

NEXT STOP:

rapid TRANSIT



Phoenix Arizona's successful BRT system. Photo courtesy of City of Phoenix.

HART's newest service scheduled for 2010

MAYBE YOU'VE SEEN OR HEARD the letters "BRT" being mentioned more and more lately. It stands for Bus Rapid Transit, and it's getting an awful lot of people excited about the future of transportation.

It's thriving in cities around the world like Bogota, Colombia; Beijing, China; and Sydney, Australia. In the United States, commuters in Los Angeles, Las Vegas and Miami are getting onboard.

And soon, BRT will be hitting the road right here in Tampa.

BRT refers to a type of bus route that is sometimes compared to light rail systems for its efficiency and speed - but at a fraction of the cost to implement, many cities are finding it to be an effective and cost-efficient alternative. With limited stops, higher frequency, sleek vehicles, modern station stops and advanced technology, people who take

advantage of all that BRT has to offer are enjoying the ride.

With growth far outpacing the ability of transportation infrastructure to keep up, the Hillsborough County Board of County Commissioners formed a task force last year to study transportation issues in the county, and to identify ways to improve how Hillsborough residents get around. As part of their transportation initiative, the commissioners approved a \$40-million commitment to HART to establish a BRT system. Of the \$40 million allocated for transit improvements, \$34 million would go to construction and engineering/design for BRT; \$2 million for transit signal priority; and \$4 million would be used for establishing new Park-n-Ride locations in Brandon and North Tampa.

HART is planning the first phase of BRT service

for the I-275 North to South Corridor. The route is planned to run on Nebraska Avenue from downtown Tampa, then east along Fletcher Avenue to the vicinity of Telecom Park (west of I-75). The Nebraska Avenue route follows the path of HART's local Route 2, which carries about a million passengers a year and is the busiest in the system.

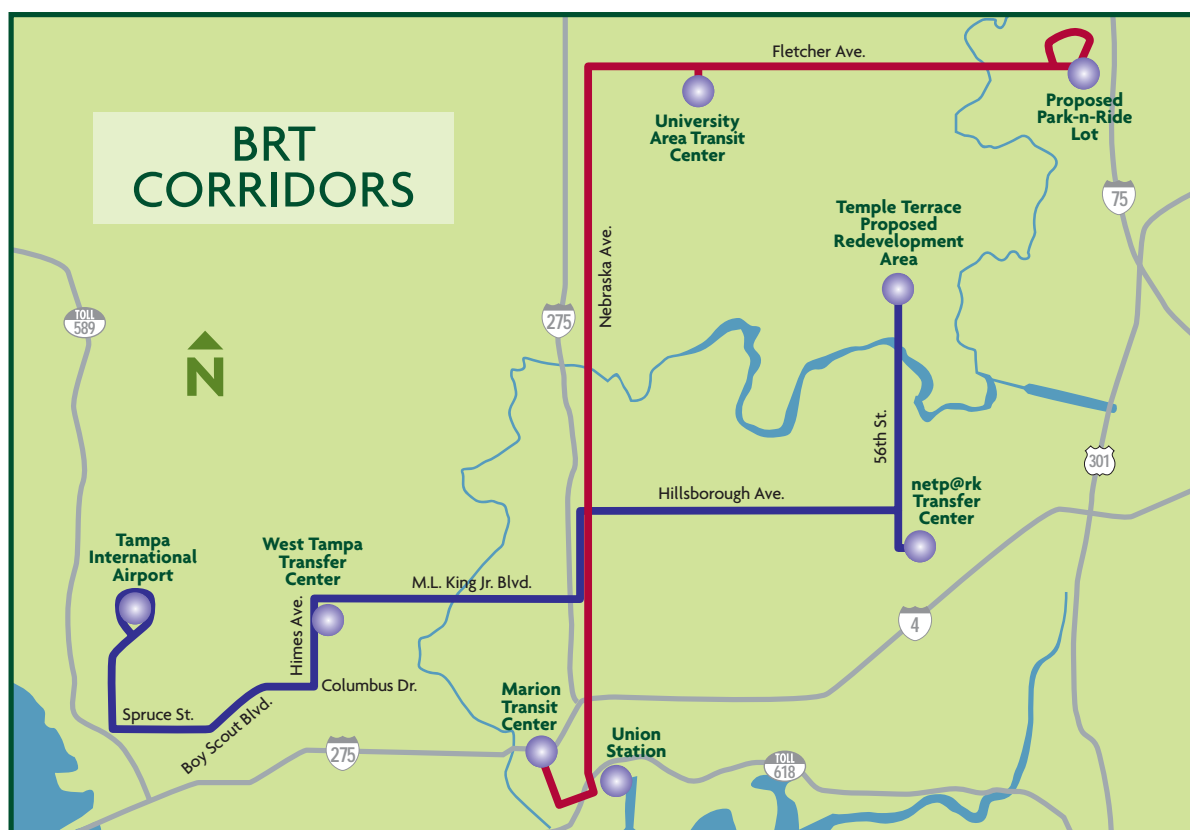
Design and engineering work will also be underway soon for an East-West BRT route, connecting Tampa International Airport, the Westshore Business District and HART's Netpark bus transfer center at Hillsborough Avenue and 56th Street. The North-South and East-West routes will meet on Nebraska Avenue north of Martin Luther King Jr. Boulevard, so passengers can easily connect between them.

