

Transit Development Plan Update

Fiscal Year 2014 - Fiscal Year 2023

HILLSBOROUGH TRANSIT AUTHORITY
A/K/A HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY, FL



HART
Hillsborough Area Regional Transit Authority
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Hillsborough Area Regional Transit Authority Annual Transit Development Plan (TDP) Update for FY2014-FY2023

1. Background and Process

A 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 in the form of a progress report each year. The HART Board adopted its last major updated TDP on August 22, 2011.

This year’s annual update of the TDP covers the FY2014 – FY2023 time period. In addition to anticipated services in FY2023, and a status report on planned versus implemented activities for FY2013, this annual update is unique in that it also provides an overview of the key elements in HART’s strategic planning that are being refreshed based on a series of catalysts, or drivers, that are impacting the approach and philosophy to both short and long-term transit planning. In discussions with the HART Board of Directors, these drivers were outlined as the basis for “refreshing” the current TDP in this year’s annual update and the need to have the TDP reflect the impact of these drivers more accurately than previous TDP updates. Specifically, there are 5 drivers that were presented to the HART Board of Directors that serve as the catalyst for this year’s TDP refresh.

A. “Driver” #1 – Current Community Conversations and Visioning Processes

Over the past year, a series of community discussions and visioning processes have been initiated on the future of transit, and overall transportation needs in the Tampa Bay region, encompassing Sarasota, Manatee, Polk, Hillsborough, Pasco and Citrus as identified in TBARTA’s most recently adopted Regional Transportation Master Plan update (June 2013). Many of these discussions are still in their infancy but reflect the growing importance of transit in the future growth and economic development of the region. As these discussions mature, they will affect future service profiles delivered by HART; to that point, this TDP update takes into account the need for future flexibility

and changing priorities in its Vision Plan. Specifically, but not exclusively, the following organization/agency/community discussions are being monitored and/or participated in for future impact to the TDP:

- Hillsborough County Transportation Task-Force
- Hillsborough/Pinellas MPOs
- Westshore Alliance
- Downtown Tampa Partnership; Connect Tampa Bay
- Hillsborough County municipalities
- Tampa Bay Area Regional Transportation Authority (TBARTA)
- Tampa Hillsborough Expressway Authority (THEA)
- Tampa International Airport (TIA: FY2013 Master Plan Update)

B. “Driver” #2 – Aligning of TDP with the Budgeting Process

Historically, HART’s TDPs have been completed, submitted to FDOT, and updated annually without a direct alignment with the annual budgeting process. As HART has evolved to a 5-year strategic financial planning process (initiated with the FY2013 budget cycle), both the annual TDP update and the preparation of the budget will be coupled as one strategic process on an annual basis. Each year, the Status Quo Plan (Appendix C) will be the HART’s adopted fiscal year budget, with adjustments made to the TDP dependent on available revenues and HART Board priority setting.

C. “Driver” #3 – Emphasis on Regionalism

The current TDP, and the planning that supported its development, have been Hillsborough County-centric; meaning, although there was long-term anecdotal regional transit initiatives, these initiatives didn’t necessarily mesh, or complement bordering transit agency long-range plans (other FDOT District 7 agencies, FDOT District 1 agencies). As part of the TDP annual update process, a review and conversation with these other agencies, and those agency’s TDPs being developed or updated, will be conducted to ensure consistency and an overall regional approach to strategic regional transit planning.

D. “Driver” #4 – Growth in Demand

Since 2008, HART ridership has grown by 18.1%; during the first eight months of FY2013, ridership has increased by 2.8% and in development of the annual budget another 500,000 riders are expected to use HART’s services in FY2014 (Appendix A). This growth in demand accentuates the need to develop flexible strategic plans, as well as fine-tune current Status Quo service levels, to accommodate this growth in ridership and develop services to support it.

E. “Driver” #5 – Genesis of Current TDP

Of all the drivers as the catalyst for refreshing the current TDP, this one is perhaps the strongest. The TDP, as adopted by the HART Board in FY2011, is the product of

over a decade of various studies, plans and analyses efforts. Iterations of these plans still exist in some fashion in the current TDP and reflect various priorities or strategies that are no longer a part of HART's current strategy for delivering transit services in the region. Specifically, here is a chronology of the decade of studies and activities that are the foundational construct of the current TDP:

- 1998 Mobility Enhancement Major Investment Study (MIS) which initially spawned the "Tampa Rail Project"
- FY2001 Locally Preferred Alternative (LPA) Light Rail Plan
- FY2007 TDP 5-year update; outlined "*HART Vision 2016*" which as a bus-centric TDP, minus rail
- FY2009 Rapid Transit Investment Plan (RTIP) adopted (inclusion of light rail)
- FY2010 Alternative Analysis development initiated
- CY2010 Sales Tax referendum
- Closing of the Alternative Analysis by the HART Board
- FY2011 TDP 5-year update; removed rail component and retained bus-centric plans completed in the Rapid Transit Investment Plan
- FY2012 TDP annual update extended the FY2011 TDP

2. **Focus and Approach to this Year's TDP Annual Update**

The focus of this TDP annual update, both for the Status Quo and Vision Plans, is bus-centric in nature. Short and long range planning focuses on bus fixed-route, bus flex, and paratransit van services; there is no inclusion of the Tampa Historic Streetcar (THS) system (as its strategic direction and planning is outlined in the THS Revised Business Plan, September 2012, included as Attachment 2) nor are there any strategic plans for light rail, or demonstrations of light rail services, of any type.

As stated previously, this year's update is focused on taking a fresh, and realistic, perspective to HART's long-range transit planning, taking into account the realities of current community conversations and the limitations of funding into the future. While this annual update does contain many of the planning elements (both service and capital) of the adopted TDP, it takes those elements and logically lays them out into plans that can be linked to the annual budget process and be used as a baseline each Fiscal Year.

For example, the adopted TDP (Vision Plan) contains all the elements of future *MetroRapid* routes, but doesn't sequence them based on ridership demand, or take into consideration other variables (e.g. availability of space for the bus fleet at the 21st Avenue Facility) that would need to be addressed and mitigated to implement them. In this annual update of the Vision Plan (Appendix D), the sequencing of out-year expansion is based on specific predecessors being implemented, at specific intervals.

Another example involves the adopted Status Quo Plan which contains both express and local route enhancements and various route expansions which essentially are impossible to achieve due to HART's current fleet replacement funding deficit; in other words, HART cannot expand current routes, or add new routes, if additional buses are required. In this annual update, HART is defining the Status Quo Plan as the level of service (beginning in FY2014) that exists currently, with enhancement only occurring to non-peak service where funding permits; any route expansions or enhancements that require additional vehicles outside the planned replacement of current vehicle assets has been moved to the Vision Plan.

3. Past Year's Accomplishments Compared to the Original Implementation Program

In August 2011, the HART Board approved the update of the current ten-year TDP and held a Board Workshop to discuss its strategic direction. Following these activities, the Executive Leadership Team conducted a review of HART's existing strategic tools, including its mission, core values, prior strategic initiatives and performance measures to determine if they were aligned with the Board's August 2011 direction. From that, recommendations were made to the Board to update the agency's mission and core values, and add a vision statement and six strategically aligned goals. The goals, approved by the HART Board on February 6, 2012, modified the goals that were used in the current TDP to support planned activities (Appendix H). To accurately update the original TDP goals (FY2012 - FY2021 TDP, Paragraph 4.3), those goals and supporting objectives will be aligned with current HART Board goals and objectives in order to provide an accurate update on organizational accomplishments.

A. Original TDP Goal 1: *Continue to Enhance the Financial Condition* (aligned to new HART Board Goal: *Maximize Financial Well-Being*) Specific past year accomplishments:

1. FY2013 saw the continuation of HART's strategy of targeted reductions to non-performing services and reinvestment of resources into productive routes. The following is the November 2012 Service Change Plan (for FY2013) (Appendix I):
 - i. Reduced service on Route 28X (East County Express) saving 1 peak hour vehicle (savings of \$62,456).
 - ii. Merged Routes 50X (Citrus Park Express) and 61LX (Northwest Limited Express) saving 2 peak hour vehicles (savings of \$140,525).
 - iii. Peak hour vehicle savings were reinvested in Routes 30 (Town N' Country/Airport), 34 (Hillsborough Avenue), and 39 (Busch Boulevard) (savings of \$234,209).
 - iv. A summary of service improvements and adjustments is presented in Appendix F.
2. Due to rising costs in multiple areas of the business and the desire to maintain service levels, HART instituted a general fare increase effective November 11, 2012 (Appendix G) (Note: it is HART policy to review its fare structure every two years)
3. HART has implemented a comprehensive program to maximize farebox recovery. In FY2012, farebox recovery grew to 24.1%, up from 21.6% the prior year. (Appendix E).
4. Pursue grant funding for HART capital projects established as priorities set-forth by the Board and Community.

- i. HART entered into three multi-year Joint Participation Agreements with the Florida Department of Transportation, receiving \$613,100 to operate regional express transit service to Pinellas and Pasco Counties.
 - ii. Received Job Access Reverse Commute (JARC) funding through the Pinellas County MPO (under the former Section 5316 Program) in the amount of \$800,000 to assist with the operating costs of existing weekday late night transit service on eight bus routes, Saturday service on six routes and Sunday service on five routes.
 - iii. Submitted a proposal in June 2013 to secure federal funding from the U.S. Department of Transportation's, Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant Program. The grant proposal is requesting \$10 million to purchase Compressed Natural Gas (CNG) vehicles to replace diesel vehicles that have reached the end of their useful life.
 - iv. Submitted a proposal in April 2012 to secure federal discretionary funding from the Clean Fuels Program Initiative. The proposal sought funding for CNG buses and vans. The proposal was not funded.
 - v. Submitted a grant application to the Florida Department of Transportation, under the revised Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities program, to secure funding (\$97,000) for a bilingual Travel Trainer.
 - vi. Submitted a grant application to the Florida Department of Transportation in September 2012 for FY2015 Service Development Program funds that will be used to provide planned local service in Brandon to extend service along Brandon Boulevard from Dover Road to Brandon Mall (State Road 60/Brandon Boulevard). The route would provide service to major commercial developments along the SR60 corridor as well to the Valrico area which is not currently served.
5. Pursue increased revenue from current and new sources to support operating and capital activities.
- i. 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 to a HART initiated "Transit Summit" (with regional community and government leaders) in February, 2013.
 - ii. 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 10 percent of impact fees collected in the Central Business District and up to 3 percent of the fees collected in the remaining districts for capital improvements.

- iii. As of March, 2013, Signal Outdoor Advertising has installed 349 shelters. The monthly proceeds to HART now average over \$8,700.
- iv. In FY2013, Direct Media USA, in its second year as the HART's bus advertising contractor, exceeded the minimum annual guarantee of \$400,000 by \$62,058.
- v. In December 2012, HART initiated a Global Positioning System (GPS) based advertising system using the bus annunciator and text scroll. HART received its first revenue check in April, 2013 for \$1,482 with an annual guarantee \$12,000.

B. Original TDP Goal 2: *Improve Mobility and Accessibility* (aligned to new HART Board Goal: *Enhance Connections within the County and Region*) Specific past year accomplishments:

1. Staff commenced a detailed route-by-route analysis of bus stops in February, 2009 to determine stops that can be consolidated as well as specific improvement needs at stops. (Attachment 1) HART completed improvements on 206 stops in FY2013 to comply with American with Disabilities Act (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 and sidewalk projects:
 - i. Route 16 extends along the Waters Avenue corridor between the Yukon Transfer Center and the USF area.
 - ii. Route 31 extends along the U.S. Highway 41, Gibsonton Drive, and Providence Road corridors between Westfield Brandon Mall and Southshore area.
 - iii. Route 36 extends along Dale Mabry Highway and Himes Avenue corridors from south Tampa's MacDill Air Force Base to Carrollwood.
 - iv. Route 39 extends along the Busch Boulevard and Gunn Highway corridors through the City of Temple Terrace between the Northwest Transfer Center and the NetPark Transfer Center.
 - v. Route 45 extends along the Rome Avenue, North Boulevard, Fowler Avenue corridor between Westshore Plaza and University Area Transit Center.

- vi. Route 46 extends along the 22nd Street and Causeway Boulevard corridors through Downtown Tampa and Palmetto Beach connecting Davis Island to Westfield Brandon Mall.
 - vii. Route 57 extends along Orient Road, Davis Road, Fowler Avenue, 56th Street, Fletcher Avenue and 42nd Street corridors through the City of Temple Terrace connecting the University Area Transit Center and the NetPark Transfer Center.
 - viii. Route 24LX travels on Boyette Road via the Crosstown Express connecting FishHawk Park and Ride and Riverview Oaks Park and Ride to MacDill Air Force Base.
 - ix. Route 25LX travels on Bell Shoals Road, Bloomingdale Avenue, Kings Avenue to Lumsden Road via the Crosstown Express connecting the Bloomingdale Park and Ride and the J.C. Handley Park and Ride to MacDill Air Force Base.
 - x. Route 27LX travels on FishHawk Boulevard, Lithia Pinecrest Road, Bloomingdale Avenue, Kings Avenue to Lumsden Road via the Crosstown Express connecting the Bloomingdale Park and Ride and the J.C. Handley Park and Ride to Downtown Tampa.
 - xi. 15th Street Sidewalk Project, located on the west side of 15th Street from Linebaugh Avenue to south of Fowler Avenue.
 - xii. Himes Avenue Sidewalk Project, north of Hillsborough Avenue to Idlewild Street.
 - xiii. Broadway Avenue Sidewalk Project, located on the south side of Broadway Avenue from 50th Street to 66th Street.
2. Provide enhanced connections and serve new markets while sustaining existing service.
 - i. *MetroRapid* North-South: the *MetroRapid* (Nebraska/Fletcher corridor) had a “soft opening” in May, 2013 which provided free rides to allow patrons familiarization to the new schedules and to boost demand for the ridership along the corridor. The grand opening was on June 10, 2013. The construction took approximately 10 months and involved 5 major contracts for sitework, stations, communications, Ticket Vending Machines and Transit Signal Priority (TSP) work involving FDOT, the cities of Tampa and Temple Terrace and Hillsborough County. Total capital cost (construction, ROW acquisition) of the project was \$25 million; funded entirely from a transportation grant from Hillsborough County.

- ii. Fletcher Park and Ride: HART opened a new Park-and-Ride on June 10, 2013 serving the *MetroRapid* North-South on Hidden River Parkway in the vicinity of Fletcher Avenue/Interstate 75. This 320 parking space facility allows patrons to park for free and ride the *MetroRapid* to USF, other destinations along the Fletcher-Nebraska corridor and to downtown Tampa. Total capital cost (construction, real property acquisition) of the project was \$1.75 million; funded entirely from a transportation grant from Hillsborough County.
 - iii. *MetroRapid* East-West: this corridor will connect Tampa International Airport, the Westshore Business District and Temple Terrace via the HART NetPark Bus Transfer Center at Hillsborough Avenue and 56th Street, with connections to the *MetroRapid* North-South corridor at Nebraska Avenue. The Project Development and Environmental (PD&E) Study is complete and 30 percent design work has been delivered to HART staff for future development and implementation once construction and operating funds are identified. Project cost was \$1.9 million; funded entirely from a transportation grant from Hillsborough County. Future work on this project, including continued design, ROW acquisition and overall construction is currently unfunded.
 - iv. Yukon Transfer Center: a facility rehabilitation project, rededicated on November 30, 2012, now includes eight covered bus bays with new public restrooms and driver restroom/break area. The project redefined the existing site to allow better traffic movement, accommodate the Hillsborough County Schools bus transfer site and keep the eastern paved lot usable for additional park and ride spaces and the CDL training lot. Upgraded energy saving LED lighting, a TVM and provisions for security cameras were also provided. . Total capital cost of the project was \$643,525; in 2011, FDOT allowed HART to combine 3 park and ride grants to assist development of this facility which was matched by local funds.
3. Encourage land use patterns that support transit to maximize ridership and enhance service effectiveness.
 - i. City of Tampa: the City of Tampa approved mixed-use multi-family housing developments with plans for 212 up to 557 residential units creating higher density along public transportation corridors. A 51-unit multi-housing development was approved for South Tampa. The developments include shelters, benches, and other accommodations for transit. The developments will be built on the following public transportation corridors:

- Cleveland Street - Hyde Park District
 - Spruce Street - Westshore Business District
 - South Howard Avenue - SoHo District
 - Twiggs Street - Downtown Tampa Channel District
 - Meridian Street - Downtown Tampa Channel District
 - South Dale Mabry Highway - South Tampa
- ii. Encore Tempo District: Tampa Housing Authority: in 2006, HART partnered with the City of Tampa Housing Authority to design bus service in the Encore Development Project (Central Park Redevelopment) that is located on the *MetroRapid* North-South Nebraska corridor. The project broke ground in 2010. A grand opening was held in December, 2012 for The Ella, a 160-unit senior housing facility. The Trio, a 141-unit apartment building designed for families with children is expected to open in 2013, followed by the opening of The Reed, a complex for seniors, in 2014-2015. The bus stop accommodations were placed on Ray Charles Boulevard for local transit service to operate through the development to connect to Marion Transit Center: The proposed vision for Encore is 794 apartments, more than 300 condominiums, 50,000 square feet of commercial retail space, 59,000 square feet of office space including a hotel, supermarket, St. James Church restoration, Perry Harvey Sr. Park redevelopment and a Town Center.
- iii. Hillsborough County: Hillsborough County implements transportation concurrency by allowing some applicants for land use development permits to construct transit improvements to meet the proportionate share of the required transportation improvements per Section 163.3180, Florida Statutes. In FY2013, Hillsborough County recommended transit improvements for Bearss Avenue, U.S. Highway 301, and Oakfield Drive to allow developers to mitigate transportation concurrency.
- iv. University Community Plan: 131st Avenue: the Hillsborough County City-County Planning Commission Board approved amendments to the Hillsborough County Comprehensive Plan – Livable Communities Element to designate 131st Avenue as a key economic east-west corridor in the University Community Plan. The University Area Transit Center, the James A. Haley Veteran Administration Hospital, the University of South Florida (USF) Medical School, Nursing School, and USF medical clinics are conveniently adjacent to the corridor as well as multi-family complexes. The comprehensive plan is also being amended to increase residential multi-family density with retail at the southeast corner of 131st Avenue and Nebraska Avenue

across from the new *MetroRapid* North-South Station. The plan encourages improvements to 131st Avenue that will apply appropriate design features and roadway layouts that support pedestrian and transit connections. The Board of County Commissioners will hold a Public Hearing and Workshop on this issue in August, 2013.

4. Increase transit ridership by maximizing operational performance and efficiency.

The following improvements, implemented in FY2013, address current issues related to service. Heavy passenger loads are a critical issue on several routes. The current TDP identified standing loads being experienced on several routes, including Routes 1, 2, 6, 9, 12, 18, and 34. On-time performance was also identified in the TDP as decreasing which has been exasperated by traffic congestion as well as increased boardings associated with higher ridership patterns.

