<td>$9,250,008</td>
<td>$7,359,223</td>
<td>$1,025,145</td>
<td>$8,341,467</td>
<td>$127,189</td>
<td>$3,253,157</td>
<td>$13,628,628</td>
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<tr>
<td>Service Expansion Vehicles</td>
<td>$26,700</td>
<td>$9,799,000</td>
<td>$11,036,727</td>
<td>$8,965,945</td>
<td>$2,012,030</td>
<td>$14,466,072</td>
<td>$7,530,469</td>
<td>$7,078,172</td>
<td>$8,064,090</td>
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<tr>
<td>Service Quality Capital Maintenance</td>
<td>$155,000</td>
<td>$148,625</td>
<td>$183,895</td>
<td>$301,529</td>
<td>$325,423</td>
<td>$345,080</td>
<td>$423,285</td>
<td>$439,814</td>
<td>$467,781</td>
<td>$505,780</td>
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<tr>
<td>Service Expansion Capital Maintenance</td>
<td>$120,000</td>
<td>$287,000</td>
<td>$472,781</td>
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<td>$772,469</td>
<td>$978,668</td>
<td>$1,165,492</td>
<td>$1,319,441</td>
<td>$1,492,544</td>
<td>$1,580,059</td>
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<tr>
<td>Service Quality Bus Stop Infrastructure</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$41,504</td>
<td>$857,860</td>
<td>$0</td>
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<tr>
<td>Service Expansion Bus Stop Infrastructure</td>
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<td>$5,114,750</td>
<td>$73,620,738</td>
<td>$20,576,278</td>
<td>$0</td>
<td>$2,834,178</td>
<td>$32,907,870</td>
<td>$70,763,968</td>
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<td>$7,036,524</td>
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<tr>
<td>New Maintenance/Optimizes Facility</td>
<td>$40,000,000</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>$0</td>
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<tr>
<td>Total Capital Costs</td>
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<td>$47,388,773</td>
<td>$61,162,663</td>
<td>$62,806,395</td>
<td>$9,927,186</td>
<td>$37,154,798</td>
<td>$53,905,468</td>
<td>$55,546,058</td>
<td>$53,835,185</td>
<td>$31,680,433</td>
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##### Capital Revenues

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</thead>
<tbody>
<tr>
<td>Total Funded</td>
<td>$27,655,690</td>
<td>$10,083,940</td>
<td>$2,695,046</td>
<td>$3,912,000</td>
<td>$1,832,330</td>
<td>$7,375,240</td>
<td>$699,260</td>
<td>$699,260</td>
<td>$505,000</td>
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<tr>
<td>Total Unfunded</td>
<td>$40,027,290</td>
<td>$18,219,138</td>
<td>$4,613,583</td>
<td>$16,989,560</td>
<td>$3,371,449</td>
<td>$9,764,376</td>
<td>$4,837,194</td>
<td>$4,493,214</td>
<td>$5,936,900</td>
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</tbody>
</table>
APPENDIX G: Financial Assumptions

The following presents the financial assumptions used to develop the Needs Plan and Status Quo Plan.

NEEDS PLAN

- Service costs are based on estimated vehicle hours to operate the expanded service; the costs reflect frequency, the span of service, roundtrip runtime and number of trips. A marginal rate was used for the costing ($59.15/vehicle hour); this excluded the fixed costs and overhead.

- Paratransit service expenses reflect the additional complementary paratransit service that would be associated with expansion of the fixed route service area and operating hours; costs are based on current paratransit ridership and service patterns. A marginal rate was used for the costing ($31.82/vehicle hour); this excluded the fixed costs and overhead.

- Vehicle replacement reflects costs to replace vehicles when they reach their useful life. This assumes a useful life of 12 years or 500,000 miles for a large bus, 7 to 10 years for a small bus and 4-5 years for a paratransit van.

- Vehicle expansion costs for fixed route service reflect the additional peak period vehicles required for the service operation as well as any special vehicles needed for new service types, such as the flex/circulator services.