Work on the planning study has been completed. Design and engineering will follow this year and into 2009, and operation of BRT service on the I-275 North Corridor is scheduled to begin the latter part of 2010.

Advanced technology helps give BRT passengers a faster ride compared to other bus routes. One such technological component is signal prioritization, which allows the vehicle to interact with traffic signals to give the bus priority travel. As a BRT vehicle approaches an intersection, it will send a signal to the traffic light. The light will then either hold on green for a few seconds longer, or turn from red to green a few seconds sooner. Other drivers on the road shouldn't notice any significant difference in their traffic patterns.

Another aspect of BRT that helps to speed travel time is the ability to pay the fare in advance of boarding, rather than onboard the bus. Automatic ticket vending machines will be installed at select BRT stations, so passengers buy their fare cards at the station and can quickly board the bus. No more stopping at the front of the bus to pay your fare!

With the speed and ease of BRT, people who travel around Hillsborough County are about to discover what many cities around the globe already know: getting there by bus has never been like this!



If we are to meet the goals for CO₂ reduction, people will need realistic alternatives to driving their cars. Buses will be part of the solution in reducing greenhouse gas emissions.

a change IN THE AIR for TRANSIT

TODAY MANY OF US STILL CHOOSE TO DRIVE ALONE but maybe in the future, because of the scarcity of fuel, that will not be the choice mode of travel. We've made rational decisions based on what we perceive as the most convenient, safest and easiest way to get around. For as long as most of us can remember, it's been an accurate assumption. But the math is about to change. Rising energy prices and new limitations on carbon pollution are driving this change.

In Washington, and capitals around the world, concerns about changes in the climate have led governments of most of the industrialized nations to place limits on the amount of greenhouse gases such as carbon dioxide that are released into the atmosphere. Simply put, it means that we must use less gas and oil, diesel fuel and other petroleum-based fuels. The only way to reduce greenhouse gases is to use less. There are no devices that you can add to an exhaust system to reduce the CO₂ emitted.

In order to reach the reduction target set by the U.S. government, each of us will need to reduce our consumption by amounts that seem unrealistic at present; and yet we must attain them. This won't happen overnight. The government is not going to take away anyone's car. But over time you will be expected to carpool to work, take the bus, maybe even bike or walk to work or to the store. Instead of

being a hardship, we will come to see this as patriotic, a way of serving our country. No different than how our parents or grandparents were called upon to conserve for an important national purpose in World War II.

The U.S. transportation sector produces 30% of all the greenhouse gases released in the country each year. That's where HART comes in. If we are to meet the goals for CO₂ reduction, people will need realistic alternatives to driving their cars. Buses will be part of the solution in reducing greenhouse gas emissions, as will walking, biking and carpooling. We will need them all, as we begin to re-think how we get around.

The problem, of course, will be in deciding how much transit to provide, how soon to provide it, and how to pay for it. We will need to view transit in a way that most of us never have; as the most desirable way to make some of our daily trips. In order to do that, HART will need to offer a level of service that is convenient, safe and easy to use. That will mean more buses operating more often and more hours of the day and night.

We are currently planning to address these needs in a number of ways. The new Bus Rapid Transit (BRT) service that will be implemented along Fletcher Avenue and Nebraska Avenue in 2010 will move us a



step closer. So will planned neighborhood circulator routes in the suburbs that will allow you to call in and schedule a van to pick you up at your home or office and deliver you to either your destination or a connecting bus route. HART is preparing for these new realities of rising fuel prices and greenhouse gas emissions. The only thing missing from these plans is how to fund them.

In this report you will find out what HART is doing with the funding that it has now, and you will read about things that this community will need to consider if transit is to fulfill this expanded role. There is no question that the future will be different from what we have thought of as normal since the end of World War II. The challenge for all of us will be in how we deal with these new realities.

A HART of GREEN

From hybrid vehicles to recycling, HART looks after the environment



USING TRANSIT INSTEAD OF DRIVING is one of the most environmentally friendly things you can do. And you can take heart in the fact that your public transit agency is doing its part to help the environment, too.