The following actions were taken during FY2013 to address these identified deficiencies:

- Congestion and on-time performance:
 - Route 34 (Hillsborough Avenue) Weekday frequency increased from 35 minutes to 30 minutes
- On-time performance:
 - Route 30 (Town N' Country/TIA/Kennedy Boulevard) Weekday frequency increased from 35 minutes to 30 minutes
 - Route 39 (Busch Boulevard) Weekday frequency increased from 35 minutes to 30 minutes
- A continuing effort to address service shortfalls in load and on-time performance is proposed for FY2014 including:
 - Route 6 (56th Street) Weekday midday frequency increases from 30 minute to 20 minutes
 - Initiation of Nebraska-Fletcher *MetroRapid* BRT service and Route 2 (Nebraska Avenue) modification

5. Participate in planning efforts evaluating strategies to serve a greater portion of the County's mobility needs.

- i. University Area Transit Circulator Study: the study was conducted in support of the MPO, HART, University of South Florida (USF), and the City of Tampa to improve mobility and provide connections to the existing transit bus services in and around the University area. As a result of both technical analysis and public comment, the following options for transit service in the study area have been identified below:

Option	Travelers Served	Buses	Approximate Annual Cost to Operate
A	Students and employees to and from USF and area hospitals. Other shopping recreational trips.	Fixed route Every 30 minutes or less	\$670,000 (2013\$)
B	Students and employees to and from USF and area hospitals. May serve area medical trips.	Flexible call-ahead service Every 30 minutes or less	\$630,000 (2013\$)
C	Students and employees to and from USF and area hospitals. Other shopping and recreational trips.	Fixed Route Every 30 minutes or less	\$490,000 (2013\$)
D	Students and employees to and from USF and area hospitals.	Every 30 minutes or less	\$490,000 (2013\$)
E	Shopping and recreational trips.	Every 30 minutes or less	\$670,000 (2013\$)

Table 1 – University Area Transit Circulator Study

- ii. HART Transit-Oriented Development (TOD) Committee: the HART Board created the HART TOD Committee to explore ways to fully maximize the multiple benefits of the areas surrounding the new and planned *MetroRapid* routes. The committee will focus on leveraging public and private partnerships for the benefit of the entire community, as it looks for current areas that are growing and setting desirable trends.
- iii. Bus Toll Lane Study: the Tampa Hillsborough Expressway Authority, in partnership with HART, was awarded an \$800,000 grant in FY2010 from the FTA to develop a “conceptual beta study” model taking into account possible changes in land use policies and assessments. The study identified corridor model samples where Bus Toll Lanes (BTL) could be considered. In June 2013, FHWA provided THEA approval to use the balance of award to do a “Feasibility Study” to determine feasible model application/implementation and resulting cost estimates to do a pilot study on any of the major arterials within Hillsborough County. The study has identified a sample set of corridors where the Bus Toll Lane may be implemented. The initial estimates of the social and economic benefits of the program were presented to the MPO and HART Board in May and June, 2013. Future discussions between the MPO, THEA, HART and FDOT District 7 staff will need to be held regarding the on-going conversation concerning Bus Toll Lanes in the region.
- iv. Coordinate with the Hillsborough County Aviation Authority on the Tampa International Airport 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. Additionally, staff attended update briefings as TIA finalized the plan. The Master Plan has changed from the previously approved one by taking another path to accommodate TIA's continuing expansion plans. To alleviate the roadway congestion caused by rental cars and shuttle buses, vans and taxi traffic and free up additional public parking on two floors of the existing long term garage, the Aviation Authority decided to build a Consolidated Transportation Center (CTC) in an area south of the existing post office and economy garages. This will be connected to the main terminal by high speed electric Automated People Mover (APM) shuttles matching the existing shuttle systems from the landside terminal to each airside. The original light rail corridor through the airport property has been removed to accommodate this APM system. HART will serve the airport property at the CTC instead of bus service now going fully to the main terminal. Additionally, since the CTC will act as a transportation hub, it will be possible to pick up additional passengers from other transportation systems, i.e. Pinellas Suncoast Transit Authority (PSTA), private shuttles, taxi or future connections to rail or other modes. Discussions with the Aviation Authority have centered on preserving a North-South corridor that skirts the eastern edge of airport property and reconnects with the Authority owned rail right of way immediately north of the airport boundary at Hillsborough Avenue.

- v. In November of 2012, HART convened a working group consisting of transit agencies and transit providers from FDOT District 7 (Hillsborough, Pinellas, Pasco, Citrus, Hernando) as well as FDOT District 1 agencies (Polk and Manatee) to begin working together to develop a regional approach to revenue collection that will not only modernize the process of the collection of fixed-route fares, but also enhance the mobility of passengers between its respective jurisdictions.
- vi. HART, in conjunction with PSTA, procured 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 HART/PSTA consolidation effort was to respond to legislation enacted by the State of Florida directing the two agencies to jointly examine and report on these issues (**HB599**).

Section 81 of HB599 Bill required that the two agencies "...consider and identify improvements for greater efficiency and

service improvements, including specific methods for increasing service connectivity between the jurisdictions of each agency.”

On July 31, 2012, Notice to Proceed was issued to McCollum Management Consulting, Inc.; which was the consultant awarded the contract for the HART–PSTA Coordination/Consolidation Study at the July 23, 2012 HART-PSTA Joint Board meeting.

In preparation for the development and evaluation of merger scenarios, McCollum Management conducted a series of interviews with managers of HART and PSTA departments. The consultant held various discussions of activities performed in each department, ideas for improvement that could be implemented under different scenarios, and staffing issues. This also included the review of financial and operating data from HART and PSTA for potential cost savings.

A joint meeting of PSTA and HART senior management staff and the consultant team was held on August 8, 2012, with the discussion focusing on the work plan, tasks and project schedule. The meeting was attended by a representative from the Tampa Bay Area Regional Transportation Authority (TBARTA). The consultant team also met with other HART and PSTA staff to begin the data collection process. A final report by the consultant, outlining recommendations and scenarios, was provided to both Boards on December 10, 2012.

C. Original TDP Goal 3: *Enhance Customer Focus* (aligned to new HART Board Goal: *Exceed Customer Expectations*) Specific past year accomplishments:

1. Bus ridership for the first three quarters of FY2013 (October 2012 - June 2013) has increased 2.8 percent compared to the same period last Fiscal Year. In the last complete five Fiscal Years (FY2008 – FY2012); bus ridership has increased 18.8 percent or an annual increase of 4.4 percent. Average weekday ridership is nearly 50,000.
2. A real-time arrival at stop information system that patrons can access on smartphones, tablets, and PC's, OneBusAway, has been developed and is being tested. Rollout to the public is expected prior to the end of FY2013. OneBusAway text messaging service is expected to be developed within the first half of FY2014.
3. HART's first Bus Rapid Transit (BRT) line, the *MetroRapid* North-South Nebraska-Fletcher route began service June 10, 2013. The *MetroRapid* service is exceeding expectations in its first few months of operation, nearly

doubling ridership in the north-south route along Fletcher and Nebraska Avenues.

4. The Paratransit Rider's Guide is being finalized to include new policies regarding certification, scheduling, time periods, and driver/passenger responsibilities. The updated guide will be distributed to HARTPlus customers and posted on the HART website in FY2014.
5. Customer Service assisted with 143,352 calls during the first half of FY2013, an increase of 11.2 percent over FY2012. Also, as a continuous improvement, the average call wait was reduced from 2 minutes, 32 seconds to a July, 2013 duration of 1 minute, 2 seconds.
6. HARTPlus Vans: in January 2013, the HART Board approved the purchase of 13 new vans (VPG MV-1 models) for HARTPlus. Nine are being used as replacements and four are being used to expand the HARTPlus fleet to meet increased ridership. The vehicles were delivered in spring, 2013. Smaller vans cost nearly half the price of larger vans, provide for better fuel economy and repairs are less costly. Most importantly, they seat up to four passengers and are fully ADA accessible, with plenty of space to spare.

D. Original TDP Goal 4: *Develop Effective Partnerships* (aligned to new HART Board Goal: *Enhance Connections Within the County and Region*) – accomplishments combined and included with paragraph b.

E. Original TDP Goal 5: *Deliver Capital Projects* (aligned to new HART Board Goal: *Enhance Connections Within the County and Region*) – accomplishments combined and included with paragraph b.

F. Original TDP Goal 6: *Maximize the Safety and Security of Employees, Passengers and the Public* (aligned to new HART Board Goal: *Ensure Safety and Security*) Specific past year accomplishments:

1. The installation of security cameras was completed at the 21st Avenue facility server room, telephone room and new administration building.
2. The required safety inspections for fire prevention, elevators, generator, lifts and cranes were completed at facilities and transit centers.
3. Employee evacuation training workshops were conducted to enhance workplace safety.
4. HART's Monthly Occurrence Loss Prevention Analysis Committee (MOLPAC) continues to review and analyze the number of accidents each month to help the agency identify the areas of concern and develop preventive measures. MOLPAC coordinates with Operations to implement corrective actions.

G. New HART Board Goal: *Foster a Thriving Internal Environment*; Specific past year accomplishments:

1. HART has developed a platform to launch a Learning Management System (LMS) for all of its employees. The LMS currently combines compliance modules with soft skill training modules. The LMS will provide continuous learning opportunities for all employees in developing and emerging skills, diversity and inclusion, industry trends and safety in addition to compliance and soft skills.
2. The Corporation to Develop Communities, Inc. (CDC), in partnership with HART, has been awarded a job training and development grant to prepare for future job needs in the mass transit industry. This partnership is a comprehensive approach to employment in mass transit that meets existing needs, while also training for anticipated and future needs in green, innovative technologies.
3. Development of a new Performance Management Planning System (PMP) to align human capital performance to HART's Strategic Plan and Goals is in process. The PMP will focus on core competencies that support each of the goals and objectives with outcomes identified by observable and measurable results. The PMP will serve as a planning tool to forecast human capital performance expectations as they relate to HART's strategic goals, which goals will progress over time.
4. HART has transitioned from a fully-insured health insurance program to a self-funded health insurance program. This transition has enabled HART to better contain health care expenses that could otherwise be distributed to employees. With this transition, HART has been able to stabilize employee contributions to their health care premiums so as to minimize the financial impact on the employee population.
5. The HART Employee Leadership Program (HELP) 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.
6. 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 attain 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.

7. HART has partnered with Chase Bank and the Florida Retirement System (FRS) 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, financial planning and retirement, and increasing disposable income.

H. New HART Board Goal: *Embrace Innovative Practices and Systems*; Specific past year accomplishments:

1. Fourteen TVMs have been installed along the *MetroRapid* corridor and the Fletcher Avenue Park and Ride. Passenger boarding time is predicted to decrease with off-vehicle purchase of tickets and passes.
2. OneBusAway Pilot Program: HART announced an exciting pilot program and research study that launched OneBusAway in early February, 2013. OneBusAway uses GPS technology to track the location of HART buses in real-time, so you know if your bus will arrive on-time or late. OneBusAway can be used through the internet on computers or phones with the web, and it is also an "app" for smartphones (iPhone and Android). OneBusAway was implemented by researchers at the University of South Florida in coordination with researchers at Georgia Tech. The pilot program ended mid-May, 2013 and is expected to be available by the end of FY2013.
3. 21st Avenue Operations Building Renovations: the renovation of this 30-year old facility was successfully completed; staff moved into the refurbished facility in January 2013. The facility meets rigorous Leadership in Energy and Environmental Design (LEED) certification standards with improved energy and water efficiency and the staff working environment is enhanced for health and comfort with upgraded air conditioning and better lighting.
4. Compressed Natural Gas (CNG) Fueling Station: in April 2013, the HART Board authorized the Chief Executive Officer to award a \$5.2 million dollar contract to design, build, operate, and maintain a CNG fueling station to support the transition of its fixed route and paratransit fleets to CNG power. The term of the contract is 12 months. The new CNG fueling station will be located at HART's 21st Avenue Operations and Maintenance facility. The project will also include building modifications to the Heavy Maintenance (HM) and Preventative Maintenance (PM) facilities to support CNG vehicle maintenance.
5. CNG Vehicles: HART received funding from the Bus Livability Initiative federal programs to replace diesel buses and gasoline vans with new and additional CNG buses. The Bus and Bus Facilities 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.

6. Federal Transit Administration's (FTA) Environmental Sustainability & Management System (ESMS): as part of HART's commitment to environmental sustainability and on-going commitment to protect the environmental resources of the Tampa Bay region, HART applied in December, 2012 for the FTA's program for assistance in implementing an Environmental Management System (EMS). HART was accepted into the FTA's ESMS Training Assistance Program on April 15, 2013. Participation includes the FTA, ten transit agencies and The Center for Organizational and Technological Advancement (COTA) at Virginia Polytechnic Institute and State University (Virginia Tech). The program will assist and guide HART through the development and implementation of an EMS using ISO 14001 Standards through a series of workshops, on-site technical support visits, electronic materials and resources, and consultation.
7. 21st Avenue Heavy Maintenance Building: HART received funding from the State of Good Repair federal programs (FY2012) to upgrade and renovate the 21st Avenue Heavy Maintenance facility. This project is scheduled to be completed in FY2014. HART intends to seek LEED Silver Certification for this project. The LEED certification for this project will provide significant environmental and financial benefits. These include reduced utility and energy usage, reduced greenhouse gas emissions, and lower operating costs. Particular areas of consideration for the LEED certification components are anticipated but not limited to:
 - i. Water conservation, using water efficient toilet fixtures with automatic sensors. Replacing bus wash equipment to filter and re-use wash water.
 - ii. Energy conservation, upgrading insulation, replacing HVAC with new energy efficient equipment, lighting upgrades to LED fixtures with occupancy sensors.
 - iii. Waste management recycling during construction.
 - iv. Adaptive re-use within the design of the facility to maximize the re-use existing materials.
 - v. Use of clean energy sources for fueling vehicles and heating the facility.

4. **Analysis of any Discrepancies Between the Plan and its Implementation for the Past Year and Steps That will be Taken to Attain Original Goals and Objectives**

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

However, one capital project originally planned and included in the approved TDP for completion in FY2013 was eliminated as a project; the Brandon Park and Ride. The Brandon Park and Ride transit planning analysis and site selection study was completed in May, 2011. Property acquisition efforts occurred through May, 2012 and with increased appraisals of the property, and the additional site work required for improvements, the new project estimates exceeded available project funding. In addition, it was determined by Operation's staff that the final site selected would impact bus operations by increasing revenue hours and miles which would have an appreciable impact on operational costs. Therefore, this project was eliminated from the HART Capital Improvement Plan (CIP).

Also, as part of the long-range Vision Plan adopted in the current TDP, and adhering to the commitment to consistently review current route performance to increase efficiencies and meet passenger needs, there were routes that were identified to have a service change or enhancement in FY2013, but due to budgetary limitations, those changes could not be implemented. Rather, these routes will have the necessary enhancements implemented as part of the FY2014 HART Annual Budget, as well as modified within the TDP (these routes will be outlined in paragraph 5).

5. Any Revisions to the Implementation Program for the Coming Year

Revisions to the FY2014 implementation of the adopted Status Quo program include both capital projects and service enhancements. Specifically for the capital program:

- A. There are no capital projects originally scheduled for FY2014 that are being delayed or reprogrammed. However, the following projects were originally planned in a later out-year in both the TDP and the 5-year CIP Plan, but due to the ability to acquire funding earlier, they are being moved to FY2014 for implementation or initiation and are included in the adopted FY2014 Capital Budget (see Appendix B):
 - 1. CNG Fueling Station: originally programmed in FY2015, HART is in the process of designing and building a CNG fueling station to support the transition of its fixed route and paratransit fleets to CNG power utilizing both Federal and local funding. The new CNG fueling station will be located at HART's 21st Avenue Operations and Maintenance facility. The project will also include building modifications to the Heavy Maintenance and Preventative Maintenance facilities to support CNG vehicle maintenance. It is scheduled to be completed during FY2014.
 - 2. Farebox Replacement: originally programmed in FY2015, due to the availability of State grant funding, farebox replacement will commence in FY2014 with a demonstration of new smartcard functionality, regionally inter-operative equipment on the newly implemented *MetroRapid* North-South route, as well as select buses that service the cross-County routes between Hillsborough, Pinellas and Pasco Counties. FY2014 is Phase I of the project, with subsequent Fiscal Year's continuing the incremental replacement of all of HART's farebox equipment and technology.
- B. The following project was part of the adopted TDP for FY2012 implementation, but due to scheduling, is now being programmed in FY2014 for completion:
 - 1. Ybor Facility "Build-Out:" project involves completion of enhancements to the third floor of the Ybor facility, including installation of acoustic ceilings, upgraded lighting and HVAC systems. The build out includes selective demolition; mechanical, electrical, enhanced sound and privacy control systems, and associated finishes. Project elements include design, construction and Consultant Engineering and Inspection (CEI) services.
- C. The following projects were not part of the adopted TDP, but are being programmed in FY2014 for initiation:
 - 1. 21st Avenue Stormwater: project includes design studies to replace/repair failing storm water system infrastructure serving the main bus maneuvering and parking areas at the 21st Avenue facility. HART's 21st Avenue maintenance and bus operations area has been in continuous use since the

1980's with limited modifications and drainage system repairs. With heavy rain events, the parking/maneuvering areas are under water for several hours at a time. This has ramifications for equipment operations/storage and staff access and utilization of the facilities and vehicles. The flooding issue is caused by off-site backup of the stormwater system as well as a deteriorated onsite drainage collection system.

- As stated in Section 4, several route enhancements, originally scheduled for implementation in FY2013 are being implemented in FY2014. It should be noted that all future enhancements in the Status Quo Plan will focus on non-peak-hour routes (aka, not requiring additional new vehicles). Therefore the emphasis for these service expansions are focused on weekend and non-peak hour weekday needs. The proposed FY2014 route enhancements include:

Weekdays

- Route 5 (40th Street) expanded to final trip at midnight
- Route 6 (56th Street) increase to 20 minute midday frequency
- Route 46 (Davis Islands/Brandon) reinstate 1 hour mid-day service

- Weekends

- Route 2 (Nebraska Avenue) expanded to final trip at midnight Saturday and Sunday
- Route 5 extend Saturday and Sunday service by 2 hours
- Route 6 (56th Street) expanded to final trip at midnight Saturday and Sunday
- Route 14 (Armenia Avenue) commence Saturday service
- Route 30 (Town N' Country/TIA/Kennedy Boulevard) expanded to final trip at midnight Saturday and Sunday
- Route 37 (Brandon/NetPark) commence Sunday service
- Route 57 (NetPark/Temple Terrace/UATC) commencing Saturday service

6. Revised Implementation Program for the Tenth Year

Note: Original 10th Year in Adopted TDP was FY2021; New 10th Year in Last Year's Update was FY2022; in this Annual Update the New 10th Year is FY2023.

Status Quo Plan: The revised FY2021 Status Quo Plan has been changed to now reflect three express route enhancements:

- Route 10 (Cypress Street) – extend to 8:00 pm weekdays
- Route 31 (South Hillsborough County) - extend to 10:00 pm weekdays
- Route 41 (Sligh Avenue) – extend to 9:00 pm weekdays

Vision Plan has been changed to now reflect two local route enhancements, a new express route, two existing express route enhancements (aligning with the Status Quo Plan) and the addition of a new *MetroRapid* route:

- Route 7 (West Tampa/Citrus Park) – weekday midnight service
- Route 46 (Davis Islands/West Brandon) – 30 minute frequency on weekdays
- New Express Route (New Tampa to MacDill AFB)
- Express Route 22X (Dover/Brandon)
- Express Route 47LX (Southshore/Downtown)
- New MetroRapid (Brandon/Downtown)

7. Added Recommendations for the New Tenth Year of the Updated Plan

The new 10th year, FY2023, contains specific enhancements and expansions to HART's service delivery plan for that year; however, it is important to acknowledge that the service envisioned for FY2023 is predicated on the new refreshed 10-year plan in its totality.

As stated in Section 1 and 2, this annual update takes a more realistic approach to HART's long-range planning, refreshing the original 10-year plan and adding a sense of realism to it. The component of the plan most impacted by this approach is the Vision Plan, while the Status Quo Plan maintains current service levels, and when funding becomes available, provides for non-peak enhancements to current routes. The following are the specific service changes added to HART's additional 10th year of planning: (FY2023)

Status Quo Plan:

- Route 4 (Palma Ceia/MacDill) – Saturday service
- Route 16 (Waters Avenue) – Sunday service
- Route 31 (South Hillsborough County) – Saturday service
- Route 41 (Sligh Avenue) – Saturday service
- Route 46 (Davis Island/West Brandon) – Saturday service

Vision Plan:

- All Status Quo Plan Route enhancements (stated above)
- Route 4 (Palma Ceia/MacDill) – Sunday service
- Route 14 (Armenia Avenue) – Sunday service
- Route 31 (South Hillsborough County) – Sunday service
- Route 41 (Sligh Avenue) – Sunday service
- Route 46 (Davis Island/West Brandon) – Sunday service
- Route 57 (UATC/Temple Terrace/NetP@rk Transfer Center) – Sunday service
- New local route (Thonotosassa)
- New local route (Big Bend) – Monday through Saturday
- New Express route (NW County to USF)
- New Express route (NW County to Brandon)
- New *MetroRapid* (Gunn Highway/Busch Boulevard)
- New Park and Ride (Dale Mabry)

To enable HART to implement this service in FY2023, the Vision Plan has been restructured to address both enhancement and expansion and major *MetroRapid* route capital programs. This is more thoughtful and systematic approach to long-term planning than prior studies have articulated by aligning these plans with realistic budgetary capabilities and providing a clear plan for the future which can be used as a foundation for alternative funding options.

However, it should be noted that although the Vision Plan is more realistic in its needs prioritization and implementation strategy, it is largely an unfunded plan (which will be expounded upon in Section 8). HART’s strategy to address this is two-fold:

- (1) As funding is identified for these long-range planning elements, the elements will transition from the Vision Plan to the Status Quo Plan and be adopted in the appropriate Fiscal Year budget;
- (2) If funding continues to be elusive for this strategy, and a new funding source is sought (e.g. sales tax, etc.), this Vision Plan would become the “needs document” for planning for that new revenue source.