- *MetroRapid* capital improvements were costed at $1.8 million/mile.

- Bus accessibility improvements for new routes used the following costs: $150,000/mile for local service, $45,000 per express route and $55,000 per flex route.

- New operations and maintenance facility costs are preliminary and are intended to portray general order of magnitude costs. The facility is required when the fleet size exceeds 250 vehicles.

STATUS QUO PLAN

No new funding source is presumed to be available over next ten-year period. The existing funding sources are ad valorem tax revenues for unincorporated Hillsborough County, the City of Temple Terrace and the City of Tampa, passenger fares, advertising revenues, miscellaneous revenues, federal funds, state funds, funding from the City of Tampa and Hillsborough County, and impact fees.

The financial plan for the first five years generally follows the Proposed FY2013 HART Budget (approved by HART Board on June 6, 2012) with the following exceptions for the capital elements:

- Bus replacement expenses and revenues were updated to reflect a refined bus replacement plan; the plan emphasizes use of small vehicles and includes CNG vehicles after FY2015. Buses ordered in FY2012 are not included in the plan (26 fixed route buses which are funded with existing grant funds).
Hillsborough County funded projects were adjusted to reflect the revised spend down plan presented to Hillsborough County in June 2012; the revisions eliminated the Brandon Park and Ride facility and reduced expenses for the MetroRapid North-South and MetroRapid East-West projects.

Minor updates were made to capital elements to reflect reprogramming of federal and local revenues to higher priority projects: bus facility maintenance, Information Systems and security projects.

The following are the main assumptions for the revenues and expenses:

- Ad Valorem revenues are based on recent Florida Department of Revenue projections related to property value growth: FY2013: 2.5% decrease, FY2014 - 0.8% increase; FY2015 - 3.6% increase; FY2016 - 4.5% increase, FY2017 - 5.3% increase. After FY2017, an annual increase of 2.5% is assumed.

- Passenger revenues: assume a twenty percent farebox return.

- Federal and State Revenues:
  - FTA Urbanized area program and fixed guideway modernization program: assumed at approximately same level as FY2012 with similar allocations to the operating and capital budgets.
  - FHWA Surface Transportation Program revenues: follow programming in Hillsborough County MPO Transportation Improvement Program: $6 million in FY2013, $5 million in FY2015, $8.2 million in FY2017 (all for bus replacement).
  - No new federal funding awarded through competitive allocations has been programmed (ie New Freedom, State of Good Repair, Surface Transportation, Livability) to be conservative.
  - State Block Grant: follows programming in FDOT FY2013 – FY2017 Work Program.

- Overall expense growth: 2.0% annually through FY2017; which is achieved through cost control and continuous evaluation of business processes and service delivery; after FY2017 a 2.5% increase is assumed.

- Revenues after FY2017: increase by 2.5% per year.
APPENDIX H

STATUS QUO OPERATING
## APPENDIX H - STATUS QUO PLAN - OPERATING
### 10-Year Cost & Revenue Summary

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<tr>
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<tbody>
<tr>
<td><strong>Operating Costs</strong></td>
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<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Baseline Operating Cost</td>
<td>$62,036,000</td>
<td>$63,200,000</td>
<td>$64,542,734</td>
<td>$65,833,589</td>
<td>$67,150,261</td>
<td>$68,493,266</td>
<td>$69,863,132</td>
<td>$71,260,394</td>
<td>$72,685,602</td>
<td>$74,139,314</td>
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<tr>
<td>Total Operating Cost</td>
<td>$62,036,000</td>
<td>$63,200,000</td>
<td>$64,542,734</td>
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<td><strong>Operating Revenues</strong></td>
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<td>Farebox Revenues</td>
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<td><strong>Surplus / Shortfall</strong></td>
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<td>$802,191</td>
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<td>($470,705)</td>
<td>($714,270)</td>
<td>($962,706)</td>
<td>($1,216,113)</td>
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</tbody>
</table>
APPENDIX I

PROPOSED SERVICE REVISIONS FOR FY2013
November 2012 Service Modifications

- Reduce Route 28X (East County Express) to one AM and one PM trip per weekday.