VEHICLES

- HART purchased three 40-foot Parallel Hybrid buses in 2004
- Hybrid buses emit 87% fewer total hydrocarbons than diesel, and get 18% more miles per gallon
- Two Toyota Prius hybrid cars in HART's fleet of staff vehicles average 38 MPG

ONBOARD CLEAN-AIR TECHNOLOGY

- Pilot program of Ultraviolet Germicidal Irradiation on 12 buses to keep air conditioning units cleaner
- UVGI emits C-wavelength ultraviolet light, which attacks the DNA of microorganisms such as mold, bacteria and viruses, preventing them from building up on coils
- Samples taken from the evaporators show no biological or mold after 11 months of use

COMPANY PRACTICES

- HART recycles waste oil, used uncrushed oil filters, coolant, scrap metal, aluminum and office paper

- Freon is captured using a reclaim machine and reused
- HART purchases recycled coolant
- Waterless urinals are being installed to reduce water consumption
- Minimized the use of aerosol products by using a chemical dilution with a spray bottle
- Fluorescent bulbs are crushed; glass remains and Mercury are recycled
- Prior to purchasing any chemicals and cleaners, the Material Safety Data Sheet is reviewed for product contents, flammability and reactivity rating; products containing certain ingredients are not allowed on any HART properties
- All new transit/transfer centers equipped with motion sensor lights in restroom facilities

DESIGNATIONS

- Named among "Best Workplace for Commuters" as an employee-friendly and environmentally conscious organization
- Awarded Clean Air Partnership Designation by the Environmental Protection Commission
- Received GreenFleet designation through the EPC

When we say “Driven to serve you” we mean not just our riders, but everyone who has a hand in helping fund public transportation in Hillsborough County.



a message from the CEO

SINCE ARRIVING AT HART in late 2007, I have had a chance to meet with local leaders, assess the HART organization, and experience how our bus system operates first hand. Many of my experiences have been good; however, there are a number of opportunities for improvement and there is clearly a need to provide more transit service to many areas of the county that remain underserved. To do so will require more transit funding. Funding is, and will continue to be, a challenge. But we can improve, and we will.

My goal is for HART to become the top-rated transit system of its size in the United States. It’s an attainable goal. I have reorganized my staff to make it more functional and responsive. Our bus service is being refocused to increase productivity and cut costs. This agency must focus on the basics of providing the best service that we possibly can, at the lowest cost.

We are focusing on improving the customer experience. Maintenance and cleanliness are receiving renewed attention. On-time performance will improve

with the introduction of new technology that will track bus locations in real time and allow us to adjust on the fly. Beginning in 2009 we will begin construction on an entirely new type of bus service called Bus Rapid Transit, or BRT. This project will be undertaken in partnership with Hillsborough County and will represent a leap forward in how people think about bus transportation.

No area is too small to escape scrutiny. Even our name is changing from HARTline to HART. Signs are being changed, old logos on buses are being replaced, and our website is now www.goHART.org. Our new slogan “Driven to serve you” really does mean just that.

HART’s administrative offices have relocated from rental space in downtown Tampa, and outmoded space at our operations facility, to a building that we own in Ybor City. The savings will be redeployed to other needs like running the bus system and purchasing new buses. The consolidation of finance and administrative functions in the Ybor facility will give me more direct control and allow for

better communication between departments.

These are difficult times for government agencies in Florida. Decisions about how to fund transit that were made decades ago are creating real challenges today. No one could have anticipated that this would come at a time when demand for transit service is increasing, and ridership growth is in the double digits. HART will be impacted, but we must also do our part to show that we can be part of the solution to the current financial crunch. We want the taxpayers to know that when we say “Driven to serve you” we mean not just our riders, but everyone who has a hand in helping fund public transportation in Hillsborough County. And we’ll need to do that if we are to become the top-rated agency in the country.

David Armijo
Chief Executive Officer

ridership ON THE RISE More people hopping aboard than ever

ON A BRIGHT THURSDAY LAST SEPTEMBER, HART customer Mr. Lynn Lewis stepped off a bus on Route 6 at the University Area Transit Center and became the bus system’s 11-millionth rider for the year.

Mr. Lewis is just one of a growing number of Hillsborough County residents who are using HART services to get around. And if current trends continue, last year’s record-breaking total of 11 million-plus rides could be broken again in 2008.

HART’s Chief Executive Officer David Armijo put the growing number of rides into perspective.

“Each of these 11 million rides represents someone going to work, to the grocery store, to the doctor’s office, or some other important destination,” Armijo said.

One quarter into fiscal year 2008, the growth trend had indeed continued. For the first three months of the year, passengers took more rides on HART buses than at the same point last year, and the agency was closing in on averaging 1 million rides per month.

Total ridership is up nearly 9% with weekday ridership on HART local routes growing about 10% and Commuter Express service growing about 6.5%.