An overview of the revised 10-year Status Quo Plan, concentrating on non-peak service enhancements, by year, is provided below (includes estimated total annual miles, hours and ridership):

Revised Status Quo Plan

FY2014 - the enhancements to existing routes are all included in the FY2014 HART *annual* operating budget:

FY 2014	Project	# New Flex Vans (No Spare)	# New Buses (Rt. Only - No Spare)	Total Annual Miles	Total Annual Hours	Estimated Ridership
	Route 2 - midnight weekend service	0	0	3,692	320	3,203
	Route 5 - Midnight service on weekdays	0	0	22,385	2,019	20,189
	Route 5 - 2 hr. weekend service	0	0	5,719	459	4,592
	Route 6 - 20 minute midday on weekdays	0	0	42,327	3,340	66,792
	Route 6 - midnight weekend service	0	0	11,256	867	8,669
	Route 14 - Saturday service	0	0	20,264	1,813	18,127
	Route 30 - midnight weekend service	0	0	11,670	837	8,372
	Route 37 - Sunday service	0	0	22,228	1,502	15,019
	Route 46 - restore 60 minute midday service extend to Dover Rd.	0	0	86,577	7,211	72,105
	Route 57 - Saturday service	0	0	31,538	1,887	18,872
	FY 2014 Total	-	-	257,655	20,254	235,941

FY2015 - the enhancements to existing routes are all included in the FY2015 HART *planned* annual operating budget and will be the basis for the initial planning of the FY2015 budget:

FY 2015	Project	# New Flex Vans (No spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 12 - 20 minute weekday off-peak frequency	0	0	192,280	18,216	273,240
	Route 15 - 30 minute weekday off-peak frequency	0	0	72,864	4,554	45,540
	Route 15 - Extend to 10:00 PM weekdays	0	0	24,288	1,518	7,590
	Route 16 - Extend to 10:00 PM weekdays	0	0	18,216	1,392	6,958
	Route 37 - 30 minute weekday off-peak frequency	0	0	75,900	6,325	63,250
	Route 37 - Extend to 10:00 PM weekdays	0	0	37,950	2,530	12,650
	FY 2015 Total	-	-	421,498	34,535	409,228

FY2016 - the enhancements to existing routes are all included in the HART 5-year *strategic financial plan*:

FY 2016	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 14 - Extend to 10:00 PM weekdays	0	0	11,132	1,012	5,060
	Route 36 - 30 minute frequency on Saturday	0	0	38,678	3,310	33,096
	Route 36 - 30 minute frequency on Sunday	0	0	38,678	2,492	12,460
	Route 36 - Extend to 10:00 PM weekdays	0	0	17,204	1,265	12,650
	Route 34 - 30 minute frequency on Sunday	0	0	26,777	1,720	17,203
	Route 39 - 30 minute frequency on Sunday	0	0	35,460	2,632	26,320
	FY 2016 Total	-	-	167,928	12,431	106,789

FY2017 - the enhancements to existing routes are all included in the HART 5-year *strategic financial plan*:

FY 2017	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 8 - 30 minute frequency on Saturday and Sunday	0	0	67,947	4,235	42,347
	Route 9 - 30 minute frequency on Saturday and Sunday	0	0	44,724	4,104	41,042
	Route 9 - Extend to 10:00 PM weekdays	0	0	28,336	2,226	22,264
	Route 15 - 30 minute frequency on Saturday	0	0	24,746	1,583	7,916
	Route 19 - 30 minute frequency on Saturday	0	0	23,728	1,945	9,724
	Route 19 - 30 minute frequency on Sunday	0	0	23,962	1,831	9,156
	FY 2017 Total	-	-	213,444	15,925	132,450

FY2018 - the enhancements to existing routes are all included in the final year of the HART 5-year *strategic financial plan*:

FY 2018	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 18 - 30 minute frequency on Saturday	0	0	24,862	2,177	10,886
	Route 18 - 30 minute frequency on Sunday	0	0	24,862	1,932	9,660
	Route 18 - Extend to 10:00 PM weekdays	0	0	14,168	1,113	5,566
	Route 32 - 30 minute frequency on Saturday	0	0	29,990	1,852	9,262
	Route 32 - 30 minute frequency on Sunday	0	0	29,990	1,852	9,262
	FY 2018 Total	-	-	123,873	8,927	44,637

FY2019 - these enhancements currently are only in the updated TDP and will be included in a subsequent HART 5-year *strategic financial plan*:

FY 2019	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 5 - 30 minute frequency on Saturday	0	0	21,136	1,613	8,064
	Route 5 - 30 minute frequency on Sunday	0	0	21,136	1,613	8,064
	Route 7 - 30 minute frequency on Saturday	0	0	25,326	1,638	8,190
	Route 7 - 30 minute frequency on Sunday	0	0	25,326	1,638	8,190
	Route 7 - Extend to 10:00 PM weekdays	0	0	11,385	886	8,855
	FY 2019 Total	-	-	104,309	7,387	41,363

FY2020 - these enhancements currently are only in the updated TDP and will be included in a subsequent HART 5-year *strategic financial plan*:

FY 2020	Project	# New Flex Vans (No spare)	# Expansion Buses (Rte Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 45 - 30 minute frequency on Saturday	0	0	25,017	2,285	11,424
	Route 45 - 30 minute frequency on Sunday	0	0	25,017	2,338	11,690
	Route 45 - Extend to 10:00 PM weekdays	0	0	15,180	1,265	6,325
	FY 2020 Total	-	-	65,215	5,888	29,439

FY2021 - these enhancements currently are only in the updated TDP and will be included in a subsequent HART 5-year *strategic financial plan*:

FY 2021	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 10 - Extend to 8:00 PM weekdays	0	0	6,072	506	2,530
	Route 31 - Extend to 10:00 PM weekdays	0	0	25,300	1,113	5,566
	Route 41 - Extend to 9:00 PM weekdays	0	0	13,156	1,012	5,060
	FY 2021 Total	-	-	44,528	2,631	13,156

FY2022 - these enhancements currently are only in the updated TDP and will be included in a subsequent HART 5-year *strategic financial plan*:

FY 2022	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 4 - Extend to 8:00 PM weekdays	0	0	9,108	759	3,795
	Route 46 - Extend to 8:00 PM weekdays	0	0	15,180	1,012	5,060
	Route 57 - Extend to 10:00 PM weekdays	0	0	12,144	759	3,795
	FY 2022 Total	-	-	36,432	2,530	12,650

FY2023 - these enhancements currently are only in the updated TDP (as the new 10th year) and will be included in a subsequent HART 5-year *strategic financial plan*:

FY 2023	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 4 - Saturday service	0	0	22,202	1,744	8,722
	Route 16 - Sunday service	0	0	22,378	1,645	8,224
	Route 31 - Saturday service	0	0	25,760	1,344	6,720
	Route 41 - Saturday service	0	0	23,093	1,714	8,568
	Route 46 - Saturday service	0	0	23,764	1,525	7,624
	FY 2023 Total	-	-	117,197	7,972	39,858

An overview of the revised 10-year Vision Plan, concentrating on non-peak service enhancements, peak service enhancements, new local and express routes, and system-wide expansion of *MetroRapid* routes by year is provided below (includes estimated required number of new vans and buses, total annual miles, hours and ridership; where Status Quo elements

overlap in the Vision Plan, they are designated by a SQ under the FY column); detail concerning the supporting capital construction is included in Section 9:

Revised 10-Year Vision Plan

FY2014 – the Status Quo Plan and the Vision Plan are aligned for this year only:

FY 2014	Project	# New Flex Vans (No Spare)	# New Buses (Rte. Only - No Spare)	Total Annual Miles	Total Annual Hours	Ridership
SQ	Route 2 - midnight weekend service	0	0	3,692	320	3,203
SQ	Route 5 - Midnight service on weekdays	0	0	22,385	2,019	20,189
SQ	Route 5 - 2 hr. weekend service	0	0	5,719	459	4,592
SQ	Route 6 - 20 minute midday on weekdays	0	0	42,327	3,340	66,792
SQ	Route 6 - midnight weekend service	0	0	11,256	867	8,669
SQ	Route 14 - Saturday service	0	0	20,264	1,813	18,127
SQ	Route 30 - midnight weekend service	0	0	11,670	837	8,372
SQ	Route 37 - Sunday service	0	0	22,228	1,502	15,019
SQ	Route 46 - restore 60 minute midday service extend to Dover Rd.	0	0	86,577	7,211	72,105
SQ	Route 57 - Saturday service	0	0	31,538	1,887	18,872
FY 2014 Total		-	-	257,655	20,254	235,941

FY2015 – includes two local and two express routes enhanced, new local and express service to Plant City introduced, new flex service to Temple Terrace and Seffner, an addition of a Park and Ride in Plant City and a project to move van maintenance to an off-site location. The moving of van maintenance to an off-site location is a key “domino that has to fall” prior to any future system expansion outside the Status Quo Plan as the current 21st Avenue facility is near capacity. As a note, for every year that this project is delayed in its implementation, the Vision Plan must adjust outward accordingly.

FY 2015	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 7 - Schedule relief (1hr. Segments restored to 30 min)	0	2	83,022	4,587	45,869
	Route 32 - 1hr. Segments restored to 30 min	0	2	77,954	4,830	48,298
	Plant City - to Netpark (Mon - Sat. 60 min)	0	2	152,955	9,888	98,880
	Plant City Express - 2 AM + 2 PM trips	0	2	56,925	1,645	16,445
	Plant City - 3 Local Flex Zones (Mon. - Sat.)	3	0	163,770	13,596	40,788
	Flex - Temple Terrace	2	0	108,552	9,046	27,138
	Flex - Seffner	1	0	54,276	4,523	13,569
	Route 24X - Expand to 9 morning and 9 evening trips	0	2	162,854	5,629	56,293
	Route 25X - Expand to 9 morning and 9 evening trips	0	3	133,632	5,376	53,763
	Plant City Park and Ride					
	Move Van Maint. To Off-Site Location					
FY 2015 Total		6	13	993,940	59,120	401,042

FY2016 – includes three local routes enhanced, two new local services on SR60-Brandon and Bearss-Ehrlich, new express service for South County to MacDill AFB via US 301, Brandon to USF and Brandon to Westshore, and new flex service for New Tampa.

FY 2016	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rt. only - no spare)	Total Miles	Total Hours	Ridership
	Route 1 - 10/20 weekday frequency	0	3	81,539	5,293	52,928
	Route 12 - Increase weekday frequency to 15/20	0	2	192,280	18,216	182,160
	Route 30 - 15 minute frequency on weekdays	0	4	354,200	24,035	240,350
	SR-60 Brandon Local (Monday - Saturday) - assume no Rt. 46 expand.	0	2	111,385	9,158	91,580
	Bearss-Ehrlich local (Monday - Saturday)	0	3	139,050	11,433	114,330
	South County to MacDill AFB Express via US 301	0	3	72,105	3,289	32,890
	Brandon to USF area Express	0	3	63,250	3,542	35,420
	Brandon to Westshore Express	0	3	63,250	3,289	32,890
	Flex - New Tampa	2	0	108,552	9,046	27,138
	Kennedy Blvd./TIA MetroRapid P, D, & E					
FY 2016 Total		2	23	1,185,611	87,301	809,686

FY2017 – includes five local routes enhanced, two new local services for Brandon to MacDill AFB via Downtown and New Tampa and a new *MetroRapid* East-West route (Temple Terrace to TIA) (Map F1) and a new Park and Ride in Temple Terrace. The timing and alignment of HART’s second *MetroRapid* route matches the newly adopted Tampa Airport Master Plan where a *MetroRapid* stop will be included in the airport’s construction planning.

FY 2017	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 10 - Saturday service	0	0	9,904	861	4,304
	Route 10 - Extend to Rocky Point	0	1	51,912	4,326	21,630
	Route 10 - 30 minute frequency on weekdays	0	2	44,746	3,889	19,443
	Route 10 - Sunday service	0	0	9,904	861	4,304
	Route 15 - 30 minute weekday off-peak frequency	0	0	72,864	4,554	45,540
	Brandon to MacDill via Downtown Local	0	6	253,000	16,445	164,450
	New Tampa local (Monday - Saturday)	0	3	137,650	12,248	122,480
	Temple Terrace Park and Ride	0	15	680,006	41,563	1,039,071
	New Tampa MetroRapid P, D, & E					
FY 2017 Total		-	27	1,259,986	84,746	1,421,221

FY2018 – includes three local routes and two express routes enhanced, one new local route for Bloomingdale Avenue, one new express route for New Tampa to Westshore via USF Express, and new Flex service for the airport industrial area. (The “second domino to fall” for future service expansion occurs this year; the addition of a second bus maintenance facility. At this point in the Vision Plan, the 21st Avenue facility will be at capacity and any future expansion hinges on HART having a second maintenance facility to support the increased fleet. The addition of this facility must occur prior to any future system expansion past FY2017 as outlined in the Vision Plan. As a note, for every year that this project is delayed in implementation, the Vision Plan must adjust outward accordingly.

FY 2018	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 5 - 20/30 weekday frequency	0	2	52,707	2,214	22,138
	Route 34 - extend segment to Oldsmar	0	2	222,480	7,416	74,160
	Route 39 - 20/30 weekday frequency	0	3	177,606	9,108	91,080
	Express Expansion - 20X	0	1	68,310	2,783	27,830
	Express Expansion - 51X	0	1	127,456	4,443	44,427
	Bloomington Local (Monday - Saturday)	0	2	131,124	8,414	84,141
	New Tampa to Westshore via USF Express	0	2	46,552	2,530	25,300
	Flex - Airport Industrial Area	2	0	108,552	9,046	27,138
	Additional Bus Maintenance Facility					
	FY 2018 Total	2	13	934,788	45,954	396,213

FY2019 – includes two local routes enhanced and a new *MetroRapid* route (Kennedy Blvd./TIA) (Map F2) with resulting service reductions to Route 30 (Town ‘N Country/Airport). It should be noted the stops identified in the planned *MetroRapid* route are illustrative and only for discussion purposes; the PD&E study, design and community stakeholder conversations will determine final stop placement along the route.

FY 2019	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 8 - Weekday midnight service	0	0	20,240	1,012	10,120
	Route 57 - 30 minute frequency on weekdays	0	2	143,782	8,729	87,285
	Kennedy Blvd/TIA MetroRapid	0	10	344,080	22,770	569,250
	Route 30 Reduction to 30 minutes for TIA/Kennedy Overlay	0	-4	(354,200)	(24,035)	(240,350)
	FY 2019 Total	-	8	153,902	8,476	426,305

FY2020 – includes three local routes enhanced, three new local routes in a Downtown Circulator, Westshore Circulator and USF Area Circulator, a new express route for NW County to Westshore and a new *MetroRapid* route (New Tampa) (Map F3) and a new Park and Ride in New Tampa. It should be noted the stops identified in the planned *MetroRapid* route map are illustrative and only for discussion purposes; the PD&E study, design and community stakeholder conversations will determine final stop placement along the route.

FY 2020	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 14 - 30 minute frequency on weekdays	0	2	101,172	8,534	85,337
	Route 16 - 30 minute frequency on weekdays	0	2	107,419	7,620	76,204
	Route 39 - Weekday service to midnight	0	0	29,601	2,277	22,770
	Downtown Circulator - 10 minute frequency	0	6	170,522	21,758	217,580
	Westshore Circulator - 10 minute frequency	0	6	116,886	11,638	116,380
	USF area Circulator - 10 minute frequency	0	6	120,175	12,144	121,440
	NW County to Westshore Express	0	2	36,432	2,277	22,770
	New Tampa MetroRapid	0	8	341,550	22,770	569,250
	New Tampa Park and Ride					
	FY 2020 Total	-	32	1,023,757	89,018	1,231,731

FY2021 – includes two local routes and two express routes enhanced, a new express route for New Tampa to MacDill AFB and a new *MetroRapid* route (Brandon/Downtown) (Map F4) and a new Park and Ride in Brandon. It should be noted the stops identified in the planned

MetroRapid route map are illustrative and only for discussion purposes; the PD&E study, design and community stakeholder conversations will determine final stop placement along the route.

FY 2021	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 7 - Weekday midnight service	0	0	30,360	2,024	20,240
	Route 46 - 30 minute frequency on weekdays	0	2	107,361	6,889	68,892
	New Tampa to MacDill AFB Express	0	3	101,200	2,530	25,300
	Express Expansion - 22X	0	1	74,083	3,173	31,726
	Express Expansion - 47LX	0	1	138,285	4,412	44,123
	Brandon / Downtown MetroRapid	0	10	506,000	33,649	841,225
	Brandon Park and Ride					
	FY 2021 Total	-	17	957,289	52,677	1,031,506

FY2022 – includes four local routes enhanced, new Flex service for Gibsonton and a new *MetroRapid* route (Dale Mabry/MacDill AFB) (Map F5) and a new Park and Ride on Dale Mabry. It should be noted the stops identified in the planned *MetroRapid* route map are illustrative and only for discussion purposes; the PD&E study, design and community stakeholder conversations will determine final stop placement along the route.

FY 2022	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
	Route 4 - 30 minute weekday frequency	0	2	100,304	7,881	78,810
	Route 41 - 30 minute frequency on weekdays	0	2	104,332	7,742	77,418
	SR 60 Brandon local - 30 minute frequency on weekdays	0	2	92,345	7,590	75,900
	Bears-Ehrlich local - 30 minute frequency on weekdays	0	3	113,850	9,361	93,610
	Flex - Gibsonton	1	0	54,276	4,523	13,569
	Dale Mabry Hwy./MacDill AFB MetroRapid	0	10	602,140	40,227	1,005,675
	Dale Mabry Park and Ride					
	FY 2022 Total	1	19	1,067,248	77,324	1,344,982

FY2023 (new 10th year) – includes eleven local routes enhanced (with five in-line with FY2023’s Status Quo Plan), two new local routes for Thonotosassa and Big Bend, two new Flex routes for NW County to USF and NW County to Brandon and a new *MetroRapid* route (Gunn Highway/Busch Boulevard) (Map F6). It should be noted the stops identified in the planned *MetroRapid* route map are illustrative and only for discussion purposes; the PD&E study, design and community stakeholder conversations will determine final stop placement along the route.

FY 2023	Project	# New Flex Vans (No Spare)	# Expansion Buses (Rte. Only - No Spare)	Total Miles	Total Hours	Ridership
SQ	Route 4 - Saturday service	0	0	22,202	1,744	17,444
	Route 4 - Sunday service	0	0	22,202	1,744	17,444
	Route 14 - Sunday Service	0	0	22,394	1,889	18,889
SQ	Route 16 - Sunday service	0	0	22,378	1,645	16,447
SQ	Route 31 - Saturday service	0	0	25,760	1,344	13,440
	Route 31 - Sunday Service	0	0	25,760	1,344	13,440
SQ	Route 41 - Saturday service	0	0	23,093	1,714	17,136
	Route 41 - Sunday service	0	0	23,093	1,714	17,136
SQ	Route 46 - Saturday service	0	0	23,764	1,525	15,249
	Route 46 - Sunday Service	0	0	23,764	1,525	15,249
	Route 57 - Sunday Service	0	0	31,825	1,932	19,320
	Thonotosassa local	0	2	123,566	9,307	93,071
	Big Bend Local (Monday - Saturday)	0	2	164,288	9,664	96,640
	NW County to USF	0	2	30,360	2,024	20,240
	NW County to Brandon	0	2	67,045	2,530	25,300
	Gunn Hwy- Busch Blvd MetroRapid	0	15	860,200	58,570	1,464,237.50
FY 2023 Total		-	23	1,511,694	100,214	1,880,682

It should be noted that there are other projects that are currently being considered outside of HART’s current planning that could affect this revised Vision Plan and will be addressed as these ideas and projects mature. They include:

- The Tampa Hillsborough Expressway Authority is currently looking at the feasibility of Bus Toll Lanes in the region. As these plans solidify themselves, the TDP’s Vision Plan, or Status Quo Plan, will be updated accordingly.
- FDOT is discussing the long-range potential for an inter-modal transfer station located in the Westshore area. As with the BTL, as the plans solidify and the impact to HART services is better known, the TDP’s Vision Plan, or Status Quo Plan, will be updated accordingly.

8. A Revised Financial Plan

The Financial Plan was revised to reflect updated information on costs and revenues as the Status Quo and Vision Plans were refreshed. Specifically, the financial plan for Status Quo reflects the FY2014 HART Budget (Appendix B) and uses that as the baseline for future year enhancements. The financials for the Vision Plan take into account all enhancements, additions and capital requirements necessary for the planned service.

In both cases, the Status Quo and Vision Plan both run deficits into the future; Status Quo mainly due to vehicle replacement capital needs and the Vision Plan due to the heavy expansion operating costs and capital investments required sustaining that expansion.

Status Quo Plan Revised Financials (Operating Only):

It is envisioned that the first 5-years of the Status Quo Plan can be adequately funded through a combination of forecasted increased revenue, continued efforts to reduce overall operating costs, and continued review of under-performing routes.

During the second 5-years of the Status Quo Plan, each year runs a moderate deficit. The deficits are potentially able to be mitigated through reductions in underperforming routes and higher than projected revenue increases, but more than likely will result in the Status Quo Plan being adjusted to more accurately reflect the financial capabilities of HART and thus reducing the number of route enhancements that are feasible.