- Combine Routes 50X and 61LX into a single Route 61LX

- Continue to provide service on Memorial Day, 4th of July, and Labor Day, but at Sunday level of service versus the current Saturday level of service

- Eliminate Saturday service on the Brandon Flex route

- Brandon Flex will change from on-call service to a regular deviated fixed route that is the same as the other HART Flex routes. Brandon Flex will operate deviated fixed route to Brandon Hospital, Winthrop Town Centre, Westfield Brandon Mall, and nearby communities.

- Reinvest cost and vehicle savings into Routes 30 (Downtown Tampa / Airport /Town N’ Country) and 34 (Hillsborough Avenue) and return routes to 30 minute frequency
APPENDIX J

STATUS QUO CAPITAL PROGRAM
### APPENDIX J - STATUS QUO CAPITAL PROJECTS

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<tr>
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<td><strong>FLEET</strong></td>
<td>Buses and Van Replacement</td>
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<td>$19,304,000</td>
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<td><strong>MetroRapid</strong></td>
<td>System of TSP Improvements</td>
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<td><strong>Fleet</strong></td>
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<td><strong>Basic Stop Accessibility</strong></td>
<td>Upgrade Bus Pads and Sidewalks System Wide</td>
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<td><strong>Maintenance and Non Revenue Vehicles</strong></td>
<td>Facility and Vehicle Maintenance and Non-Revenue Vehicles</td>
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<td><strong>Ybor Build Out</strong></td>
<td>Complete the Buildout of the 3rd Floor Ybor Facility, incl. HVAC, Ceiling, &amp; Lights</td>
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<td><strong>Marlon Transit Center Expansion</strong></td>
<td>New Bus Bays and Shelters, Covered Pedestrian Connection to Main Terminal, Paved Bus Circulation</td>
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<td><strong>21st Ave Facility</strong></td>
<td>Renovations, Upgrades, Drainage Improvements</td>
<td>$11,947,490</td>
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<td><strong>21st Ave Solar Energy Project</strong></td>
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<td><strong>CNG Fueling Facility</strong></td>
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<td><strong>Real Time Passenger Information, Enhanced Fare Payment Options</strong></td>
<td>Fare Payment Options (smartcard, debit/credit), Real Time</td>
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<td><strong>Transit Signal Priority (TSP)</strong></td>
<td>Ongoing TSP Improvements for Countywide Intersections</td>
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<td><strong>Total Funded</strong></td>
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<td><strong>Total Unfunded</strong></td>
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<td>$4,493,214</td>
<td>$5,368,900</td>
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* Excludes future competitive funding from federal, state and local sources
APPENDIX K
SUMMARY OF ALTERNATIVE FUNDING ANALYSIS
APPENDIX K:
Summary of Alternative Funding Analysis

Hillsborough Area Regional Transit Authority
1201 E. 7th Avenue • Tampa, Florida 33605
(813) 223-6831 • fax (813) 223-7976 • www.goHART.org

TO: PHILIP R. HALE, CHIEF EXECUTIVE OFFICER
FROM: JEFFREY SEWARD, CHIEF FINANCIAL OFFICER
DATE: JUNE 19, 2012
SUBJECT: ALTERNATE FUNDING ANALYSIS

During the preliminary FY2013 budget development process with the HART Board of Directors, the topic of alternate funding sources to mitigate current and future prospective shortfalls in revenue was discussed, as well as the need to couple that with the establishment of a “vision” and strategy for future service expansion to meet growing ridership and customer expectations.