In 2007, HART broke the million-month ridership threshold for the first time with 1,017,516 total rides in August. Then it happened again, with the agency’s second million-ride month coming in October. Combined with total fixed-route ridership of more than 900,000 in the months following, ridership is now approaching a 1-million ride monthly average.

The busiest single route in HART’s network is Route 2 – Nebraska Avenue, which carries more than a million riders each year. That route forms the spine of what will be HART’s advanced new Bus Rapid Transit, or BRT, service. You can read more about BRT on page 1.

Another HART service that is experiencing tremendous growth is the HARTplus paratransit service for people with disabilities. Use of HARTplus grew 34% in the first quarter of fiscal year 2008.

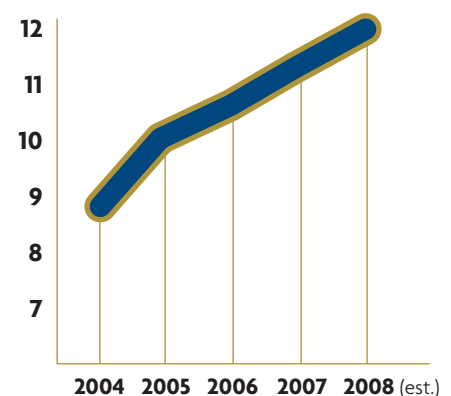
“This kind of consistent ridership growth demonstrates the need for more transit service in Hillsborough County, and the HART Board of Directors is searching for ways to meet this growing demand,” Armijo pointed out.

That will be good news for people like Mr. Lynn Lewis.



L-R: Jill Cappadoro – Director of Marketing & Community Relations, David Armijo – CEO, Mr. Lynn Lewis – 11 Millionth Rider for FY 2007

Five Year Ridership (in millions of riders)



2004	8,884,556
2005	10,040,492
2006	10,697,621
2007	11,147,660
2008 (estimated)	12,000,000

Partnering with Tampa International Airport, HART is reviewing the potential to develop a new bus transfer center on aviation authority property in the Westshore Business District.



NEW offices

HART has consolidated most administrative functions under one roof at its existing streetcar facility in Ybor City. The newly completed offices are located on the 3rd floor of the re-named Raymond C. Miller Building at 1201 E. 7th Avenue.

at YOUR service

HART OFFERS a wide array of services and programs to ensure that we meet the needs of all citizens.

BIKES ON BUSES Use your bike to make getting to your bus stop or destination easier, then bring it with you on the bus. Bike racks are installed fleetwide.

TRAVEL TRAINING PROGRAM Free travel training with your own personal trainer! Step-by-step instructions on reading schedules and making connections. Call (813) 623-5835 for information.

COMMUTER CHOICES PROGRAM Enhances corporate employee benefits packages with a fully deductible tax benefit toward the use of public transportation. Call (813) 223-6831 for information.

CUSTOMER SERVICE Give us a call for route schedule and fare information, customer service locations for fare cards and permits and HARTplus information and reservations. (813) 254-4278, Mon-Fri 6 a.m. to 8 p.m., Sat-Sun 8 a.m. to 5 p.m.

USF BUS RIDE PROGRAM Special program for students, faculty and staff. Student fares are prepaid by USF, faculty and staff ride for 25¢. USF ID required. To find out if you qualify, call (813) 254-4278.

TRANSIT ADVERTISING Entire bus wrap and display billboard advertising are available, as well as interior ad space. Call (813) 223-6831 for a rate card.

TECO LINE STREETCAR SYSTEM Managed by Tampa Historic Streetcar, Inc., and operated by HART, these air-conditioned electric streetcars travel between downtown Tampa, Channelside and Ybor City. They are available for private rent and group tours by calling (813) 223-6831. Exterior and interior advertising space is available.

goHART.org

FISCAL YEAR 2007 HIGHLIGHTS

STUDENT RIDERSHIP GROWS

The number of bus rides taken using the University Pass (U-Pass), a partnership between HART and the University of South Florida, is up 10.7%. The system allows students to ride fare free by showing their current USF ID card.

STREETCAR EXTENSION MOVES FORWARD

The City of Tampa and HART have reached agreement on the extension of the line to Whiting Street. This project will provide better access to the downtown core and make the system more practical for work trips as the residential developments along the line become occupied. Construction should begin later this year.

HART REPRESENTED ON REGIONAL AUTHORITY

The newly formed Tampa Bay Area Regional Transportation Authority (TBARTA) is developing a transit plan for the region. HART is represented on the Transit Management Committee, which was created to give the existing transit operators input into the planning process. A Regional Transportation Master Plan is required by the legislation by July 2009.