	2014	2015	2016	2017	2018
Total Operating Cost	\$61,090,320	\$61,090,320	\$62,617,579	\$64,183,018	\$65,787,594
Total Operating Revenue	\$62,946,741	\$63,075,838	\$63,404,818	\$64,489,174	\$64,817,142
Operating Surplus / (Shortfall)	\$1,856,421	\$1,985,518	\$787,239	\$306,155	(\$970,452)

	2019	2020	2021	2022	2023
Total Operating Cost	\$67,432,283	\$69,118,090	\$70,846,044	\$72,617,196	\$74,432,627
Total Operating Revenue	\$65,013,313	\$65,180,945	\$66,381,455	\$66,775,405	\$66,837,805
Operating Surplus / (Shortfall)	(\$2,418,970)	(\$3,937,146)	(\$4,464,590)	(\$5,841,791)	(\$7,594,823)

Status Quo Plan Revised Financials (Capital Only):

As the capital program for HART finalizes many of its major projects over the next year (CNG, fare box replacement, 21st Avenue facility and storm water improvements, etc.), the major capital expenditure will be for its fleet replacement program. Since the refreshed Status Quo Plan focuses on non-peak service enhancements (not requiring additional buses), this capital financial plan focuses on the need to replace and maintain HART’s current fleet. Where funding is not available, the life cycle of the vehicles will be extended while HART continues seeking Federal grant opportunities for its bus replacement program.

Unlike the operating financials, where surpluses and shortfalls are mitigated or reduced through a series of counter-measures (reducing operating costs, increases in revenues), capital

shortfalls are preferred to be shown with a cumulative deficit from year to year, as the expenditure can be deferred until revenue is gained.

	2014	2015	2016	2017	2018
Total Capital Cost	\$23,999,990	\$13,068,998	\$14,022,188	\$2,703,014	\$23,369,297
Total Capital Revenue	\$23,999,990	\$6,909,280	\$9,971,846	\$1,978,351	\$15,828,459
Capital Surplus / (Shortfall)	\$0	(\$6,159,718)	(\$4,050,342)	(\$724,663)	(\$7,540,838)
Cumulative Capital Surplus / (Shortfall)	\$0	(\$6,159,718)	(\$10,210,060)	(\$10,934,723)	(\$18,475,561)

	2019	2020	2021	2022	2023
Total Capital Cost	\$14,153,839	\$15,393,004	\$19,225,737	\$17,967,831	\$1,108,739
Total Capital Revenue	\$4,384,894	\$1,752,097	\$18,867,214	\$17,655,598	\$764,374
Capital Surplus / (Shortfall)	(\$9,768,945)	(\$13,640,907)	(\$358,523)	(\$312,233)	(\$344,365)
Cumulative Capital Surplus / (Shortfall)	(\$28,244,506)	(\$41,885,413)	(\$42,243,936)	(\$42,556,169)	(\$42,900,534)

Vision Plan Revised Financials (Operating Only):

The first two years of the Vision Plan are achievable, operationally. In FY2015, the addition of Plant City routes includes the theoretical revenue that would be generated from ad valorem in the incorporated boundaries of the city and the fares from those routes. However, beginning in FY2016, with the addition of new local routes, new express service and new *MetroRapid* routes, the operating costs greatly outpace available operating revenues.

	2014	2015	2016	2017	2018
Total Operating Cost	\$61,090,320	\$64,744,805	\$73,472,855	\$81,456,225	\$96,934,296
Total Operating Revenue	\$62,946,741	\$64,486,346	\$65,787,036	\$68,639,666	\$70,222,608
Operating Surplus / (Shortfall)	\$1,856,421	(\$258,459)	(\$7,685,819)	(\$12,816,559)	(\$26,711,688)

	2019	2020	2021	2022	2023
Total Operating Cost	\$100,136,757	\$109,926,955	\$117,101,268	\$127,235,717	\$134,091,932
Total Operating Revenue	\$70,988,536	\$72,831,671	\$75,922,380	\$78,495,492	\$79,185,692
Operating Surplus / (Shortfall)	(\$29,148,221)	(\$37,095,285)	(\$41,178,888)	(\$48,740,226)	(\$54,906,241)

Vision Plan Revised Financials (Capital Only):

Although the first two years of the Vision Plan are achievable, operationally, the capital funding requirements, based on the addition of new infrastructure and additional vehicles from FY2015 forward, is not achievable based on HART’s current revenue profile. Beginning in FY2015 the deficit grows at a rapid pace each year, with a cumulative 10-year shortfall of over \$400 million.

	2014	2015	2016	2017	2018
Total Capital Cost	\$23,999,990	\$54,140,628	\$54,834,532	\$50,743,393	\$57,089,081
Total Capital Revenue	\$23,999,990	\$7,059,280	\$10,121,846	\$2,093,351	\$15,943,459
Capital Surplus / (Shortfall)	\$0	(\$47,081,348)	(\$44,712,686)	(\$48,650,042)	(\$41,145,622)
Accumulative Capital Surplus / (Shortfall)	\$0	(\$47,081,348)	(\$91,794,034)	(\$140,444,076)	(\$181,589,698)

	2019	2020	2021	2022	2023
Total Capital Cost	\$48,737,987	\$84,335,706	\$65,143,270	\$54,501,706	\$9,355,621
Total Capital Revenue	\$4,384,894	\$1,752,097	\$18,867,214	\$17,655,598	\$764,374
Capital Surplus / (Shortfall)	(\$44,353,093)	(\$82,583,609)	(\$46,276,056)	(\$36,846,108)	(\$8,591,247)
Accumulative Capital Surplus / (Shortfall)	(\$225,942,791)	(\$308,526,400)	(\$354,802,456)	(\$391,648,564)	(\$400,239,811)

Enhancing, or supplementing HART's current revenue sources will need to be achieved to adequately implement the Vision Plan. Available revenue sources that could be considered have been analyzed by HART and 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,

- Charter County and Regional Transportation Surtax is authorized by Section 212.055(1), Florida Statutes, and allows a county that has a home rule charter (e.g. Hillsborough, Pinellas, Orange, Sarasota) or a county that is within or under an interlocal agreement with a regional transportation authority (e.g. TBARTA, Central Florida Regional Transportation Authority (CFRTA), South Florida Regional Transportation Authority (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."
- 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 the analysis, requires either an ordinance approved by a majority plus one vote of the County Commission, or voter approval in a county-wide referendum.
- 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.

In August 2012, staff provided the HART Board an analysis of the aforementioned revenue options and generated the following table, based on local and state projections at that time, on the amount each scenario (sales and gas taxes only) would generate:

	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>
Ad valorem	\$28,175,456	\$28,400,860	\$29,423,291	\$30,747,339	\$32,376,948	\$33,024,487	\$33,684,977	\$34,358,676	\$35,045,850	\$35,746,767
Transp Surtax Increments										
Full cent	\$201,138,660	\$214,335,174	\$228,963,366	\$238,121,902	\$247,646,778	\$257,552,648	\$267,854,754	\$278,568,944	\$289,711,702	\$301,300,170
3/4 cent	\$150,853,995	\$160,751,381	\$171,722,525	\$178,591,427	\$185,735,084	\$193,164,486	\$200,891,066	\$208,926,708	\$217,283,777	\$225,975,128
1/2 cent	\$100,569,330	\$107,167,587	\$114,481,683	\$119,060,951	\$123,823,389	\$128,776,324	\$133,927,377	\$139,284,472	\$144,855,851	\$150,650,085
1/8 cent	\$25,142,333	\$26,791,897	\$28,620,421	\$29,765,238	\$30,955,847	\$32,194,081	\$33,481,844	\$34,821,118	\$36,213,963	\$37,662,521
2nd Local Option Fuel										
County Split	\$17,825,362	\$18,181,869	\$18,581,870	\$18,934,926	\$19,275,754	\$19,603,442	\$19,956,304	\$20,275,605	\$20,660,842	\$21,053,398
Tampa, TT and CTY Only	\$25,923,436	\$26,441,904	\$27,023,626	\$27,537,075	\$28,032,743	\$28,509,299	\$29,022,467	\$29,486,826	\$30,047,076	\$30,617,970

This alternative funding analysis will be updated by December 2013, using this TDP annual update as the basis of future funding requirements for service and capital expansion.

9. A Revised List of Projects or Services Needed to Meet the Goals and Objectives, Including Projects for Which Funding May not Have Been Identified

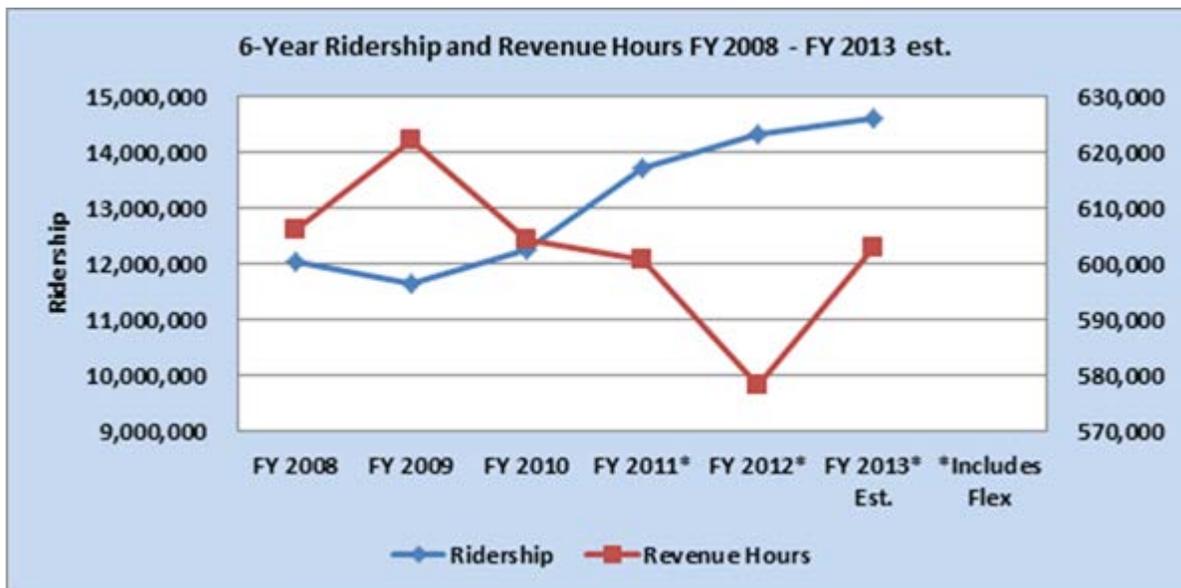
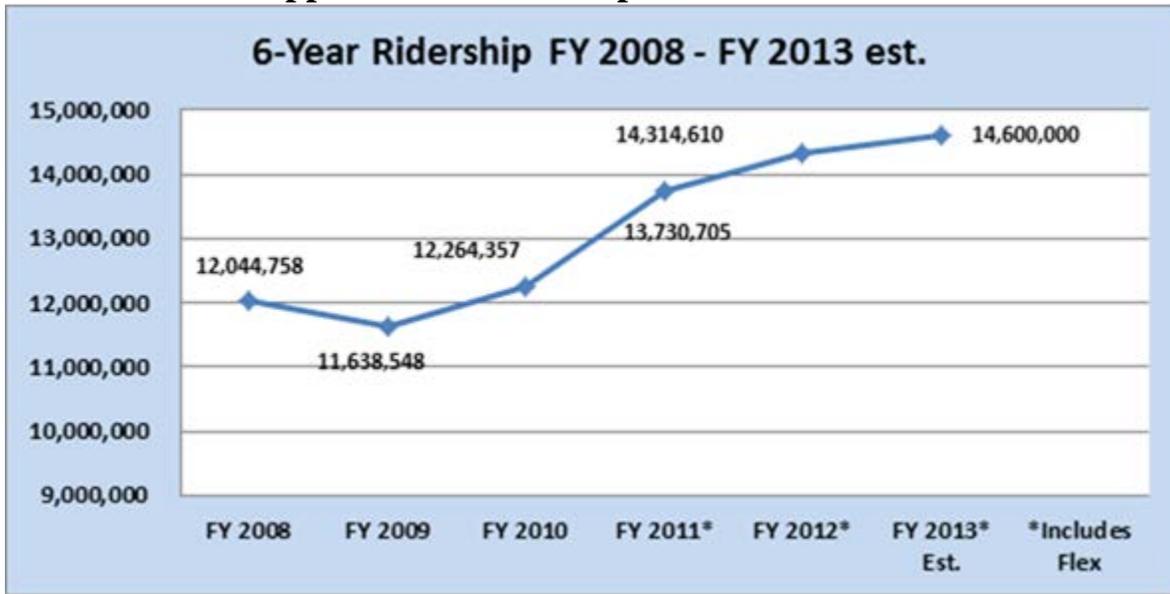
The following projects are being added to the 5-year CIP and planned budgets as unfunded to support the TDP's Vision Plan. Estimated construction costs are based on CY2013 dollars and DO NOT include the cost of the supporting vehicles; start and completion dates are based on the proposed service implementation dates as outlined in this Annual Update.

Project	Required Start Date*	Required Completion Date	Estimated Construction Cost**	New Vehicles Required
Paratransit/Flex Vehicle Facility	10/2014	11/2017	\$18,050,000	19
Plan City Expansion Basic Transit Infrastructure	10/2015	10/2018	\$530,000	7
<i>MetroRapid East/West (Temple Terrace/TIA)</i>	05/2015	09/2016	\$28,600,000	15
Additional Bus Maintenance Facility	10/2015	12/2017	\$33,000,000	
<i>MetroRapid – (Kennedy/TIA)</i>	10/2015	09/2019	\$23,000,000	10
<i>MetroRapid – (New Tampa)</i>	10/2015	09/2018	\$15,500,000	8
<i>MetroRapid – (Brandon)</i>	10/2016	09/2019	\$24,500,000	10
<i>MetroRapid – (Dale Mabry)</i>	10/2017	09/2021	\$41,000,000	10
<i>MetroRapid – (Gunn/Busch)</i>	10/2020	09/2022	\$40,000,000	15

* Required start date is defined as the date initial funding for PD&E and early design must be available to ensure that subsequent expansion can occur

** Estimated construction cost includes required PD&E studies, design, real estate acquisition and construction services; it does NOT include required funding for supporting vehicles

Appendix A - Ridership FY2004 - FY2013



Appendix B FY2014 HART Budget

FY2012 TO FY2015 OPERATING SUMMARY BUDGET - ALL MODES

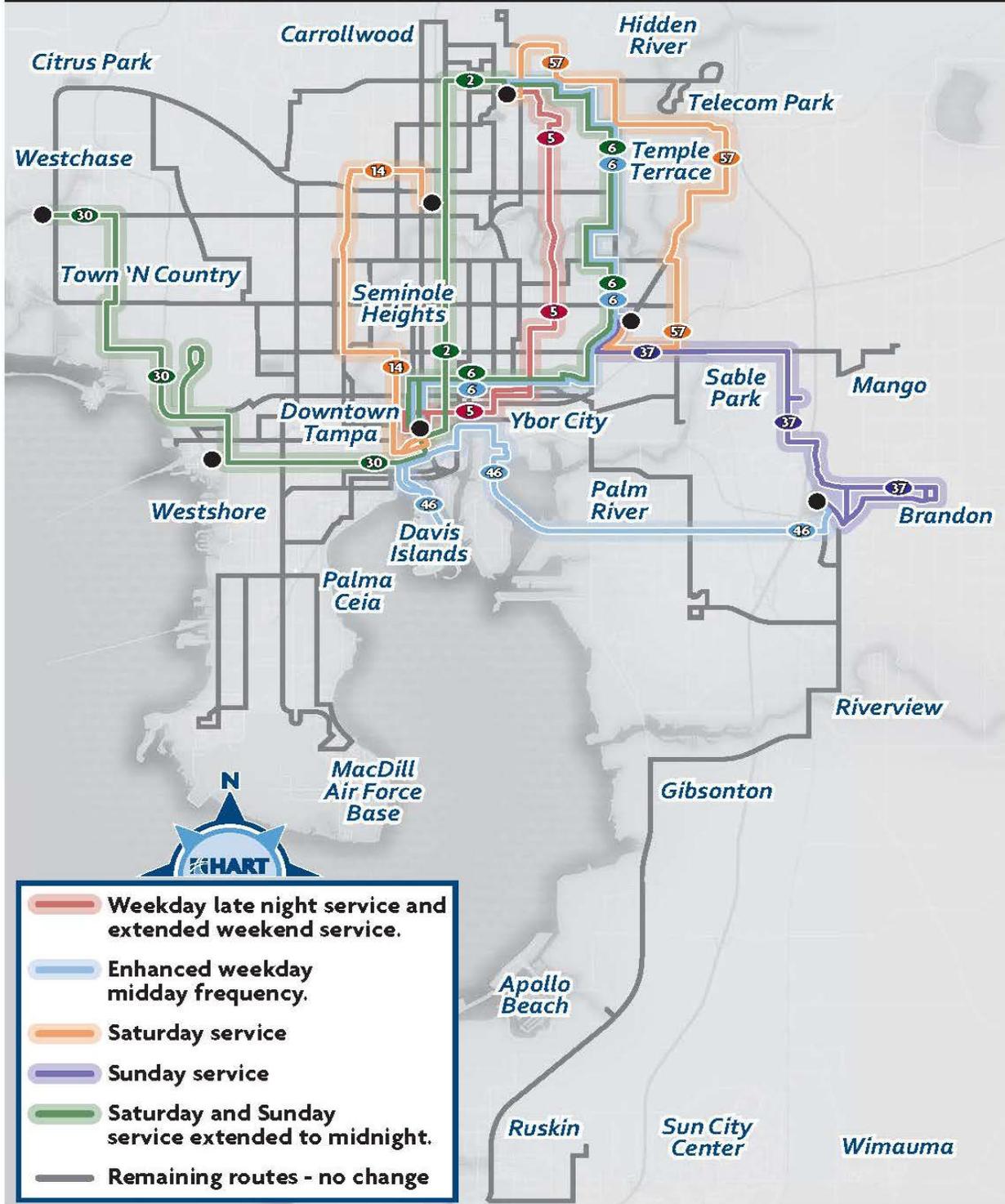
	FY2012 Actual	FY2013 Amended	FY2014 Adopted	FY2014 Incr (Decr) FY2013	FY2015 Planned
Operating Revenues:					
Fare Revenues	\$2,823,525	\$3,238,887	\$2,937,482	(\$301,405)	\$2,986,957
Pass Revenues	<u>\$11,363,989</u>	<u>\$12,392,164</u>	<u>\$13,250,570</u>	<u>\$858,406</u>	<u>\$13,468,130</u>
Total Fare & Pass Revenues	<u>\$14,187,514</u>	<u>\$15,631,051</u>	<u>\$16,188,052</u>	<u>\$557,001</u>	<u>\$16,455,087</u>
Ad Valorem Tax Receipts	\$29,166,038	\$28,196,345	\$29,728,409	\$1,532,064	\$30,590,533
Ad Valorem Transfers	<u>\$249,575</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Ad Valorem Revenues	<u>\$29,415,613</u>	<u>\$28,196,345</u>	<u>\$29,728,409</u>	<u>\$1,532,064</u>	<u>\$30,590,533</u>
Federal Formula Grants	\$11,125,462	\$10,682,491	\$10,664,273	(\$18,218)	\$10,664,273
Federal Operating Grants	\$330,781	\$849,640	\$849,640	\$0	\$49,640
State Operating Grants	\$4,689,056	\$5,618,715	\$5,074,324	(\$544,391)	\$4,876,616
Local Operating Grants	\$772,050	\$699,699	\$687,214	(\$12,485)	\$675,353
Tampa Historic Streetcar	<u>\$45,829</u>	<u>\$41,988</u>	<u>\$260,857</u>	<u>\$218,869</u>	<u>\$250,364</u>
Total Non-Formula Grants	<u>\$5,837,716</u>	<u>\$7,210,042</u>	<u>\$6,872,035</u>	<u>(\$338,007)</u>	<u>\$5,851,973</u>
Total Operating Grants	\$16,963,178	\$17,892,533	\$17,536,308	(\$356,225)	\$16,516,246
Advertising	\$770,772	\$469,000	\$519,333	\$50,333	\$539,333
Interest Income	\$189,196	\$69,591	\$69,591	\$0	\$69,591
Other Income	<u>\$399,021</u>	<u>\$503,000</u>	<u>\$463,692</u>	<u>(\$39,308)</u>	<u>\$463,692</u>
Total System Revenues	<u>\$1,358,989</u>	<u>\$1,041,591</u>	<u>\$1,052,616</u>	<u>\$11,025</u>	<u>\$1,072,616</u>
Total Operating Revenues	<u>\$61,925,294</u>	<u>\$62,761,520</u>	<u>\$64,505,385</u>	<u>\$1,743,865</u>	<u>\$64,634,482</u>
Operating Expenses:					
Wages & Salaries	\$31,206,284	\$32,826,605	\$34,121,855	\$1,295,250	\$34,121,855
Fringe Benefits	<u>\$8,551,769</u>	<u>\$9,651,749</u>	<u>\$10,647,194</u>	<u>\$995,445</u>	<u>\$10,647,194</u>
Total Employee Compensation	<u>\$39,758,053</u>	<u>\$42,478,354</u>	<u>\$44,769,049</u>	<u>\$2,290,695</u>	<u>\$44,769,049</u>
Fuel and Oil	\$7,367,311	\$7,809,408	\$7,826,131	\$16,723	\$7,826,131
Parts and Supplies	\$2,941,766	\$2,759,876	\$2,958,753	\$198,877	\$2,958,753
Office Supplies	<u>\$132,325</u>	<u>\$166,547</u>	<u>\$131,651</u>	<u>(\$34,896)</u>	<u>\$131,651</u>
Total Fuel, Parts & Supplies	<u>\$10,441,402</u>	<u>\$10,735,831</u>	<u>\$10,916,535</u>	<u>\$180,704</u>	<u>\$10,916,535</u>
Operational Services	\$1,700,627	\$2,209,110	\$1,989,846	(\$219,264)	\$1,989,846
Administrative Services	\$846,074	\$777,426	\$866,415	\$88,989	\$866,415
Legal Services	\$405,524	\$510,178	\$421,400	(\$88,778)	\$421,400
Marketing and Printing	\$508,495	\$544,988	\$527,096	(\$17,892)	\$527,096
Risk & Insurance Costs	<u>\$2,395,965</u>	<u>\$2,091,913</u>	<u>\$2,089,000</u>	<u>(\$2,913)</u>	<u>\$2,089,000</u>
Total Purchased Services	<u>\$5,856,685</u>	<u>\$6,133,615</u>	<u>\$5,893,757</u>	<u>(\$239,858)</u>	<u>\$5,893,757</u>
Utilities	\$681,797	\$904,265	\$804,269	(\$99,996)	\$804,269
Taxes and Fees	\$633,209	\$607,099	\$609,616	\$2,517	\$609,616
Other Admin Expenses	\$770,617	\$588,002	\$590,162	\$2,160	\$590,162
Training & Travel	<u>\$63,327</u>	<u>\$133,345</u>	<u>\$85,000</u>	<u>(\$48,345)</u>	<u>\$85,000</u>
Total Utilities & Other Cost	<u>\$2,148,950</u>	<u>\$2,232,711</u>	<u>\$2,089,047</u>	<u>(\$143,664)</u>	<u>\$2,089,047</u>
Total Operating Expenses	<u>\$58,205,090</u>	<u>\$61,580,511</u>	<u>\$63,668,388</u>	<u>\$2,087,877</u>	<u>\$63,668,388</u>
Excess (Deficit)	<u>\$3,720,204</u>	<u>\$1,181,009</u>	<u>\$836,997</u>	<u>(\$344,012)</u>	<u>\$966,094</u>
Depreciation Expense	\$12,292,280	\$15,184,493	\$15,184,493	\$0	\$15,184,493