On May 25, 2012, HART staff presented this alternative funding presentation to the Finance, Governance and Administration Committee which focused on the revenue sources to support both current levels of service, as well as expanded and enhanced future service levels. The presentation was evolved into a staff report which is attached and is provided for review and discussion.
**Background**

Not unlike other local governments, agencies and special districts throughout Florida that are reliant on revenue from property taxes to operate and provide service to the community, HART has seen its revenue from property taxes decrease by over $9 million, or 5.3%, since FY2008. To bridge this shortfall, HART has “shifted” its Federal Formula funding from its historical primary use for capital infrastructure projects to the support of operations (Graphic 1).

As this property tax revenue decline continues, demand for service has increased dramatically as evidenced by HART’s record historical ridership growth rates. With an estimated 14 million-plus ridership projected for FY2013, this trend is expected to continue, outpacing the amount of property tax revenue that is collected to support that growth (Graphic 2).
The current system that supports this level of service, along with the addition of the new MetroRapid service and service enhancements for FY2013, is at capacity and cannot support additional routes or further increased ridership. Establishing new revenue sources, either to supplement current funding, or to replace current funding with a revenue source with more capacity, is critical as HART addresses the growth in ridership and increased demand for services.

**Service and Analytical Baseline**

HART’s “FY2012 – FY2021 Transit Development Plan” (TDP) was used as the established service baseline for the analysis on alternative funding. The TDP is required of each transit agency receiving state funding from the Florida Department of Transportation (FDOT). The TDP assesses existing conditions and presents strategies and programs to meet the transportation needs of the community and is required to be submitted every year.

As a service baseline, the TDP sets the goals for what HART aspires to achieve with its transit services over the next decade to meet Hillsborough County’s mobility needs if funding was not a constraining factor. While many of these services and projects are not affordable with existing funding resources, it does provide a framework for pursuing alternate funding strategies. HART’s newly submitted TDP was updated with FY2011 actual financial and route statistical data, as well as projected FY2013 and FY2014 service adjustments (changes and new service) and related budgetary projections to truly reflect a strategic baseline for service.

As an analytical baseline, several sources of data and legislative guidance were drawn upon. These include Hillsborough County’s Capital Improvement Tax historical and projected collections, Florida DOR property value projections and DOR Revenue Estimating Conference fuel tax forecasts, FS 218.62 (proportional share formula) as well as HART historical budget, actual expenditure data and the HART Charter.

**Strategy and Vision for Service**

For this analysis, three areas, or tiers, of strategic service planning were examined for funding support:

1. **Status Quo**
   - Current service levels as well as enhanced and new service proposed for FY2013, but no service additives in the out-years; in other words, the service HART provides now with the addition of MetroRapid North/South, elimination of route 28X, combining routes 50X and 61LX, expansion of Routes 30 and 34, and modification to Brandon Flex (subject to public hearing).

2. **Service Quality Improvements**
   - Includes additions to service (e.g. additional operators and vehicles) to alleviate standing conditions, schedule adherence problems and limited span of service. Takes the Status Quo tier and provides enough service to eliminate issues that plague the current system due to increased ridership demand.
(3) Service Expansion Improvements
- Builds upon Status Quo and Service Quality Improvement tiers by adding new local, MetroRapid, Flex and Express Routes to the HART system.

Scope of Analysis

The scope of analysis focused on four succinct scenarios involving the Charter County and Regional Transportation System Surtax, Local Option Gas Tax (primarily the 2nd Local Option), and ad valorem. Specifically,

(1) Charter County and Regional Transportation Surtax is authorized by Section 212.055(1), Florida Statutes, allows a county that has a home rule charter (e.g. Hillsborough, Pinellas, Orange) or a county that is within or under an interlocal agreement with a regional transportation authority (e.g. TBRTA, CFRTA, SFRTA) to levy this sales tax at an amount up to 1 percent contingent on a voter approved referendum. Revenue proceeds are to be used for the “development, construction, operation, and maintenance of fixed-guideway rapid transit systems, bus systems, on-demand transportation services, and roads and bridges.”