TAMPA INTERNATIONAL AIRPORT TRANSFER CENTER

Partnering with Tampa International Airport, HART is reviewing the potential to develop a new bus transfer center on aviation authority property in the Westshore Business District. The new center would be a hub for the planned East-West BRT route, local routes, and PSTA cross-bay expresses.

NORTHWEST TRANSFER CENTER

After years of using a major transfer center in a shopping center parking lot, HART patrons in the northwest part of the county will soon enjoy a new facility built just for buses. Thanks to a partnership between HART and Hillsborough County, the new facility will be located on the banks of a large canal, adjacent to the Northwest YMCA and the Upper Tampa Bay Trail. The center will open in late spring 2008, and include a 93-space Park and Ride lot.

HART AND PSTA WORKING TOGETHER

HART and the Pinellas Suncoast Transit Authority have formed a joint funding task force to explore ways to expand transit funding in the Bay Area. New leadership at both agencies has opened doors to improved communication and a willingness to work on areas of shared interest.

FUNDING SOUGHT FOR SECOND BRT LINE

With the North-South BRT line funded, HART has begun seeking federal grants for a companion East-West BRT line. That line would connect Temple Terrace with Tampa International Airport and the Westshore Business District using Hillsborough Avenue.

IMPROVING ACCESS FOR EVERYONE

HART is committed to improving pedestrian and wheelchair access to our bus stops. This requires a positive working relationship with all the HART jurisdictions and the Florida Department of Transportation in order to make many of the desired improvements. Expect to see more concrete landing pads for patrons, improved sidewalk connections, and retrofits to correct existing accessibility issues. This is a priority.

we KEEP THINGS MOVING

THE HILLSBOROUGH Area Regional Transit Authority is a public entity charged with meeting the transit needs of people living in Tampa, Temple Terrace and Hillsborough County. HART's family of services includes:

HART Local Service 32 local bus routes to get you where you need to be.

COMMUTER EXPRESS 13 express bus routes make commuting a breeze! Just leave your car at a convenient Park-n-Ride and hop aboard.

HARTPLUS Premium transportation services for people with disabilities. A safe, convenient and reliable way to get around. Call (813) 254-4278 to find out if the service is right for you.

HART-SPONSORED VANPOOLS Get to work in vans provided by HART! Participants pay a low monthly fee to share the ride, and there's a tax benefit to employers. To find out more call BACS at (800) 998-RIDE.

IN-TOWN TROLLEYS Rubber-tire trolleys provide workday and weekend service downtown with connections to the TECO Line Streetcar System.

This year's advances in ITS are paving the way for the future of transit in Hillsborough County.

HART goes smart

Intelligent transportation system gives HART technology a boost

IMAGINE THIS SCENARIO.

You're just about to head out to catch the bus for your stress-free commute to work. You saw on the news that there were some traffic issues this morning, so you decide to find out if your bus is running on time. A quick click on HART's website tells you that your bus is right on time. You drive to your Park and Ride lot just in time to catch your bus, hop onboard the safe and secure vehicle and open up your

laptop to get a jump-start on your e-mails, thanks to the free WiFi available on your Commuter Express bus.

When you arrive downtown, you can check the real-time update board if you need to connect to another route. Before you head home in the afternoon, just visit the website again to make sure your trip home will go off without a hitch. And in between, you can rest assured that HART's maintenance department is getting continuous updates

on each and every bus to make sure it's operating in tip-top condition.

That's a look at some of the advances that will one day be possible thanks to HART's new Intelligent Transportation System. This year, the first stages of ITS are being installed, including an Automatic Vehicle Locating system that will allow HART's dispatchers to track each bus as it's out on the road. That information will translate into real-time arrival and departure times on HART's website and electronic message boards at transit centers and select bus stops.

HART buses are also being equipped with security cameras that will help keep passengers and drivers safe and provide valuable information in case of accidents. Maintaining the buses will step into the 21st century as well, with electronic "brains" in each bus that will alert HART's maintenance department to problems as soon as they happen.

As HART moves forward with its Bus Rapid Transit project (see cover story), ITS will provide the means for signal prioritization, in which vehicles interact with traffic lights, allowing them to hold a green light or truncate a red light and increase the speed of travel.

This year's advances in ITS are paving the way for the future of transit in Hillsborough County, making it easier than ever to hop aboard and leave your car behind.



LADOT ATSAC Center. Photo courtesy of the City of Los Angeles Department of Transportation.

SHELTER me HART to install 200 new shelters

IN RAIN, IN WIND, AND IN BRIGHT SUNSHINE, HART buses keep rolling. And that means the people who count on HART services to get where they're going need someplace that helps protect them from the elements while they wait for their bus.

This year, thanks to a new ordinance allowing bus shelter advertising in the City of Tampa, HART will begin adding more new shelters and making improvements to many existing shelters.