Appendix B FY2014 HART Budget

FY2012 TO FY2015 CAPITAL IMPROVEMENT PROGRAM					
	FY2012 Actual	FY2013 Amended	FY2014 Adopted	FY2014 Incr (Decr) FY2013	FY2015 Planned
Sources of Funds:					
Federal Grants	\$6,816,240	\$21,416,726	\$19,736,755	(\$1,679,971)	\$7,289,112
State Grants	\$280,489	\$1,005,246	\$441,700	(\$563,546)	\$0
Hillsborough County Bond	\$5,458,506	\$18,518,264	\$0	(\$18,518,264)	\$0
Other Local Funding	\$156,273	\$265,413	\$40,000	(\$225,413)	\$40,000
HART Reserves	(\$249,575)	\$2,580,000	\$2,499,499	(\$80,501)	\$21,000
Total Sources of Funds	<u>\$12,461,932</u>	<u>\$43,785,649</u>	<u>\$22,717,954</u>	<u>(\$21,067,695)</u>	<u>\$7,350,112</u>
Uses of Funds:					
Revenue Vehicles	\$265,498	\$12,845,700	\$12,660,000	(\$185,700)	\$1,293,000
Non-Revenue Vehicles	\$0	\$245,726	\$0	(\$245,726)	\$0
Bus and Paratransit Maintenance	\$628,681	\$218,725	\$488,000	\$269,275	\$488,000
Streetcar Maintenance	\$93,915	\$482,554	\$378,264	(\$104,290)	\$290,832
Total Vehicles & Maintenance	<u>\$988,095</u>	<u>\$13,792,705</u>	<u>\$13,526,264</u>	<u>(\$266,441)</u>	<u>\$2,071,832</u>
21st Ave Operations Renovations	\$3,027,844	\$1,087,490	\$0	(\$1,087,490)	\$3,780,000
21st Ave Heavy Maint Renovations	\$16,618	\$160,367	\$320,000	\$159,633	\$0
21st Ave Preventative Maint Roof	\$0	\$0	\$217,755	\$217,755	\$0
CNG Fueling Station	\$0	\$5,500,000	\$5,194,000	(\$306,000)	\$0
21st Ave Storm Water	\$0	\$0	\$898,344	\$898,344	\$449,172
Facility Maintenance	\$144,615	\$148,193	\$563,354	\$415,161	\$0
Count Room	\$0	\$114,791	\$0	(\$114,791)	\$0
Marion Transit Center	\$0	\$969,345	\$0	(\$969,345)	\$0
Other Passenger Facilities	\$39,753	\$0	\$0	\$0	\$0
Security Projects	\$45,424	\$295,857	\$295,857	\$0	\$226,166
Tampa Airport Transit Center	\$0	\$0	\$0	\$0	\$0
Ybor Build Out	\$0	\$422,563	\$417,648	(\$4,915)	\$0
Yukon Transit Center	\$0	\$0	\$0	\$0	\$0
Total Facilities and Construction	<u>\$3,274,255</u>	<u>\$8,698,606</u>	<u>\$7,906,958</u>	<u>(\$791,648)</u>	<u>\$4,455,338</u>
Basic Transit Infrastructure	\$1,606,761	\$1,642,825	\$651,942	(\$990,883)	\$651,942
Park and Ride	\$569,978	\$27,000	\$27,000	\$0	\$21,000
<i>MetroRapid</i> North-South	\$2,742,043	\$15,833,285	\$0	(\$15,833,285)	\$0
<i>MetroRapid</i> East-West	\$973,003	\$1,264,592	\$0	(\$1,264,592)	\$0
Plant City Infrastructure	\$0	\$0	\$0	\$0	\$150,000
Fletcher Park and Ride	\$1,622,420	\$286,762	\$0	(\$286,762)	\$0
Transit Signal Priority	\$86,847	\$1,168,625	\$0	(\$1,168,625)	\$0
Brandon Park and Ride	\$49,493	\$0	\$0	\$0	\$0
Total Transit Infra. & MetroRapid	<u>\$7,650,546</u>	<u>\$20,223,089</u>	<u>\$678,942</u>	<u>(\$19,544,147)</u>	<u>\$822,942</u>
Android Tables	\$0	\$3,000	\$0	(\$3,000)	\$0
DBE Software	\$0	\$51,000	\$0	(\$51,000)	\$0
Fleetwatch Upgrade	\$0	\$235,000	\$0	(\$235,000)	\$0
Information Technology	\$1,133,183	\$752,249	\$165,090	(\$587,159)	\$0
Planning Studies	\$140,464	\$0	\$0	\$0	\$0
Trapeze Upgrade	\$0	\$30,000	\$0	(\$30,000)	\$0
Fare Collection System	\$0	\$0	\$440,700	\$440,700	\$0
Undesignated Improvements	\$0	\$0	\$0	\$0	\$0
Total Support Functions & Equip.	<u>\$1,273,647</u>	<u>\$1,071,249</u>	<u>\$605,790</u>	<u>(\$465,459)</u>	<u>\$0</u>
Total Uses of Funds	<u>\$13,186,542</u>	<u>\$43,785,649</u>	<u>\$22,717,954</u>	<u>(\$21,067,695)</u>	<u>\$7,350,112</u>
Excess (Deficit)	<u>(\$724,609)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

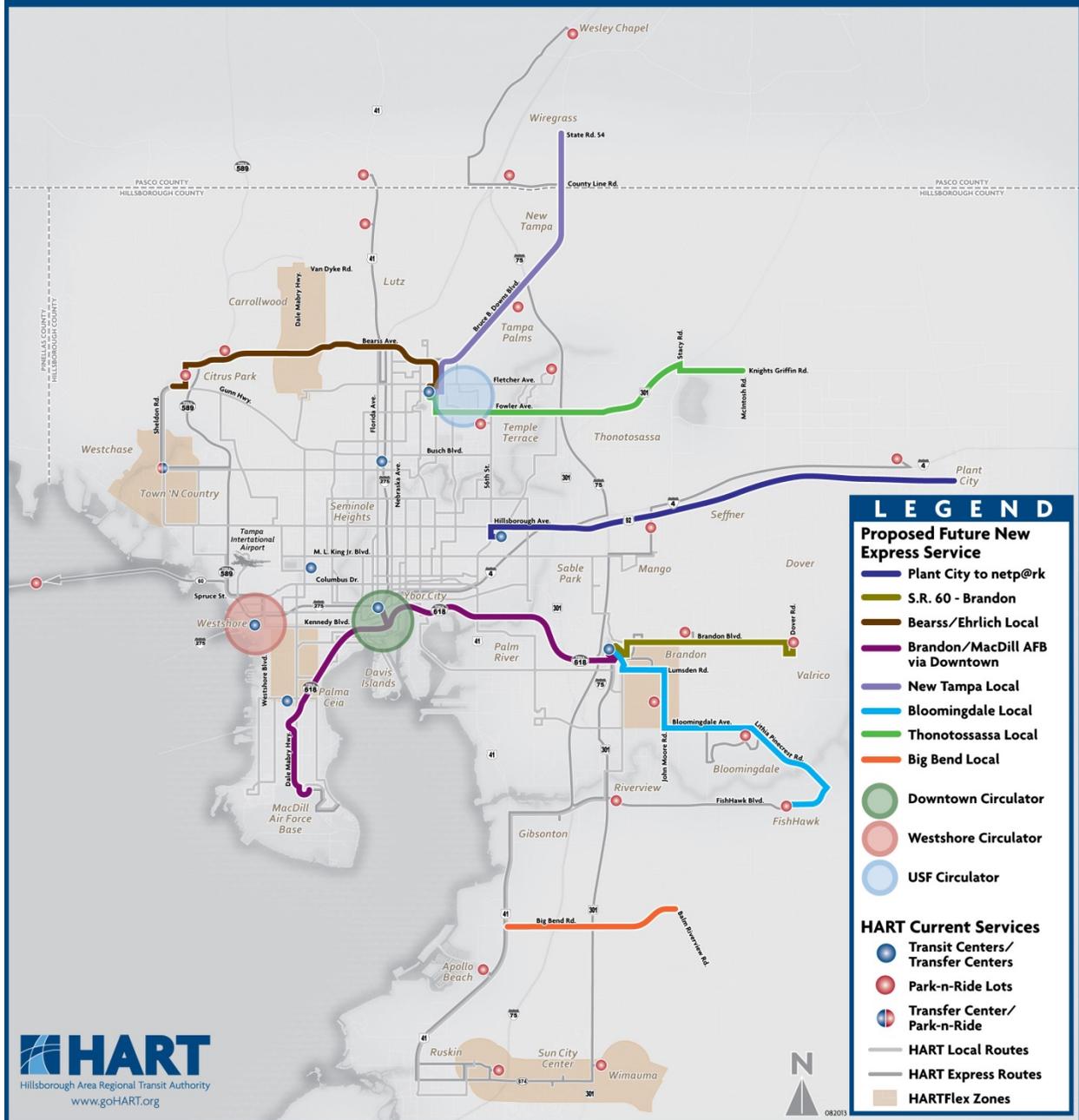
Appendix C Map of "Status Quo" Projects

Proposed November 2013 Service Enhancements

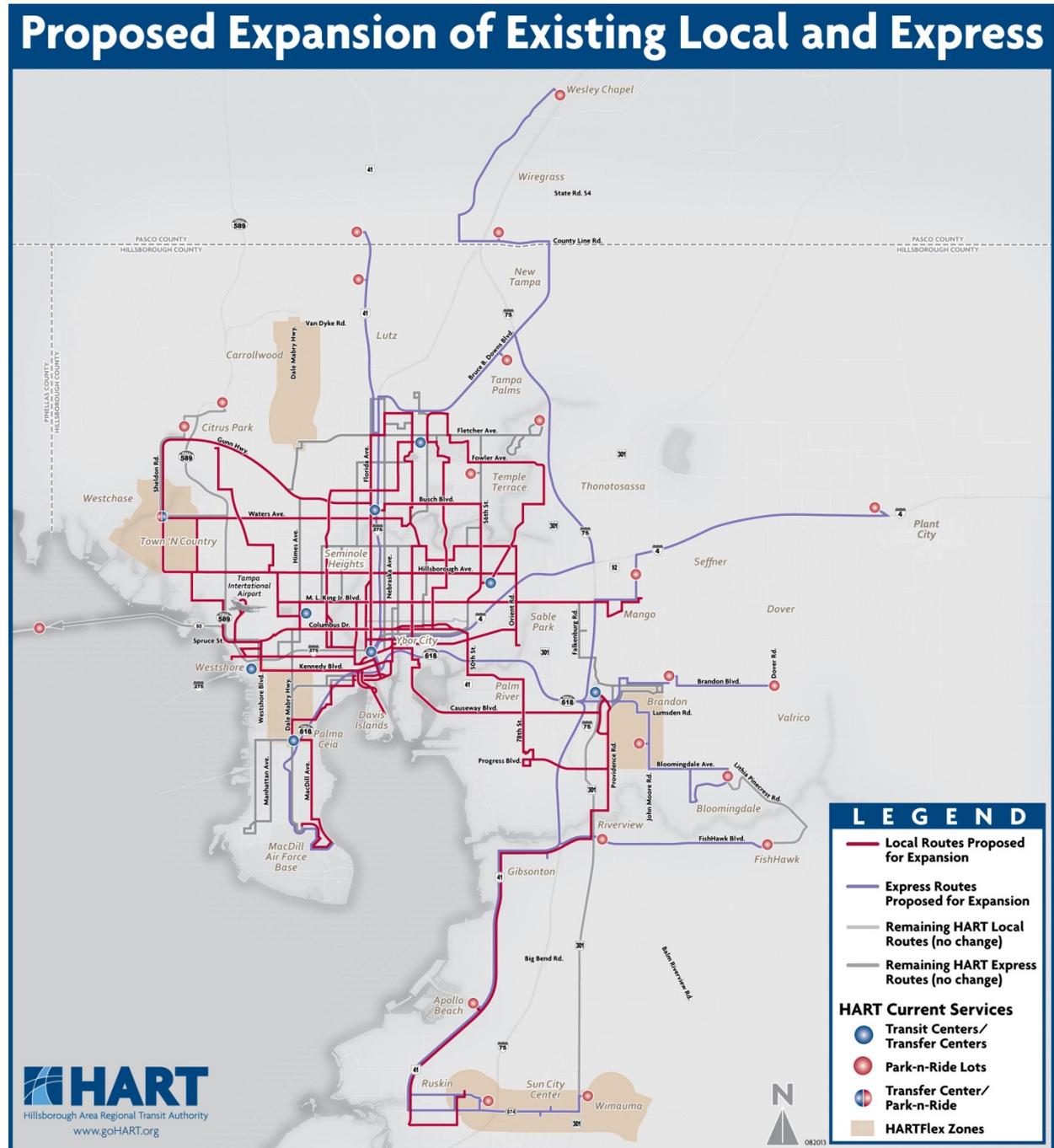


Appendix D Maps of "Vision" Projects

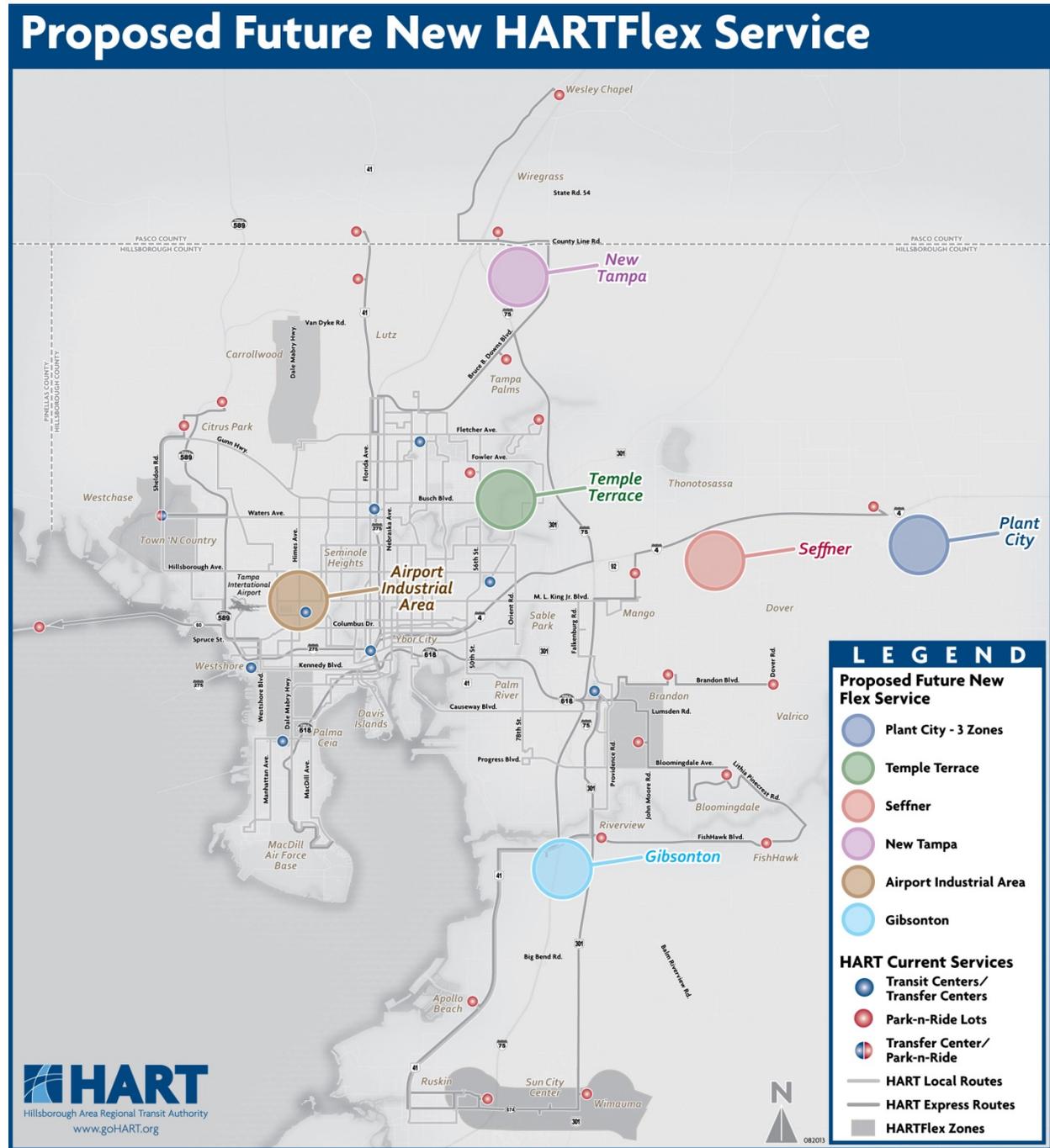
Proposed Future New Local and Circulator Service