(2) Local Option Gas Taxes, including 1st Local Option (1-6 cents on all non-diesel and diesel fuel; already levied by Hillsborough County at 6 cents) and the 2nd Local Option (1-5 cents for all non-diesel fuel; not levied) are levied to fund transportation expenditures (including public transportation operations and maintenance). The 2nd Local Option, which is the levy utilized in this analysis, requires either an ordinance approved by a majority plus one vote of the County Commissioners, or voter approval in a countywide referendum.

(3) HART is a Regional Transportation Authority pursuant to Section 163.567 FS which deems HART a special taxing district authorized to levy an ad valorem tax. By Charter, HART cannot exceed one half mill (0.5) within the jurisdictional limits of its constituent members; however, pursuant to Statute, HART does have the ability, through referendum, to levy up to 3 mills.

These revenue sources were singled out due to (1) the Charter County and Regional Transportation System Surtax being the most logical sales tax revenue stream for HART, as it was the focus of a County-wide referendum in 2010, (2) revenue sources such as special assessment districts (which generate more “project specific revenues” versus system-wide sustainable revenue) and mobility fees (which are sensitive to overall development growth as well as adding another development fee) are problematic for forecasting total future available capacity.

The four scenarios utilizing the aforementioned revenue sources are:

(1) “Swapping” the current ad valorem tax revenue that HART levies in unincorporated Hillsborough County and the cities of Tampa and Temple Terrace with the Charter County and Regional Transportation Systems Surtax, or some fraction of the Surtax;

(2) “Swapping” the current ad valorem tax revenue that HART levies in unincorporated Hillsborough County and the cities of Tampa and Temple Terrace with the a Local Option Gas Tax, or some fraction of the Surtax;
(3) Supplement the current ad valorem tax that HART levies in unincorporated Hillsborough County and the cities of Tampa and Temple Terrace with an alternate additional source of revenue;

(4) A “snapshot” of a hypothetical City of Tampa ONLY alternative funding scenario utilizing these alternate revenue sources for service enhancement, for both fixed-route and Streetcar service.

Assumptions
To ensure the scope was managed in a manner that focused, comprehensively, on currently provided modes of service and expansions/enhancements of that service, a series of assumptions were established:

(1) Exclusion of light rail in the analysis; although the inclusion of light rail was a prominent component of the 2010 sales tax referendum, it was not included in this analysis due to the focus on current mode expansion and enhancement;

(2) Out-year capital infrastructure and facilities required to support any expansion or enhancement of service was defined and associated cost was projected;

(3) Establishing both short and long-term sustainable funding options and needs;

(4) All options for alternate funding scenarios are based on HART needs only; no additional revenues for other entity infrastructure need (e.g. Hillsborough County) was assumed or considered.

Historical Capacity and Forward Projection of Alternate Revenue Sources
To first understand how effective an alternate revenue source may be based on its capacity to support the activity or service it will support in the future, a review of its past performance is helpful. Both overall historic performance trends (Graphic 3) and total capacity baselines (Graphic 4) were reviewed for Hillsborough County’s CIT and 1st Local Option Fuel tax collections, as well as HART’s ad valorem collection since FY2000.
With the exception of the 1st Local Option Fuel tax, which remained relatively flat since FY2003, the historic trends of both ad valorem and the County’s CIT reflect the surge in the economy starting in FY2004 and the subsequent decline beginning in FY2007. Although the trending statistics are of interest in ascertaining a revenue source’s sensitivities to economic events, they may not project future performance. Simple trend patterns could be generated from this data to project future revenue potential, however, HART staff chose to use established projections from both Hillsborough County and the State of Florida Department of Revenue.

These projection sources were (1) Hillsborough County’s Business and Support Services Department projections, dated 4/4/12, (2) assumptions of ad valorem revenue based on a consistent HART levy of 0.5 mills/budgeted projections in property valuations based on Florida DOR valuation estimates, and (3) Florida DOR Revenue Estimating conference revised forecast (State FY2012) for the currently un-levied 2nd Local Option Fuel tax (full 5-cents prior to the Statutory municipality formula split).