HART's Board of Directors approved a contract this February giving Orlando-based Signal Outdoor Advertising the rights to shelter advertising in Tampa and Hillsborough County. By partnering with Signal Outdoor Advertising, HART will nearly double the sheltered bus stops in two years, with 200 new shelters installed.

As part of its Bus Stop and Facility Improvement Study, HART has been assessing conditions of the

more than 4,000 bus stops in the transit system. The improvement needs identified include paving, landing pads, and sidewalk connections at many stops. This advertisement partnership will help HART make the improvements as shelters are installed, as well as enhance rider amenities by providing shelter from Florida's weather and improved transit information displays.

And it's more than just new shelters. The advertising program will also mean a new source of revenue for HART, and will actually help the agency save money by cutting down on the cost of shelter maintenance since Signal Outdoor Advertising will maintain the shelters that are equipped with ads.

The new contract will provide HART with 21.5% of advertising revenue or \$300 per shelter, whichever is greater. The minimum guaranteed to HART for the first year is \$30,000. That amount grows to \$60,000



in the second year. After that, revenue from the advertising is expected to grow as the program is established.

The shelter maintenance portion of the agreement, in which Signal Outdoor will absorb cleaning costs for all 200 new and 150 retrofitted shelters, is an estimated value to HART of more than \$137,000 per year.

So with new shelters for riders, increased revenue for HART, and cost-savings for taxpayers, the new shelter advertising program works for everyone.

The success of these professionals underscores the skills and knowledge of HART's entire bus and maintenance staff.

keep ON ROLLING

HART's champion maintenance team keeps buses rolling and passengers safe

IT'S A COLD, WINDY SATURDAY MORNING in March, and three of HART's best mechanics are analyzing an engine component, trying to troubleshoot problems.

Meanwhile, one of HART's best drivers awaits his turn to board a bus and be on his way.

But this isn't just another day on the job. Today, they're competing in the Florida State Mega Rodeo, a bus driving and maintenance competition that pits the best drivers and mechanics from transit agencies across the state against each other. The winners move on to the international rodeo in Austin, Texas in May.

Mechanics Anthony Montijo-Ortiz, Nick Cowood and Richard Keiser have been here before. Last year, this team finished second in the state, after winning HART's local title. For operator Eric McKethan, this will be the first run through the state obstacle course.



Eric McKethan – HART's 2008 local Rodeo champion, and placed third in the state Mega rodeo.

The success of these professionals underscores the skills and knowledge of HART's entire bus and maintenance staff. Every day, more than 200 buses, trolleys and staff cars, plus 11 streetcars, are looked after by men and women like Anthony, Nick and Richard. They check tires and gauges, test brake and steering systems, and run computer diagnostics. The maintenance staff has to



L-R: Anthony Montijo-Ortiz, Nick Cowood, Richard Keiser

know about air conditioning, electrical systems, engines, and much more.

Then, drivers like Eric get behind the wheels of those buses, taking passengers on their way.

Their jobs are among the most important in the whole company, because they're the ones who make sure HART customers arrive at their destinations safely.

When the awards were handed out at the 2008 State Mega Rodeo, HART's team of Anthony, Nick

and Richard earned themselves another second-place showing, including placing first in the Cummins Engine module. Eric, the driver who represented HART at the state rodeo, finished a solid third place.

It was quite a way to spend a Saturday. And on Monday, this team of true professionals will bring their knowledge and skills back to work for the benefit of everyone who boards a HART bus.



driven to be THE BEST

HART driver named best in state

PEOPLE WHO RIDE HART buses every day know its drivers are some of the best in the business. This year, one HART operator claimed the title of best in the state, as the Florida Public Transportation Association bestowed its prestigious Driver of the Year award to HART's Robert Whitfield.

Robert's achievement marks the second time in three years a HART driver has been named the FPTA's Driver of the Year. HART veteran Patrick McKeon received the award for 2005.

Robert has more than twenty-six years of service with HART, joining the agency in June of 1981. He is a two-time recipient of HART's Driver of the Month award, first in April 1988 and again in December 2006. In June of last year, Robert received special recognition for working on HART's Bus Stop Evaluation and Analysis Project, an exhaustive study of each of the agency's more than 4,000 bus stops and transit centers.

In 1988, Robert became a distinguished member of the National Safety Council Million-Mile Safe Driver club for driving more than one million miles without a preventable accident. This April, he achieved 25 years of safe driving at HART.

When Robert was just 17 years old, he served our country by enlisting in the Army and becoming a member of the 101st Airborne Division.

Robert's wife says he is a dedicated family man, and he has a daughter, a son and two grandsons who all love him dearly. In his leisure time, Robert enjoys karaoke, fishing, hunting, woodworking, camping, cooking out and tending to his landscaping.