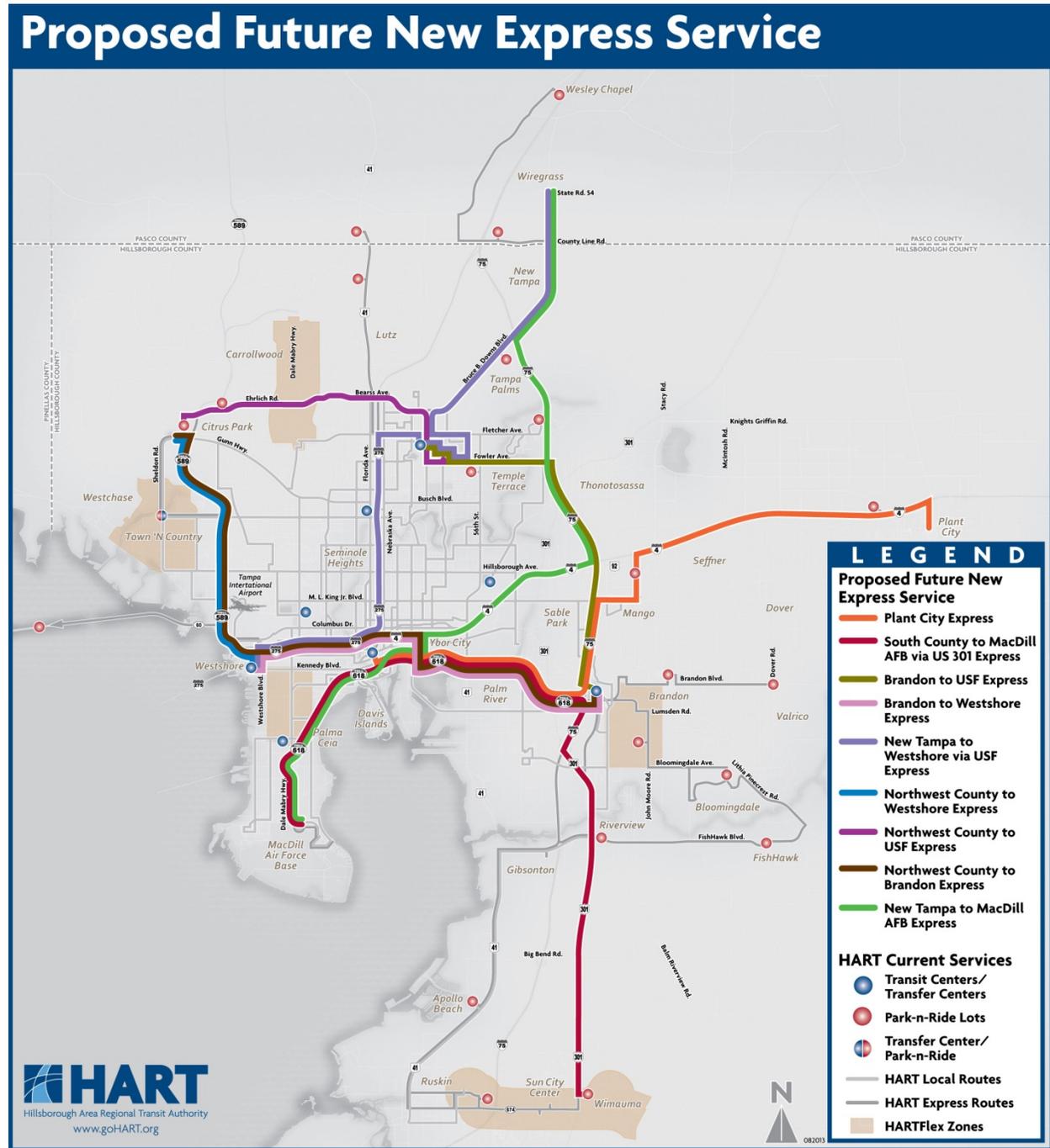
Appendix D Maps of "Vision" Projects



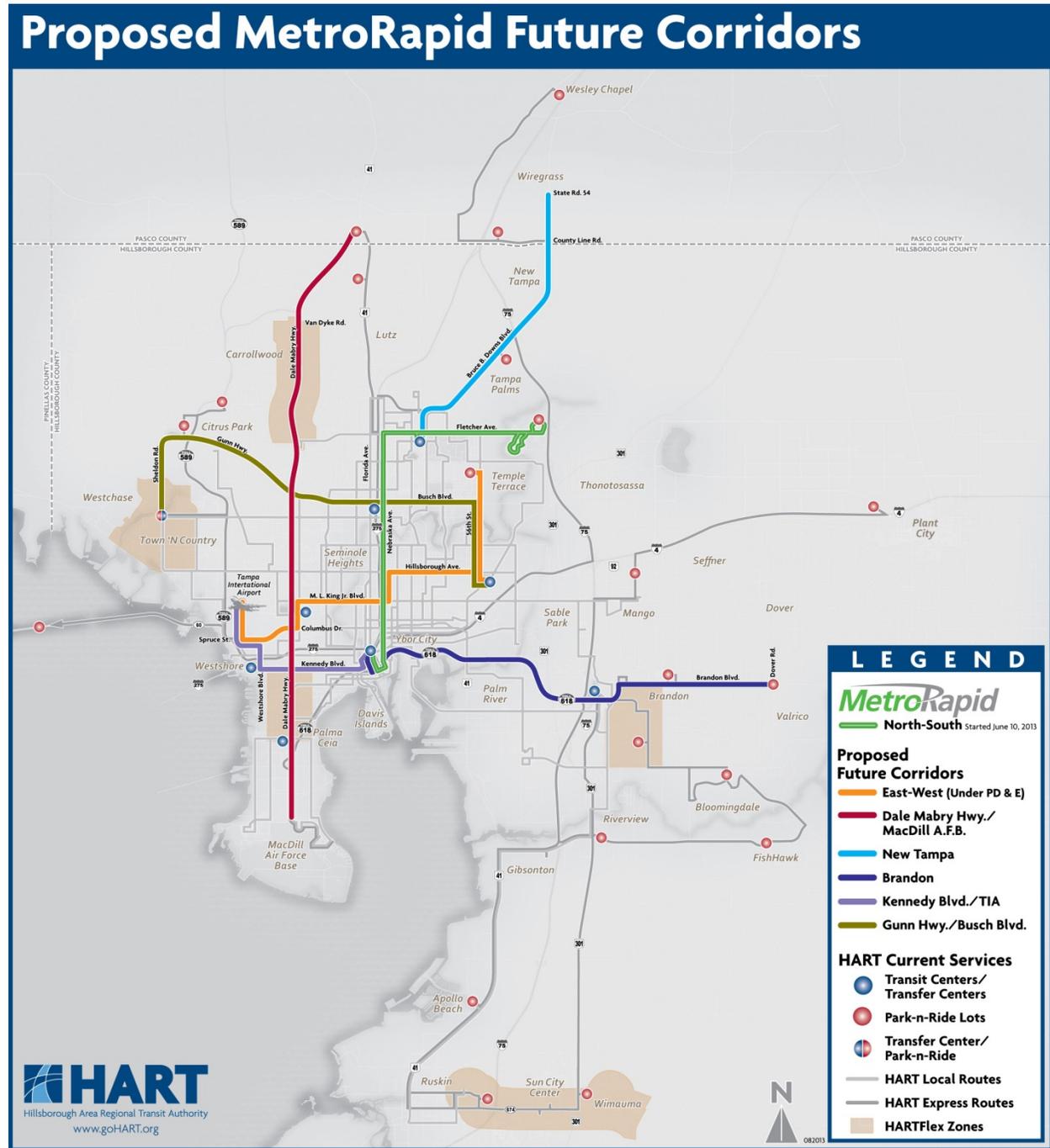
Appendix D Maps of "Vision" Projects



Appendix D Maps of "Vision" Projects



Appendix D Maps of "Vision" Projects



Appendix E

Farebox Recovery Maximization Program

The Hillsborough 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.

Fiscal Year	Farebox Recovery*
FY2007	19.8%
FY2008	22.1%
FY2009	19.2%
FY2010	19.7%
FY2011	21.6%
FY 2012	24.1%

**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 FY2013 to increase the system's farebox recovery ratio.

Organizational Goals

The HART Board annually adopts key performance indicators (KPI) and target accomplishment levels that will serve as a basis of measurement and evaluation. The established KPIs are directly measurable and the organization's level of attainment is updated and reported to the Board on a monthly basis.

The goals and performance for the first nine months of FY2013 are summarized in Table C-1 below.

All of these KPIs play a role in increasing the agency's farebox recovery ratio. For the first nine months of FY2013, HART is attaining three of the six KPIs. The KPI for on-time performance is expected to be in compliance by the end of FY 2013.

TABLE E-1
ORGANIZATIONAL KEY PERFORMANCE INDICATORS
EVALUATION PERIOD FY2013 (OCTOBER 2012 – SEPTEMBER 2013)
(TENTATIVE RESULTS)*

KPI	CRITERIA	TARGET	FY2013 (9 MONTHS) PERFORMANCE 10/12 – 06/13
Ridership Productivity	Bus Passengers per Revenue Hour	Greater than or equal to 24.0	25.27
Efficiency	Gross Cost per Revenue Mile	Less than or equal to \$6.70	\$6.70
Safety	Collisions per 100,000 Revenue Miles	Less than or equal to .55	0.510
Quality of Service	Complaints per 100,000 Passengers	Less than or equal to 10.0	13.15
Quality of Service	Mean Distance Between Vehicle Failures	Greater than or equal to 7,450	6,084
On-Time Performance	1 Minute Early to 5 Minutes Late at Scheduled Timepoints	Greater than 72%	71.0%
Finance	Growth of Fund Balance and Fiscal Sustainability	Greater than or equal to 0.5% of previous year's ending fund balance	To be reported at year's end

*All calculations subject to restatement

Bold Italics = KPI target not met in reporting period

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 implemented in FY2008 have continued into FY2013. The initiatives include:

- Targeted service revisions. Service productivity considerations guided the specific revisions, with most directed at reducing or eliminating hours on non-productive services and reinvesting resources in routes with proven superior productivity. Major revisions include:
 - Reduction in November 2012 of Route 28X (East Hillsborough County Express) from two daily round trips to one. This action saved one peak-hour bus per weekday.
 - Merger in November 2012 of Routes 50X (Citrus Park Express) and 61LX (NW Hillsborough Limited Express) into a single Route 61LX. This action saved two peak hour buses.
 - Reinvestment in November 2012 of resources into increasing frequency of Route 30 (Kennedy Blvd./TIA/Town 'N Country), Route 34 (Hillsborough Ave.), and Route 39 (Busch Blvd.) from 35 minutes to 30 minutes.
 - Commencement in May 2013 of HART's first bus rapid transit line, Nebraska Ave./Fletcher Ave. *MetroRapid*.

- 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.
- Conversion of bus fleet from diesel fuel to compressed natural gas (CNG).

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.
- Establishment of OneBusAway, a real-time bus stop information system.
- Establishment of a regional farebox initiative to establish a regional fare collection system and improve fare payment options.

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 raised fares in November 2012.

Fare Structure - Effective November 2008		
Local Route Fare Category	Current	Adopted
Cash Fare	\$1.50	\$1.75
Discounted Cash Fare	\$.75	\$.85
Connector Cash Fare	\$.50	\$.50
In-Town Trolley Cash Fare	\$.25	\$.25
1-Day Local Unlimited Ride	\$3.25	\$3.75
1-Day Discount Unlimited Ride	\$1.60	\$1.85
NEW 10 Pack 1-Day Local Unlimited Ride	---	\$34.00
NEW 10 Pack 1-Day Discount Unlimited Ride	---	\$17.00
31-Day Local Unlimited Ride	\$50.00	\$60.00
31-Day Discount Local Unlimited Ride	\$25.00	\$30.00
3-Day Visitor	\$9.75	\$11.00
3-Day Visitor/Group (Bulk purchase of 200 or more)	\$8.00	\$9.00
Adult Student Fare*		
31-Day Local Unlimited Ride	\$25.00	\$45.00
Express Route Fare Category	Current	Adopted
Cash Fare	\$2.50	\$2.75
Discounted Cash Fare	\$1.25	\$1.35
1-Day Premium (Express, Discount) Unlimited Ride	\$6.00	Replaced
Replaced by		
1-Day Express Unlimited Ride	---	\$5.50
1-Day Discount Express Unlimited Ride	---	\$2.75
NEW 10 Pack 1-Day Express Unlimited Ride	---	\$50.00
NEW 10 Pack 1-Day Discount Express Unlimited Ride	---	\$25.00
31-Day Express Unlimited Ride	\$80.00	\$90.00
31-Day Discount Express Unlimited Ride	\$40.00	\$45.00
HART/PSTA Passport	\$85.00	\$85.00
Marion Street Transitway		
Requires cash fare or fare card payment		
ADA Paratransit Fare Category**	Current	Adopted
HARTplus One-Way Cash Fare	\$3.00	\$3.50
10-Ride HARTplus Pass	\$30.00	\$35.00

* 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.

08.04.08

Appendix F

November 11, 2012 - Service Improvements and Adjustments

Route	Description	Improvement/ Adjustment	Start Date
39	Busch Boulevard	Weekday Service changed frequency from 35 to 30 minutes	November 11, 2012
34	Hillsborough Avenue	Weekday Service changed frequency from 35 to 30 minutes	November 11, 2012
30	Town N' Country/ Airport	Weekday Service changed frequency from 35 to 30 minutes	November 11, 2012
28X	E. Hillsborough Express	The route was reduced from 2 daily round trips to 1 due to low ridership with a savings of 1 peak-hour bus	November 11, 2012
50X/61LX	Citrus Park Express/NW Hillsborough Limited Express	These routes were merged to a single 61LX route with a savings of 4 daily trips and 2 peak-hour buses	November 11, 2012
570	Brandon Flex	Eliminate Saturday service due to low ridership	November 11, 2012
All	All services	Reduce Memorial Day, 4 th of July, and Labor Day service level from Saturday service to Sunday service	November 11, 2012
2	Nebraska Ave.	This route was reduced from 15/20 minute midday weekday frequency to 30 minute frequency due to implementation of Nebraska/Fletcher <i>MetroRapid</i>	June 10, 2013
400	Nebraska/Fletcher <i>MetroRapid</i>	Initiation of local bus rapid transit featuring enhanced signal timing, uniquely branded stations, and faster movement of people along the Nebraska/Fletcher corridor.	June 10, 2013
37	Brandon/NetPark	Extend weeknight service 1 hour to coincide with Westfield Brandon Mall closing time	August 18, 2013
47LX	Southshore Limited Express	Restructure running time to more accurately reflect actual time	August 18, 2013
200X	Clearwater Express	Restructure running time to more accurately reflect actual time	August 18, 2013

Appendix G
Fare Increase Effective November 11, 2012

Fare Instrument	Previous Fare	New Fare	Percent Increase
Local Adult Full Cash	\$1.75	\$2.00	14.3%
Local Adult Half Discount	\$0.85	\$1.00	17.6%
One-Day Local Regular	\$3.75	\$4.00	6.7%
One-Day Local Discount	\$1.85	\$2.00	8.1%
31-Day Local Regular	\$60.00	\$65.00	8.3%
31-Day Local Discount	\$30.00	\$32.50	8.3%
31-Day Express Regular	\$90.00	\$95.00	5.6%
31-Day Express Discount	\$45.00	\$47.50	5.6%

**Appendix H
HART’s Vision, Mission, Core Values and Goals**

RESOLUTION NO. #R2012-03-08

A RESOLUTION APPROVING THE VISION, MISSION, CORE VALUES, AND GOALS FOR THE HILLSBOROUGH TRANSIT AUTHORITY AND DIRECTING THE CHIEF EXECUTIVE OFFICER TO DEVELOP A FIVE-YEAR STRATEGIC PLAN

WHEREAS, the Hillsborough Transit Authority (HART) seeks to meet its mission today and accomplish its vision for the future; and

WHEREAS, HART has done strategic planning in the past; and

WHEREAS, the HART Board of Directors approved the updated ten-year Transit Development Plan (TDP) in August 2011; and

WHEREAS, the HART Board of Directors assessed the agency’s state and discussed its strategic direction during a Board workshop in August 2011; and

WHEREAS, the HART Executive Leadership Team has met several times to begin drafting a strategic plan for the agency that incorporates the Board’s direction and elements of the TDP; and

WHEREAS, the framework for the Strategic Plan draws upon a review of strategic planning models;

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE HILLSBOROUGH TRANSIT AUTHORITY THAT:

Section 1. The HART vision, mission statement, core values, and goals in Attachment A to the Committee Action Item, are hereby adopted.

Section 2. The Chief Executive Officer shall develop a five-year strategic plan that may include objectives, strategies, tactics and metrics to support the accomplishment of the HART goals.

Section 3. The Strategic Plan shall be presented to the Board in its final form concurrent with the development and implementation of the Fiscal Year 2013-2014 budget.

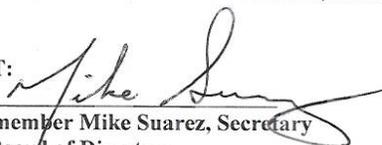
Section 4. The Strategic Plan shall be reviewed each year, in sync with the HART budget cycle and updated as necessary.

Section 5. The Chief Executive Officer shall work diligently to effectively execute the plan and shall be evaluated, in part, against his/her ability to do so.

Section 6. This Resolution shall take effect immediately upon its adoption.

PASSED AND ADOPTED BY THE BOARD OF DIRECTORS OF THE HILLSBOROUGH TRANSIT AUTHORITY ON MARCH 5, 2012.

ATTEST:


Councilmember Mike Suarez, Secretary
HART Board of Directors


Fran Davin, Chairperson
HART Board of Directors

ATTACHMENT A

VISION, MISSION, CORE VALUES, AND GOALS

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.

Core Values:

- Open & Effective Communication
- Teamwork & Diversity
- Leadership & Accountability
- Integrity, Trust & Professionalism
- Fiscal Responsibility
- Excellence, Innovation & Development
- Safety Promotion at All Levels
- Community Driven

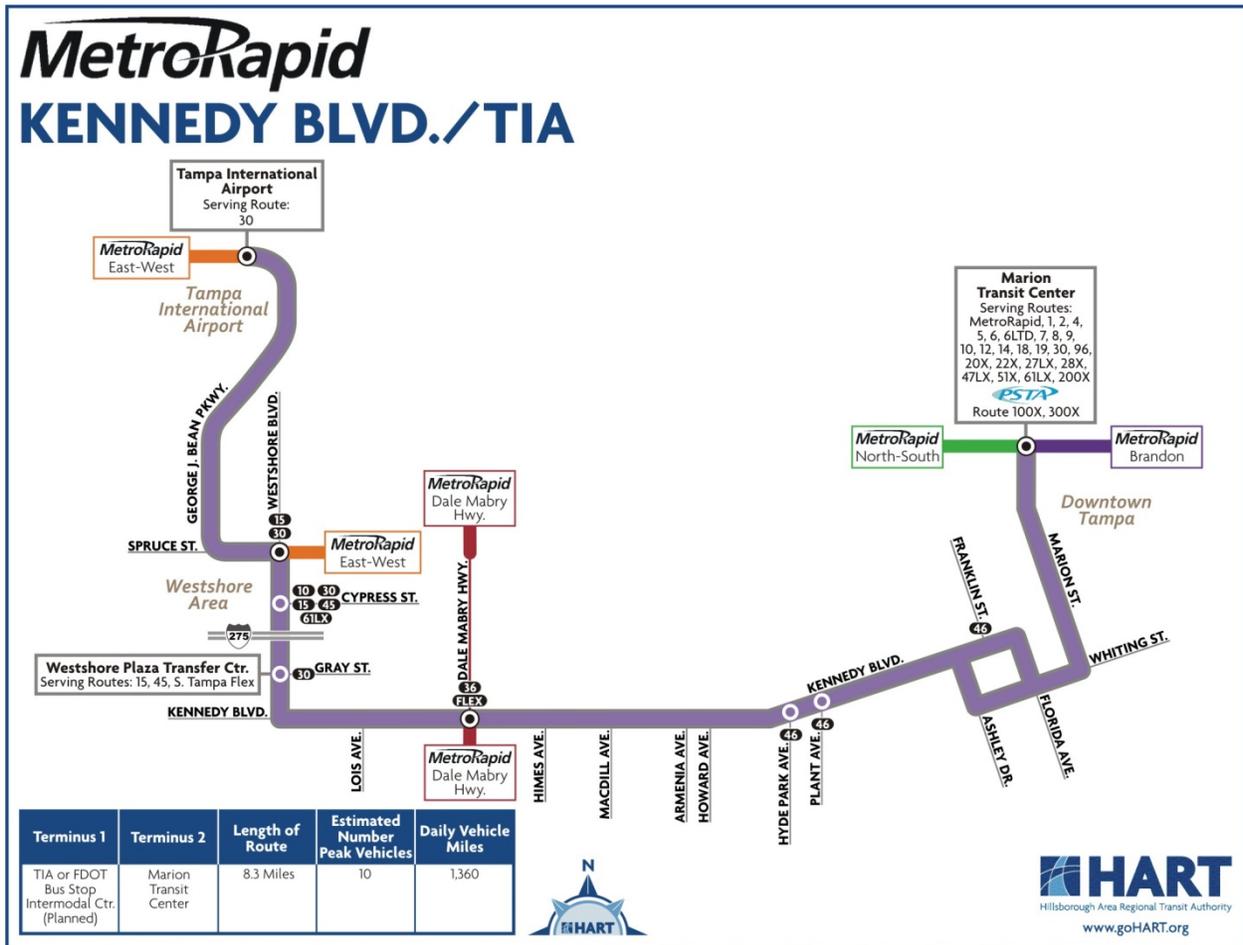
Goals:

- Goal #1 Exceed Customer Expectations
- Goal #2 Ensure Safety & Security
- Goal #3 Maximize Financial Well-Being
- Goal #4 Foster a Thriving Internal Environment
- Goal #5 Enhance Connections Within the County and Region
- Goal #6 Embrace Innovative Practices and Systems