The same approach that was taken for historical data was used for future projection graphical analysis; that is, both overall historic performance trends (Graphic 5) and total capacity baselines (Graphic 6) were created for Hillsborough County’s CIT, the 2nd Local Option Fuel tax collection, and HART’s ad valorem collection through FY2026.
**Status Quo Service Funding; aka “Swapping” of Revenue Sources**

Using these future projections as a comparative baseline, each of the tiers of strategic service planning were analyzed to see what alternate revenue source had the capacity to replace or supplement current revenue sources (e.g., ad valorem). The first tier reviewed was Status Quo (current service levels as well as enhanced and new service proposed for FY2013, but no service additives in the out-years; in other words, the service HART provides now with the addition of MetroRapid North-South, elimination of route 28X, combining routes 50X and 61LX, expansion of Routes 30 and 34, and modification to Brandon Flex). The Status Quo tier was reviewed to see which, if any, of the alternative revenue sources would have the capacity to replace HART’s current ad valorem revenue stream.
Out-year projections for ad valorem through FY2026 (Graphic 7) are based on an assumption of a consistent 0.5 mill tax rate (HART’s maximum rate per Charter) and Florida DOR property valuation estimates through FY2017 (for FY2018 through FY2026 a conservative growth rate of 2% was applied).

The first alternate funding source reviewed for a potential “swap” of ad valorem for Status Quo was the Charter County and Regional Transportation Surtax. Looking at increments of levy up to the maximum allowed (1-cent), it would require a levy of about 1/8th of a cent to replace the current and projected ad valorem revenue (Graphic 8).

The second alternate funding source reviewed for a potential “swap” of ad valorem for Status Quo was the 2nd Local Option Fuel. At the full levy of 5-cents, County portion only (2nd Local Option Fuel tax is distributed by formula to the County and all its municipalities; also, excludes diesel fuel), this revenue source does not generate enough revenue to “swap” for the current ad valorem revenue (Graphic 9).
Only a levy of around 1/8th of a penny of surtax could “swap” ad valorem to support Status Quo service, allowing for a slight increase in operating costs in the out-years. The 2nd Local Option Fuel tax could only supplement, not replace, ad valorem for these same service levels.

**Service Quality Improvement Funding**

The second service tier reviewed was for Service Quality Improvement. This tier includes all service levels within Status Quo, as well as expanded service which would add additional operators and vehicles to alleviate standing conditions, schedule adherence problems and limited span of service (Graphic 10). Specifically, this level of service focuses on the short-term, FY2013-FY2015 and would add:

1. 81 buses to the Fleet;
2. 11 new miles of extended local bus routes;

This service tier would also require an expanded or new maintenance facility (current facility’s net capacity is 250 vehicles; existing fleet is 231 vehicles) as well as minimal bus stop infrastructure requirements.
To understand how adding layers of service enhancements and growing the current HART system requires additional revenue, it is important to see how current revenue sources support service levels as they exist today.

Ad valorem historically makes up just under 50% of HART revenues used to support current operations, with the remainder coming from fares and the shift of Federal Formula grant funding to operating expenditures. With an estimated operating cost annual growth rate 2%, coupled with projected growth in ad valorem, the current ratio of ad valorem to operating costs stays fairly static, requiring additional funding to maintain service levels (Graphic 11).
When compared to Status Quo, Service Quality Improvements would add an average estimated additional operating cost of $15.3 million per year (net additional fare/pass revenue) (Graphic 12) with total operating costs averaging $83.3 million annually.