"HART is fortunate and honored to have a dedicated employee like Robert as part of our team," commented HART Chief Executive Officer David Armijo. "Robert is a shining example of the many able professionals behind the wheels of HART buses every day and we congratulate him on this much-deserved award."

The most visible measurement of transit agency performance is ridership.

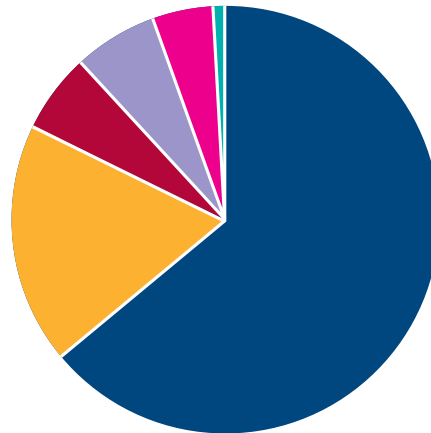
2007 PERFORMANCE report

THE MOST VISIBLE MEASUREMENT of transit agency performance is ridership. While this is an important performance measure, there are more than 25 others which are used to evaluate the functions of transit services. All can be summarized with two adjectives-effective and efficient. A transit agency's performance will be effective if it is providing the right types and levels of service. An agency will be efficient if it is providing those services in ways in which the cost is minimized while maintaining the highest quality of service.

HART utilizes industry 'best practice' in designing and delivering its bus service. HART evaluates its performance yearly in response to Federal Transit Administration and State of Florida requirements.

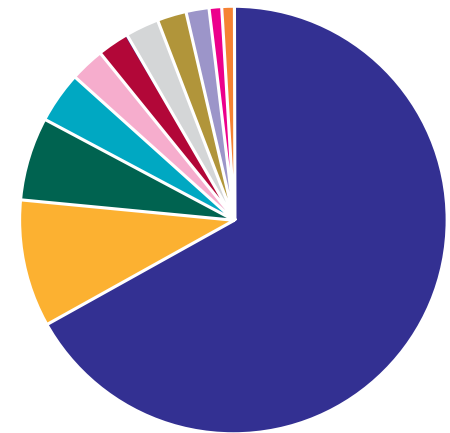
The following charts present a summary of HART's 2007 operating performance:

Bus Operations 2007 Revenues



- Ad Valorem Tax Revenue \$34,618,565 64%
- Passenger Fares \$9,893,828 18%
- FTA Revenue \$3,205,035 6%
- State Revenue \$3,469,393 6%
- Other System Revenue \$2,534,856 5%
- Local Revenue \$424,233 1%

Bus Operations 2007 Expenses



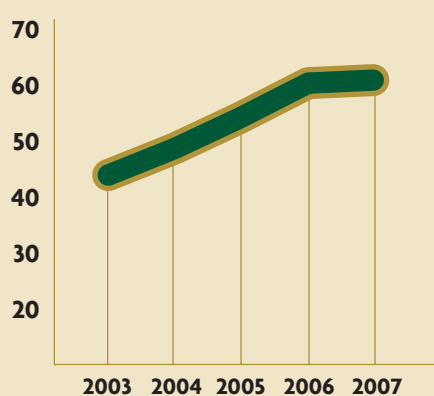
- Salaries and Fringes \$33,365,773 67%
- Fuel and Oil \$4,645,553 9%
- Parts and Supplies \$3,271,494 7%
- Other Operating \$1,856,427 4%
- Self-Insured Liability \$1,241,075 2%
- Operational Contract Services \$1,261,904 3%
- Self-Insured Workers' Comp \$1,213,386 2%
- Administrative Contract Svcs \$1,212,611 2%
- Public Relations \$759,095 2%
- Utilities \$546,230 1%
- Insurance Premiums and Actuarial Study \$437,882 1%