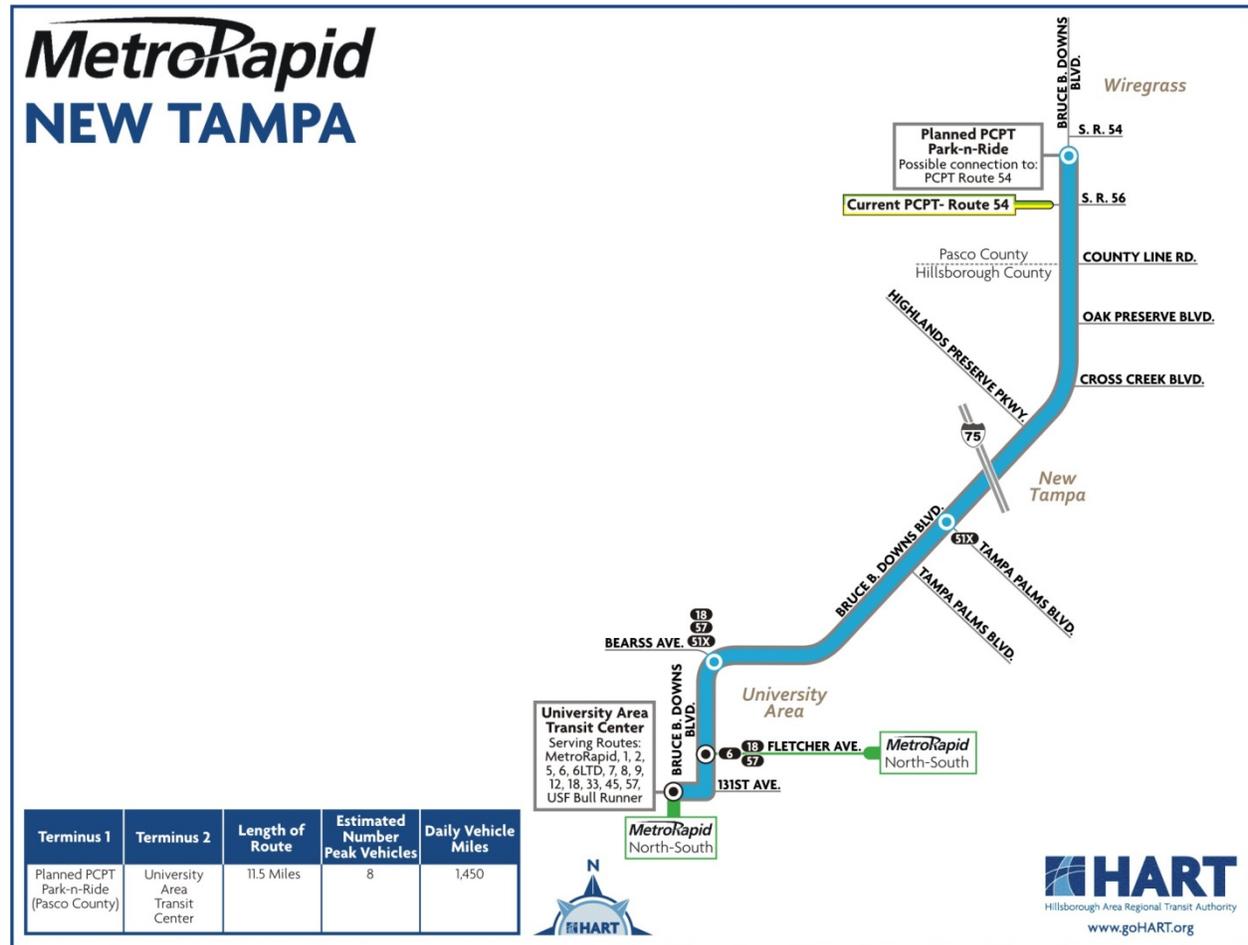
Appendix I November 2012 Service Change Plan

Service Changes for November 2012	
Rt 4, 24X & 25LX	Permanent route change for the MacDill Air Force for routes that travel along Florida Keys Ave. Florida Keys Avenue has been reconfigured to come out on Bayshore approximately one block south of its previous location. New street segment is still called Florida Keys but the AVL system needs to be updated with the change.
Rt 15	Columbus Drive - Permanent routing change at the Orient Road Jail. Trapeze map and traces were updated with the change. Relocated bus stop on north side of parking lot. There is no public schedule change.
Rt 16	Waters Ave. - Weekday Service the westbound 5:35 AM trip will depart Yukon at 5:20 AM, so it can do the 6:05 AM trip from NWTC. This trip was adjusted due to the separation of the interline between the routes 16, 61LX and the 53LX.
Rt 28X	East County Express - Reduce service to one daily trip in the morning and afternoon. AM trip interlined with Route 30 at MTC.
Rt 30	Town 'N Country - Weekday service adjusted running times and route will have 30 minute frequency.
Rt 31 & 571 South County Flex	Permanent route change in south county at HCC SouthShore Campus. Buses will serve the campus street side on 24th Street NE. Buses will not enter onto campus grounds. All bus staging will be done on 24th Street.
Rt 34	Hillsborough Avenue - Weekday service adjusted running times and route will have 30 minute frequency.
Rt 39	Busch Boulevard - Weekday service adjusted running times and route will have 30 minute frequency.
Rt 50X	Citrus Park/ Carrollwood Express - Eliminated and consolidated a portion of the route into Route 61LX.
Rt 51LX	New Tampa/ Pasco Express - Interline first AM inbound trip with the route 53LX. There is no public schedule time changes on the 51X.
Rt 61LX	Northwest Limited Express - Will begin at the Carrollwood Baptist Church Park and Ride, serve the Citrus Park and Ride, and it's current routing. Route 61LX is no longer interlined with another route (16AM, 34 & 39 PM)
570 Brandon Flex	Brandon Flex - Due to low ridership, eliminate Saturday service and reinvest savings in weekday Brandon Flex service with expansion of the flex zone and a new route. Trapeze database has new trace and pattern.
Yukon TC	Updated the Trapeze database with the post construction layout and bus circulation. Route traces and patterns for Routes 1, 9, 14, 16, and 39 were edited.

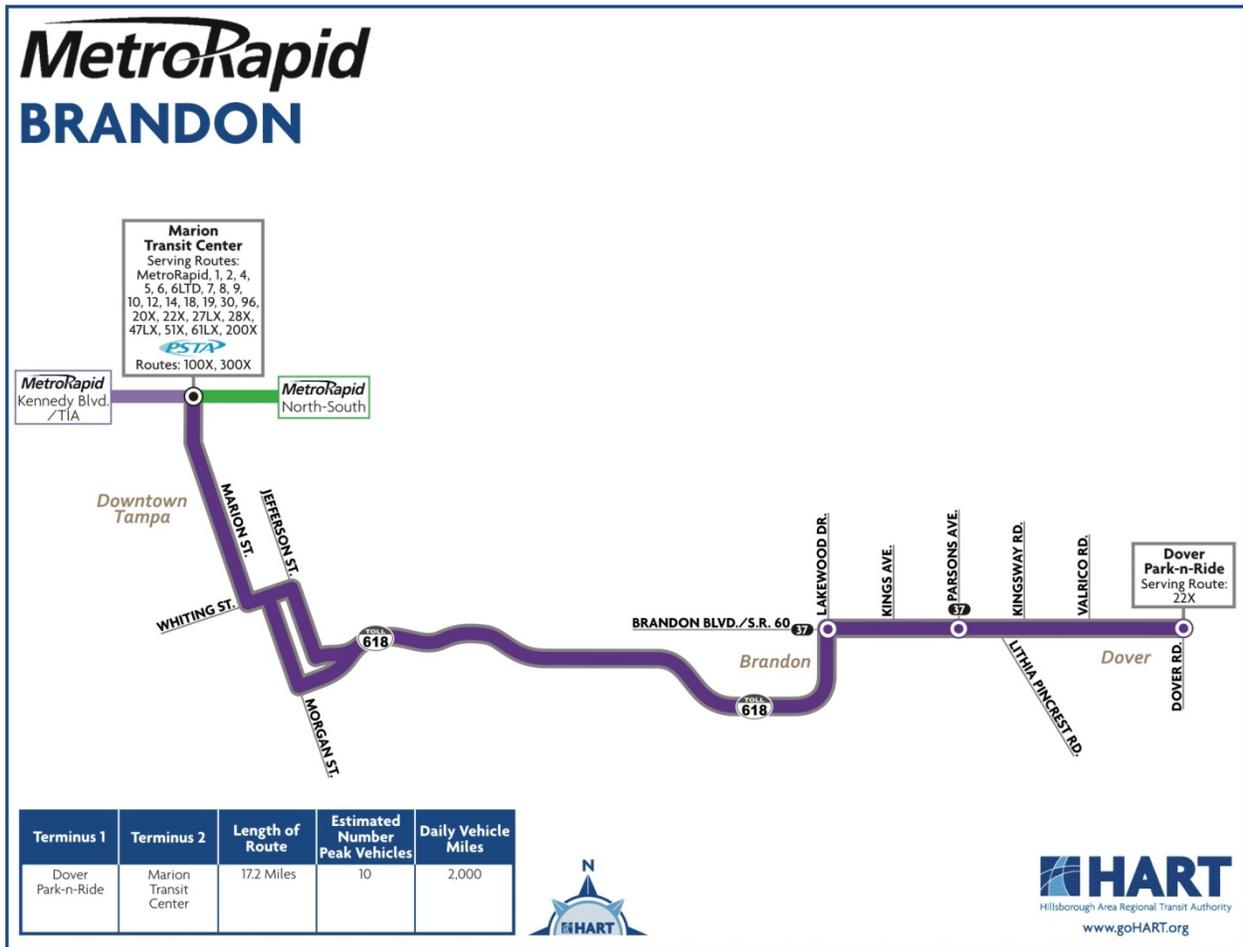
Map F2 Kennedy Blvd./TIA



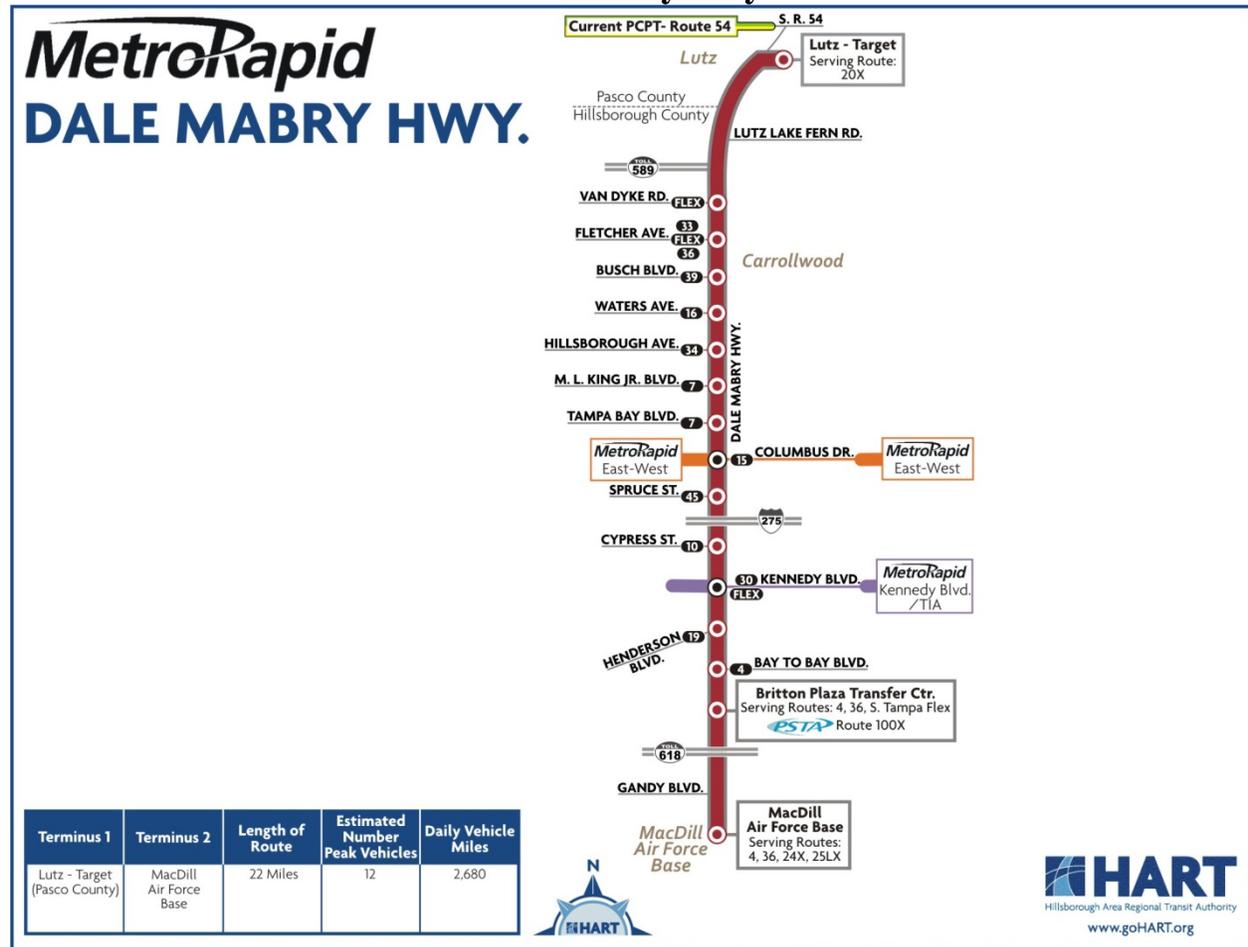
Map F3 New Tampa



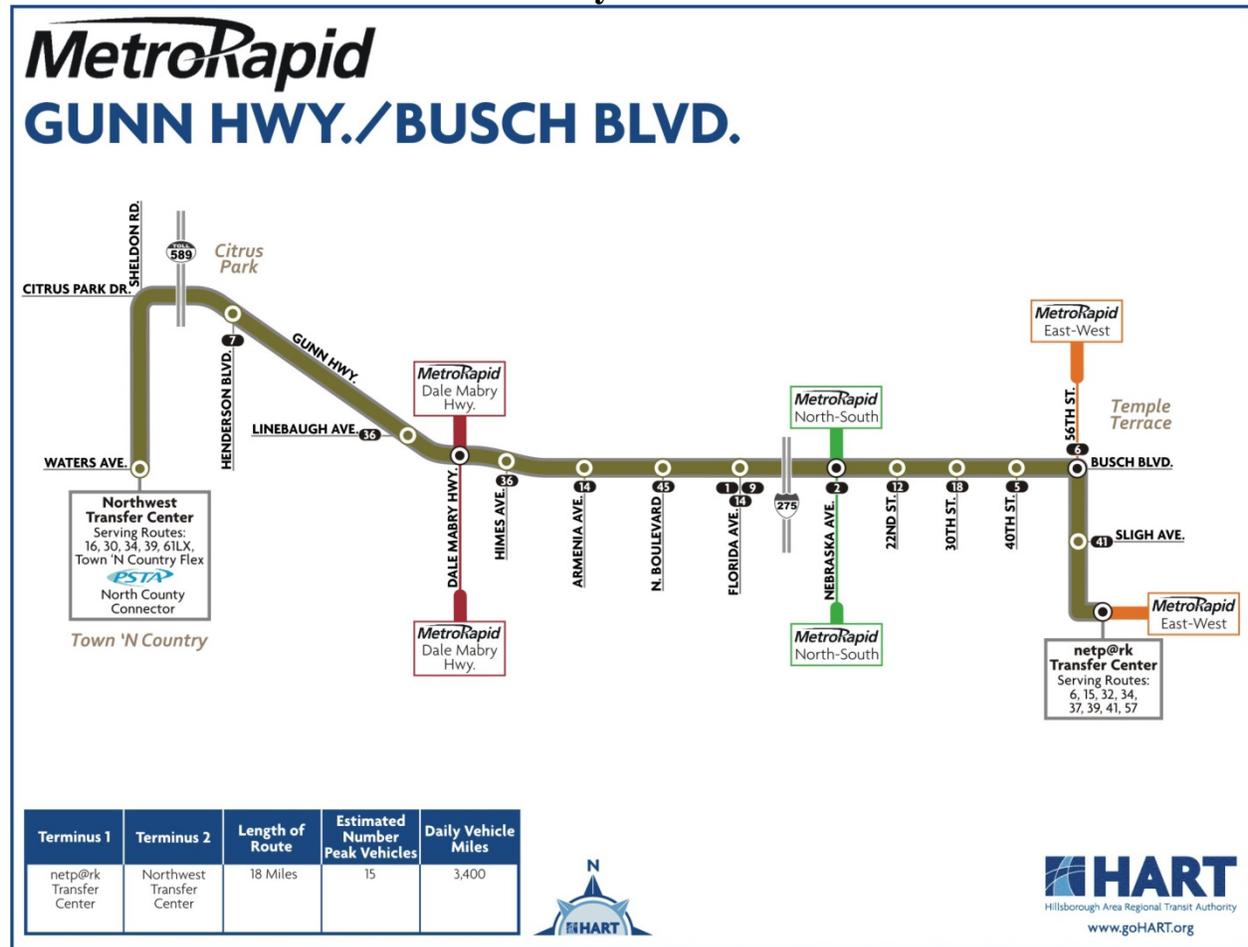
Map F4 Brandon



Map F5 Dale Mabry Hwy.



Map F6 Gunn Hwy./Busch Blvd.



ATTACHMENT 2

TAMPA HISTORIC STREETCAR, INC.

REVISED BUSINESS PLAN
SEPTEMBER 2012

ATTACHMENT 2



TAMPA HISTORIC STREETCAR, INC.
REVISED BUSINESS PLAN
SEPTEMBER 2012



PREPARED BY:
HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY (HART)
1201 E. 7th Avenue
Tampa, Florida 33605

Tampa Historic Streetcar, Inc. Board of Directors

August 2012

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Vice President

Councilwoman Yvonne Capin

Ms. Joan Jennewein

Dr. Shawn Robinson

Ms. Abbey Dohring

Mr. Rick Hamilton

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Alternate

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Mr. Wallace Bowers
Alternate

Ms. Fran Davin
Alternate

Dr. Steven Polzin
Alternate

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APPENDICES

APPENDIX A.....20-YEAR CASH FLOW PROJECTION

APPENDIX B.....THS POLICIES

EXECUTIVE SUMMARY

Overview and Purpose

As an update to the Tampa Historic Streetcar, Inc. (THS) Business Plans completed in January 2002, and then republished in July 2004, the 2012 Business Plan demonstrates the THS Board of Directors continued commitment to operate the streetcar system within a balanced budget, to seek additional sources of funding, increase service hours and headways, and expand the system with additional extensions when financially feasible. This current update to the Business Plan provides a firm foundation for future planning based on current financial assumptions and conditions, while balancing service levels with available revenues. The goal of the Business Plan is to provide a sound basis for future funding decisions by THS and its partners.

Background

The TECO Line Streetcar System is a 2.7-mile single-track historic replica system linking downtown Tampa with the Channelside and Ybor City entertainment districts. THS, created by an Interlocal Agreement (June 1998) between the City of Tampa and Hillsborough Area Regional Transit Authority (HART), is the not-for-profit organization charged with the responsibility of operating the TECO Line Streetcar System. THS comprises a Board of Directors that currently includes 6 members appointed by the City of Tampa, and 3 members appointed by HART.

The responsibilities of THS and its member entities are established in the Interlocal Agreement (June 1998) and Tri-Party Agreement (December 2001) signed by the City, HART and THS. THS is responsible for overseeing the administration, marketing, management and operations of the system including the management of funds collected through an endowment fund, special assessment district, and other sources. HART is responsible to act as the recipient of state and federal funds as a grantee of the Federal Transit Administration. With the City responsible for funds procured from City resources or through the city such as any special assessment revenues. Both the City and HART cooperatively use their best efforts to obtain additional revenues to reduce, eliminate or prevent any shortfalls; pursuant to the Tri-Party Agreement, however, the City of Tampa is ultimately the back-stop if any revenue shortfalls occur.

The following are highlights of key sections of the 2012 THS Business Plan:

Financial Plan

The financial plan for the TECO Line Streetcar System addresses, within current financial realities and constraints, the long and short-term operating and capital maintenance needs of the streetcar system. It establishes the financial framework for the system, includes a 20-year cash flow forecast of costs and revenues (attached as **Appendix B**) which documents the current key financial assumptions, and demonstrates their reasonableness. The operating fund base is provided through several funding sources, including, a special assessment district, fare revenue, station and vehicle naming rights, contributions from Community Redevelopment Agencies (CRAs) and the Tampa Port Authority and an endowment fund.

Ridership

Ridership has averaged 420,686 passengers per year through 2011 with an average growth rate of -2.05% since 2004. FY2012 has an expected ridership of 410,000 for

budgeting purposes, but based on year to date performance, ridership is estimated to be 385,000 with a projection of 330,000 riders for FY2013.