To support the Service Quality Improvement level of service, alternate funding sources were analyzed for capacity to “swap” or supplement current ad valorem revenue. The first alternate funding source reviewed for a potential “swap” of, or supplement to, ad valorem for Service Quality Improvements was the Charter County and Regional Transportation Surtax. Looking at increments of levy up to the maximum allowed (1-cent), it would require a levy of about 1/4 of a cent to replace the current and projected ad valorem revenue while supplementing other operating revenue sources (e.g. start shifting Federal Formula funding back to infrastructure needs) (Graphic 13).
While 1/4th cent of surtax could replace ad valorem and supplement other operating revenues to begin a shift of the Federal Formula funding back to capital infrastructure, a ½ cent of surtax would not only replace the current and projected ad valorem revenue, but also allow a shift of the Federal Formula funding entirely back to capital infrastructure (Graphic 14). This could provide a bondable form of revenue for needed capital infrastructure required to support this enhanced level of service (as well as allow room for slight service expansion as needed in the out-years); to support this level of service, an estimated $81.9 million would be required for capital infrastructure needs:

- $40 million required for new maintenance facility
- $36.3 million for new vehicles
- $3.2 million for increased capital maintenance
- $2.4 million for bus stop infrastructure
Service Expansion Improvement Funding

The third service tier reviewed was for Service Expansion Improvement. This tier includes all service levels within Status Quo, Service Quality Improvement, as well as additional expanded service which would include new local, MetroRapid, Flex and Express Routes over and above what is included in the prior two service tiers (Graphic 15). Specifically, this level of service focuses on the long-term, FY2015-FY2022 and would add:

1. 250 buses to the Fleet;
2. Several hundred new miles of new local bus routes;
3. 7 express routes;
4. 13 new flex routes;
5. Over 70 miles of new MetroRapid service.

This service tier would also require an expanded or new maintenance facility as well as extensive capital infrastructure with new bus stops and maintenance needs.
When compared to Status Quo and Service Quality Improvement service tiers, this tier would add an average estimated additional operating cost of $14 million per year (net additional fare/pass revenue) with total operating costs averaging $97.4 million annually. As with the Service Quality Improvement service tier, while 1/4th cent of surtax could replace ad valorem and supplement other operating revenues to begin a shift of the Federal Formula funding back to capital infrastructure, a ½ cent of surtax would not only replace the current and projected ad valorem revenue, but also allow a shift of the Federal Formula funding entirely back to capital infrastructure (Graphic 16). This could provide a bondable form of revenue for needed capital infrastructure required to support this enhanced level of service (as well as allow room for slight service expansion as needed in the out-years); to support this level of service, an estimated $341.4 million would be required for capital infrastructure needs:

- $40 million required for new maintenance facility
- $106.4 million for new vehicles
- $11.8 million for increased capital maintenance
- $183.2 million for bus stop infrastructure

![Graphic 16]

**Summary of Service Tier Funding Scenarios**

1. Service Quality Improvements  
   a. 10-year net operating additive: $158.8 million, average of $15.3 million in additional operating expenses per year  
   b. $82 million 10-year estimated capital infrastructure to support operations  
   c. ½ cent surtax equals average per year for 10-years): $126 million  
   d. HART average 10-year annual operating cost under this service tier: $83.3 million

2. Service Expansion Improvements  
   a. 10-year net operating additive: $294.8 million, average of $29.4 million in additional operating expenses per year  
   b. $259 million 10-year estimated capital infrastructure to support operations  
   c. ½ cent surtax equals average per year for 10-years): $126 million  
   d. HART average 10-year annual operating cost under this service tier: $97.4 million
Transit Development Plan Update (2013-2022)

K-16 Hillsborough Area Regional Transit

HART Alternative Funding Staff Report
June 19, 2012

Details of alternate funding sources and service tier scenarios are provided below (Graphic 17).

Also, an analysis was conducted of scenarios where ad valorem was not swapped, but rather supplement by either 2nd Local Option Fuel, fractional levy of the Charter County and Regional Transportation Systems Surtax as well as additional millage above the Charter restricted .5 mills (would require voter referendum) (Graphic 18).