Bus Operations Trend Analysis

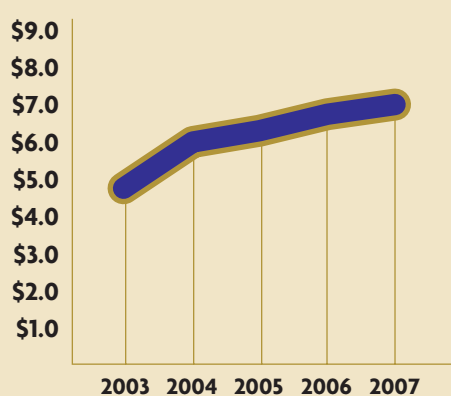
	2003	2004	2005	2006	2007	% Change 2003-2007
Service Area Population*	578,000	578,000	578,000	578,000	578,000	0.0%
Passenger Trips**	8,191,329	8,884,566	10,040,492	10,697,621	11,147,600	36.1%
Passenger Miles***	43,833,000	49,068,968	53,429,000	60,035,000	61,790,000	41.0%
Passenger Fare Revenue	\$6,653,000	\$7,428,000	\$8,454,000	\$9,617,000	\$9,894,000	48.7%
Revenue Hours	511,000	515,000	542,000	596,000	589,000	15.3%
Revenue Miles	6,220,000	6,397,000	6,716,000	6,875,000	7,394,000	18.9%
Passenger Trips per Revenue Mile	16.0	17.2	18.5	17.9	18.9	18.1%
Average Age of Fleet	4.9	5.0	5.2	5.8	6.6	34.7%
Operating Expense per Revenue Mile	\$4.89	\$6.00	\$6.31	\$6.77	\$6.76	38.2%
Farebox Recovery	21.80%	19.3%	20.0%	20.6%	19.8%	-9.0%
Average Fare per Passenger	\$0.81	\$0.84	\$0.84	\$0.90	\$0.89	9.9%

* 2000 US Census ** HART Farebox Ridership *** National Transit Database Survey

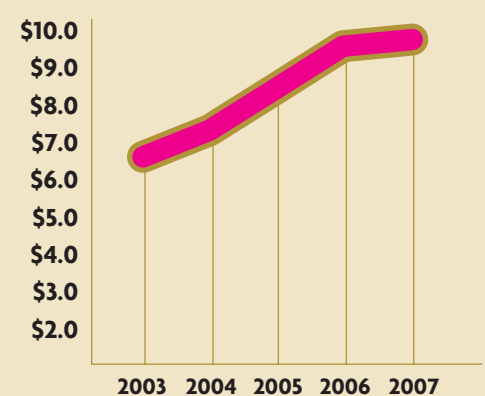
Passenger Miles (in millions of miles)



Operating Expense per Revenue Mile



Passenger Fare Revenue (in millions of dollars)



HART's role in our community is to provide effective and efficient transit at a level expected by the community.



a message from the chair

THIS PAST YEAR HAS BEEN A DIFFICULT ONE FOR HART. The loss of our former Executive Director Ray Miller, tax cuts, and service reductions all presented challenges. We were fortunate that David Armijo agreed to act as our new Chief Executive Officer. We were also fortunate to count on our 672 dedicated employees who have weathered various storms and always kept their focus clearly on serving our riders and community. As a result, bus ridership has continued to climb well above the national trend. We expect that HART will provide nearly 12 million rides during FY 2008, an all-time high for our organization.

Nonetheless, numerous challenges lie ahead. The recent rounds of property tax cuts have significantly impaired HART's primary source of operating funding. The timing of these cuts is unfortunate. Gasoline prices are at an all time high and the public could use more transit.

Unfortunately, there just isn't enough money in HART's budget to meet either today's needs or tomorrow's demands. HART's role in our community is to provide effective and efficient transit at a level expected by the community. Our ridership growth and requests from residents for more transit indicates that our community expects improved transit in terms

of both coverage and frequency. The rub, however, is a lack of funding to provide this increased service.

As a result, in order to explore alternative sources of funding that may be available, HART's Board has created the Revenue Alternatives Task Force. Through the Task Force, we are looking at a number of possible funding sources, including different tax options (e.g. sales tax, gasoline tax, etc.), private-public partnerships, and grant possibilities. While taxes are never a popular topic, the reality is that if we want to improve transit in our community, we will have to engage in a serious discussion about a viable tax source to pay for such transit. One option that is being evaluated by the Task Force is to place a referendum on the ballot in the Fall of 2010 that would authorize HART to receive a sales tax as a replacement for its current property tax levy. This proposal has not been approved, but is one of the options that is being given serious consideration.

The Pinellas Suncoast Transit Authority (PSTA) is also considering alternative sources of revenue. As with Hillsborough County, Pinellas County is facing budgetary cuts and increased demand for transit. Also making the counties similar is the low per capita transit funding compared to the rest of state and

country. We are working together with PSTA to hopefully achieve a Bay-wide approach to transit.

I can assure you that HART is doing everything possible to provide the best service and still maintain a balanced budget. Mr. Armijo has done an outstanding job in making HART even leaner and in finding ways to free up funding in order to minimize the impact of our recent budgetary cuts. As a result, our taxpayers are getting the most value in transit for their tax dollars. I can also assure you that through these budgetary cuts, HART's management and labor, including its maintenance staff, drivers, custodial staff, and everyone else at HART have kept working hard every day to serve this community.

The HART Board will continue to work toward addressing the funding needs of our organization so that we can meet the needs of this community. I urge you to remain involved in the dialog and process as we tackle these issues in the next few years.

Ricardo A. Roig
Chairman

2008 board of DIRECTORS



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City of Tampa



John Byczek
Representing the
State of Florida



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