GRAPHIC 17

Hypothetical City of Tampa ONLY Alternative Funding Scenario

The final scenario analyzed was to present a “snapshot” of a hypothetical City of Tampa ONLY alternative funding scenario utilizing an alternate surtax/sales tax revenue sources for service enhancement, for both fixed-route and Streetcar service. This hypothesis is based on recent
community discussions following the FY2012 legislative session surrounding the “what-if” of municipalities having the statutory authority to levy sales tax commensurate with what the County can levy through referendum. For this component of the analysis, several assumptions were made, based on 218.62 FS, proportional share formula for sales tax distribution.

(1) Further analysis of actual sales tax generation activity would be necessary for more conclusive results;

(2) Revenue estimates are based on current and projected Hillsborough County CIT collections utilizing the statutory proportional share formula;

(3) Service scenarios are based on geographic revenue miles segregated by municipality – this allows current and future “Tampa-centric” route expansion and enhancement to be analyzed;

(4) The same service strategies used throughout this analysis for HART alternate funding scenarios was used for this scenario. That is, Status Quo, Service Quality and Service Expansion Improvements.

**Streetcar**

This analysis assumes a 2.7 mile extension of the current streetcar line from the termination point at Franklin and Whiting Streets, north on Franklin Street to Palm Avenue, east on Palm Avenue to 20th Street, and south on 20th Street to 8th Avenue creating a “looped system.” *(Graphic 19)*

![Graphic 19](image)

Estimated total capital cost for this expansion would be $47 million, with an annual operating expense of $2 million bringing the total operating costs for the system (based on Proposed FY2013 budget) to $3.8 million annually.
City of Tampa ONLY Alternative Funding Scenario Variations

Along with Streetcar, specific “Tampa-centric” routes were analyzed for funding. Currently, based on present level of service or Status Quo, in FY2013 it is projected that $19.8 million of operating costs will be specific to “Tampa-centric” service, averaging $21 million per year over a 10-year period.

The second service tier reviewed was for Service Quality Improvement. This tier includes all service levels within Status Quo, as well as expanded service which would add additional operators and vehicles to alleviate standing conditions, schedule adherence problems and limited span of service. This tier would add an additional annual average operating cost of $3.4 million taking the total operating cost for service to an annual average of $25.1 million (includes MetroRapid (Nebraska Ave BRT).

The third service tier reviewed was for Service Expansion Improvement. This tier includes all service levels within Status Quo, Service Quality Improvement, as well as additional expanded service which would include the Nebraska Avenue MetroRapid BRT, full expansion of the BRT, and the aforementioned Streetcar expansion. This tier would add an additional annual average operating cost of $10.2 million taking the total operating cost for service to annual average of $34.5 million (excludes MetroRapid Nebraska Avenue BRT as it is included in the Full BRT cost in this service tier).

Based on the statutory sales tax proportional share formula, for the City of Tampa, a full-cost of surtax would generate an average of $55.5 million annually over a 10-year period, with $3.4 cent generating an average of $41 million annually, and $0.5 cent generating an average of $27.7 million annually over the same 10-year. With this estimated revenue generation, 4% cent of surtax would have enough capacity for funding of current “Tampa-centric” service, quality improvements, full BRT expansion as well as the 2.7 miles of Streetcar expansion. However, 4% cent of surtax would not generate enough revenue for debt service to cover the Streetcar capital construction costs. A full-cost of surtax would potentially generate enough revenue to support all the service expansions and enhancements, as well as the capital funding for the Streetcar expansion (Graphic 20).
Conclusion and Summary for Discussion Purposes

If an alternate funding source for HART was indeed desired, there are a couple of key points that need to be taken into consideration. First, if a “swap” was to occur, two referendums would be required, both dependent on the other:

(1) One referendum for the levy of the sales tax (or gas tax if no Board of County Commission vote);
(2) One referendum to change the HART Charter from an ad valorem taxing authority.

Second, if maintaining the current ad valorem levy, and supplementing only with another revenue source:

(1) One referendum to be held for either tax (gas or surtax);
(2) An interlocal agreement between Hillsborough County and HART would need to be developed for the transfer and use of the new revenue source.