While the decline in ridership is a primary concern, THS and HART staff have examined the reasons for the decline in ridership since 2009, including the economic downturn, the parallel performance of special events, attractions and venues in the area, and the more direct actions undertaken by THS and HART staff to accommodate budget shortfalls, such as service adjustments (reduction in service hours), longer headways (from 15 to 20 minutes in most instances), and fare increases. While the analysis is not conclusive, it appears that the percentage decrease in ridership in that period is about the same as the percentage decrease of service hours (hours per day, extended headways), which is compounded by resistance to fare increases. To explore these correlations and rider behavior, THS and HART will be undertaking surveys and exploring alternative funding options, to measure ways in which to enhance and grow future ridership.

Marketing Strategy

The emphasis of the THS marketing strategy is the continued partnering with businesses and attractions along the streetcar line for co-promotions designed to induce trial and repeat ridership. Funding for ridership development and promotions of the TECO Line Streetcar System is derived from the THS budget, revenue generated from a new advertising agency agreement between Direct Media USA and THS, Inc., and in-kind contributions from marketing partnerships and promotions.

Additionally, special efforts to encourage the use of the 20-Ride passes available to those who live or work in the special assessment area are underway; as well as closer consultation with the three CRA Advisory Boards. Finally, there has been discussion for some time about suggesting to the City Administration and the HART Board of Directors consideration of including private sector representation onto the THS Board of Directors; particularly significant business owners along the alignment with a special interest in the success of the streetcar system.

INTRODUCTION

History

In their heyday, Tampa's streetcars whisked passengers to and from Ybor City, Ballast Point, Hyde Park, Sulphur Springs and points beyond. Operated by uniformed conductors, the Birney cars were a welcome sight, and the familiar clang of the streetcar bell was music to the passenger's ears. To ride the streetcar was to feel the pulse of the community.

Tampa's first electric streetcar lines built in 1892 quickly became an essential part of everyday life as workers took the streetcar downtown and to the cigar factories of west Tampa. And families climbed aboard for a picnic or ball game in DeSoto and Macfarlane parks. Reaching the peak of its popularity in the 1920s, with almost 24 million passengers in 1926, Tampa's streetcar system rolled to a stop in August 1946 following World War II as it was largely replaced by automobiles and buses.

Beginning in 1984, the Tampa & Ybor City Street Railway Society (TYCSRS) acted as a catalyst, promoting the return of streetcar service to Tampa. In October 2002, electric streetcars started operating again in Tampa, supporting expansive growth in downtown, the Channel District, and Ybor City; improving transportation capacity and shared parking capabilities (specifically related to the traffic peaks caused by large events); supporting Tampa's cruise and tourism industry; and to the degree possible, transporting workers to and from their jobs.

Administration

In 2000, THS contracted with HART for the provision of streetcar operations and maintenance services with a renewal of that agreement in 2006 for an additional 5 years. On October 1, 2011, the Operator's Agreement between THS and HART was extended further through 2016. This Operator's Agreement sets forth the obligations of both THS and HART with regard to operations, with a balanced budget approved annually. These obligations are echoed and refined in the annual update of the *Operations and Maintenance Plan*, as approved by the THS and HART Boards. Additional activities related to system safety and security is outlined in the *Rail System Safety Program Plan* and the *Rail System Security Plan*.

As a result of the contract with THS, HART established a Streetcar Division within the organization. This division encompasses the HART employees that are dedicated to the Streetcar System including operations, maintenance, and safety functions. HART departments responsible for human resources, purchasing and other administrative functions are available to serve the Streetcar operations on a work-order basis, as needed. The organization and staffing of the Streetcar Division is fully described in the Operations and Maintenance Plan.

The City of Tampa continues to be involved in the operations of the streetcar by donating legislation advocacy and accounting expertise for the management of the THS finances as well as right-of-way management, including the CSX crossing issues; police response to traffic accidents; signage; and traffic management. Likewise, HART pursues and secures state and federal grants for planning, engineering, construction, and ongoing capital expenses. HART therefore includes the streetcar system in planning public transit for the area, meeting state and federal reporting requirements, coordinating with the Hillsborough County Metropolitan Planning Organization (MPO) and maintaining the system's eligibility for grants. In addition to its responsibilities as the contracted operations and maintenance management entity, HART continues to support THS through organizational administrative assistance such as operational

bus back-up in emergencies; complementary paratransit services; plan updates; safety audits; and coordinated public information dissemination through existing HART outlets.

CURRENT STREETCAR SYSTEM AND OPERATIONS

Route and Infrastructure

The initial phase of the TECO Line Streetcar System operated over a 2.4-mile route that began just north of Dick Greco Plaza at the intersection of Franklin Street and Ice Palace Drive. The alignment runs east along the north side of Ice Palace Drive to Channelside Drive, thence along Channelside Drive to 13th Street, following the alignment of 13th Street across the CSX Railroad to 8th Avenue in Ybor City, where the alignment turns east, running along the north side of 8th Avenue to 20th Street. The line is strategically located to provide convenient front door service between the Ybor City Historic District, hotels, the Tampa Convention Center, major entertainment venues, multiple cruise ship terminals, the St. Pete Times Forum, Florida Aquarium, parking facilities, and an increasing number of residential lofts, condominiums and apartments. The system enables visitors and residents alike to move safely and efficiently from one place to another without the need for an automobile.

Phase I was designed to function as a single-track bi-directional line with six passing tracks. This configuration provides the flexibility needed to enable the simultaneous operation of the 10 replica double-track streetcars and the single-track streetcar restored by the Tampa & Ybor City Street Railway Society. The system has 10 stations each of which include a covered waiting area; a specially designed high block and bridge mechanism for disabled patrons to comply with guidelines established by the Americans with Disabilities Act (ADA); enhanced lighting; and patron amenities such as benches, trash receptacles, and information kiosks.

Phase II of the system, which represents the system as it exists today (**Figure 1-1**), was initiated in late 2003 and early 2004, as a Streetcar Phase II Steering Committee comprising of local and state agencies and downtown organizations, business owners and residents met to determine which alignment(s) should be explored during the Environmental Assessment phase of the extension. Phase IIa of the streetcar expansion was completed in December 2010 adding the 11th station to the system and an additional .3 miles of track (extended line is a single track from Dick Greco Plaza to Franklin and Whiting Streets, with a passing track north of Brorein Street) increasing the system to 2.7-miles, linking downtown Tampa with the Channelside and Ybor City entertainment districts, and providing passengers with a connection to the core of downtown Tampa.

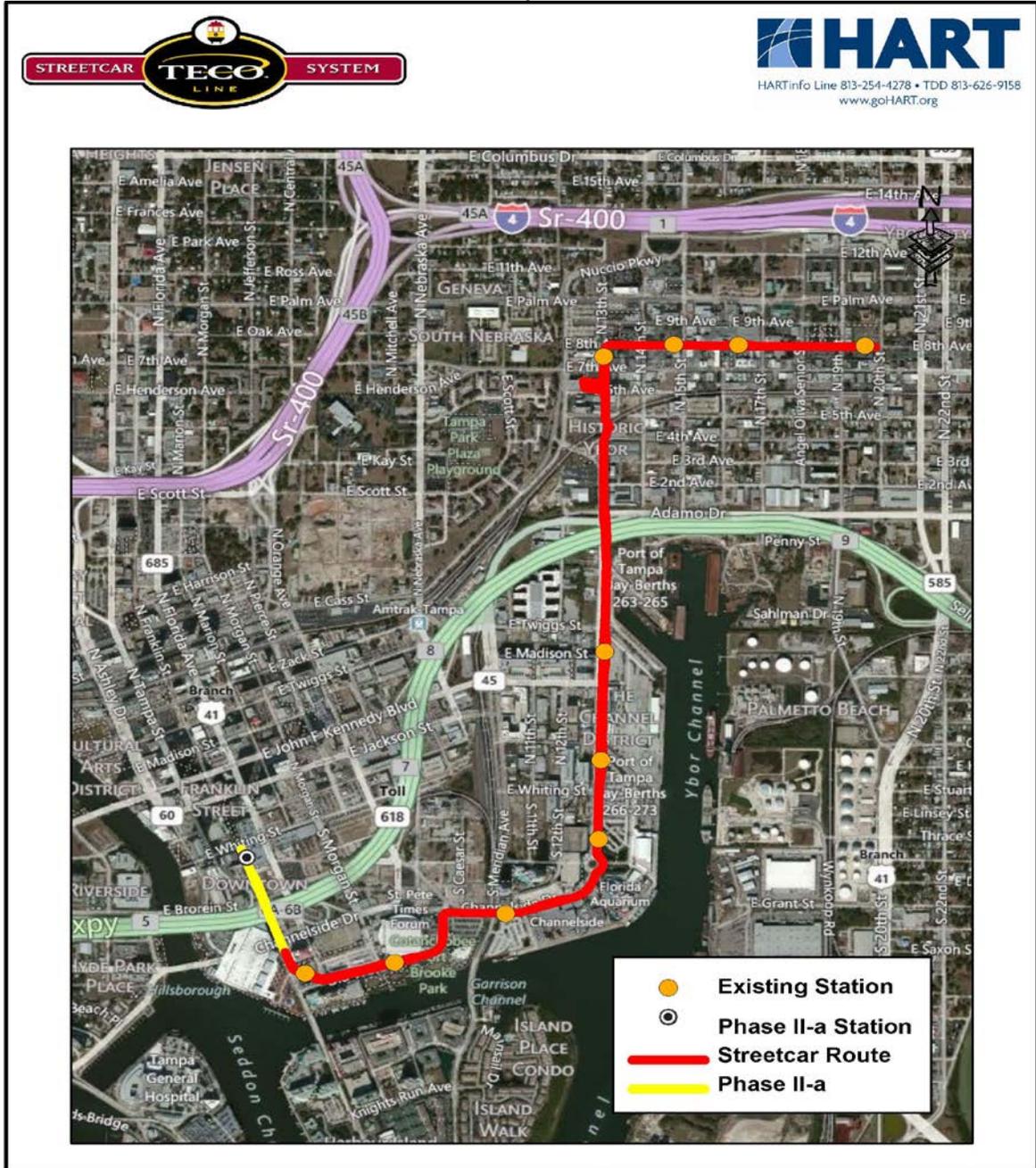
Highlights and key aspects of the system include:

Dick Greco Plaza – Dick Greco Plaza is an intermodal project located adjacent to the Tampa Convention Center. Dick Greco Plaza includes covered shelters, bus bays for both transit and charter buses, and a taxi queuing area. Pedestrian access to and within the site was further enhanced as part of the construction of a new Embassy Suites hotel on the north portion of the Dick Greco Plaza block.

Ybor Station – Ybor Station is an intermodal project located on the block bound by 13th Street 7th Avenue, Nuccio Parkway, and 6th Avenue in Ybor City. The Ybor Station site features the streetcar system yard and maintenance facility, bus stops, a small public park plaza and is home to HART's Administrative Offices, as well as the location for meetings of the HART and THS Boards of Directors and required public hearings. The site is an

anchor for the greater intermodal project which includes the City of Tampa Fernando Noriega Parking Garage, Hillsborough Community College parking, 13th Street Streetcar Mall, Cadrecha Station, and taxi access to the nearby Hampton Inn.

**Figure 1-1
Streetcar System**



OPERATIONS AND MAINTENANCE

Operations

THS contracts with HART for the operations and maintenance of the streetcar system

with THS compensating HART for the service based on a negotiated rate approved by the THS Board annually. The terms of the contract between THS and HART are outlined in the Operator’s Agreement for the TECO Streetcar Line, which was newly executed in 2011 and will expire in 2016.

There are three types of streetcar service, as defined by the THS Board which are *base service*, *extra service*, and *special (or purchased) service*. The costs for each type of service are determined by the annually negotiated, per hour rate and/or supported by the THS Policies (located in **Appendix B**) and are outlined below:

Base Service – Base Service is defined as the day-to-day service frequency and hours of operation. Current base service is as follows:

<u>Hours of Service</u>	<u>Frequency</u>
Sunday (noon to 8:00 p.m.)	20 minutes
Monday (noon to 10:00 p.m.)	20 minutes
Tuesday (noon to 10:00 p.m.)	20 minutes
Wednesday (noon to 10:00 p.m.)	20 minutes
Thursday (noon to 10:00 p.m.)	20 minutes
Friday (11:00 a.m. to 1:00 a.m.)	20 minutes
Friday (1:00 a.m. to 2:00 a.m.)	30 minutes
Saturday (11:00 a.m. to 1:00 a.m.)	20 minutes
Saturday (1:00 a.m. to 2:00 a.m.)	30 minutes

No service is provided on Thanksgiving and Christmas Days. To provide this level of service, with a service frequency of every 20 minutes in both directions, requires a minimum of three (3) streetcars and three (3) motormen/conductors in service at all times for a total of 12,376 vehicle hours. The base service level is the basis for the budget included in the TECO Line Streetcar Operations and Maintenance Plan. Three (3) vehicles are in operation for base service, therefore HART is able to service the remaining vehicles the day before they are needed for operation without the need for a second maintenance shift. All anticipated functions, manpower needs, and direct costs in the budget are based on this service level.

The base service level operates with an end-to-end running time of approximately 25 minutes and an operating speed of 6.5 miles per hour. Changes to the frequency, running time and operating speed are possible and will be revisited by the THS Board as ridership grows and operating needs change.

Extra Service – Extra service is defined as service that exceeds the Base Service level. HART is authorized by THS to run Extra Service to accommodate crowds as needed (e.g. Gasparilla). Extra Service, both pre-approved and variable service, is reported to the THS Board on a monthly basis.

Special Service – Special service is defined as third-party sponsored service under contract arrangements for the contracted period. Requests for service are made to HART; THS sets the rate for the service and receives payment. HART reports to the THS Board the number of streetcars used for the service, the length of the service, and the number of riders. The ability to provide service is dependent on the availability of vehicles. HART bills THS for Special Service at the fully allocated service rate times the number of hours with a one-hour minimum. This service is governed by FTA Charter Regulations.

Maintenance

Vehicle Maintenance – Routine maintenance activities are performed at Ybor Station and include cleaning, warranty servicing, preventative maintenance, and running repairs. Heavy maintenance activities that cannot be performed at the Ybor Station are contracted to specialists (e.g. preventative and corrective vehicle body and life cycle capital maintenance for the 10 streetcars, etc.)

Line Maintenance – Streetcar line maintenance includes the inspection, cleaning, lubrication and repair of streetcar systems such as tracks and switches, overhead traction power distribution system and ADA bridge mechanisms. Annual traction power and catenary inspections and correct maintenance resulting from inspections are outsourced through a contract (e.g. weekly track and switch maintenance, daily maintenance of overhead catenary system (OCS), traction substation inspections, etc.)

Route Maintenance – Route maintenance attendants are responsible for the cleanliness of the station stops and Ybor Station (e.g. cleaning of streetcars inside and outside daily, cleaning of 11 stations three times daily, pressure washing each station once a week, etc.)

System Ridership

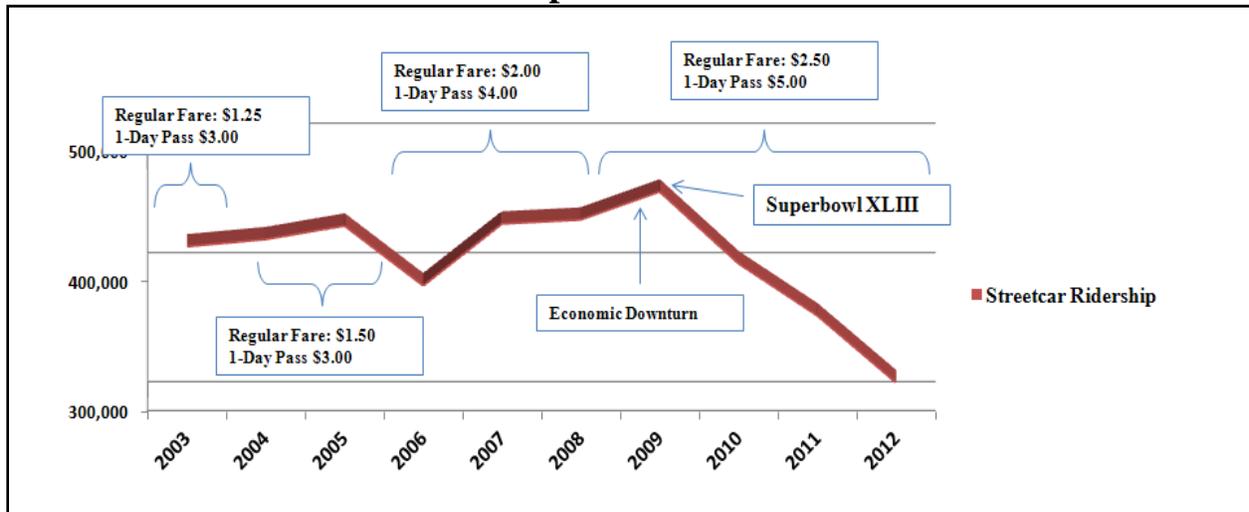
Ridership has averaged 420,686 passengers per year through 2011 with an average growth rate of -2.05% since 2004. FY2012 has an expected ridership of 410,000 for budgeting purposes, but based on year to date performance, ridership is estimated to be 385,000 with a projection of 330,000 riders for FY2013.

Actual ridership numbers from 2003 through projected ridership in 2013 are displayed in the following table:

	2003	2004	2005	2006	2007	2008	2009	2010	2011
Streetcar Ridership	420,038	425,614	436,118	389,770	437,612	440,738	462,461	407,011	366,808
Percent growth per year		1.31%	2.41%	-11.89%	10.93%	0.71%	4.70%	-13.62%	-10.96%

Although ridership has not met earlier projections, and recent ridership is down, out-year projections for the 20-year financial plan have a growth factor of 1.5% beginning in fiscal year 2014. Based on the assumption that although the recent ridership decline has been correlated to the economic downturn and resulting reductions in service hours, as well as fare increases (as depicted in **Figure 1-2** below), that as the fiscal environment strengthens, so will streetcar ridership.

**Figure 1-2
Streetcar Ridership and Variable Correlations**



The following tables show 20-year ridership projections:

Projected Out-Year Annual Ridership

2012 Budget	2013 Proposed	2014 Planned	2015 Projection	2016 Projection	2017 Projection	2018 Projection	2019 Projection	2020 Projection	2021 Projection
410,000	330,000	335,000	340,025	345,125	350,302	355,557	360,890	366,303	371,798
11.78%	-19.51%	1.52%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%

Projected Out-Year Annual Ridership

2022 Projection	2023 Projection	2024 Projection	2025 Projection	2026 Projection	2027 Projection	2028 Projection	2029 Projection	2030 Projection	2031 Projection	2032 Projection	2033 Projection
377,375	383,036	388,781	394,613	400,532	406,540	412,638	418,828	425,110	431,487	437,959	444,528
1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%

MARKETING PLAN

Overview

Funding for ridership development and promotions is derived from the THS, Inc., budget and in-kind contributions from marketing partnerships and promotions. Contributing to funding is a new advertising revenue generating program involving a relationship between Direct Media USA (which serves as HART’s advertising sales contactor) and THS, Inc. The decision to have THS contract with Direct Media USA, was based on its success of exceeding revenue goals to HART in its first contract year by 44%. Direct Media USA has an exclusive contract to sell advertising and be a non-exclusive contractor for sponsorship services. Sponsorships collected by Direct Media USA or any other businesses and interested parties are designed to collect donations for supplementing the endowment which helps fund the operations of the streetcar system. To date, results have been an improvement over past efforts.

Target Market(s)

A concerted effort by THS, in conjunction with Hillsborough Community College (HCC) Ybor Campus, is to conduct a short ridership survey, with the objectives of identifying riders and non-riders on a demographic and geographic basis. Anticipated completion date is December 2012.

Identified Target Markets include local residents and employees of businesses in and around Ybor City, the Channelside District and Downtown Tampa. Additional targets include: regional residents (the Greater Tampa Bay Area, including Hillsborough County) considered “Day Trippers”; field trip groups, and also Charters (reinstated during late FY2012). Another important target is conventions, such as those at the Tampa Convention Center and at smaller satellite hotels along the streetcar line.

Residents of the SSD (Special Service District) shall be defined demographically as Adults, Age 22-49, who comprise 63% of the SSD population and have a slight male skew (55% male, 45% female). Approximately 76% of the SSD residents also rent vs. own their home, or apartment. This does not include important businesses and employees entitled to SSD discount fares. “Day Trippers” will be defined primarily as Adults, Age 25-64, which represent 53.8% of Hillsborough County Residents*.¹

Strategic Marketing Initiatives

Emphasis has, and will continue to include, strategic partnerships with businesses, attractions, CRA groups along the TECO Line Streetcar System. Activities will include partnerships, cross-promotions and dissemination of new marketing materials in order to induce trial and repeat ridership.

Marketing materials, produced in-house by HART for the TECO Line Streetcar System distribution include: Route schedule books; Individual schedules, posters, laminated information sheet “Everything You Wanted to Know About the Streetcar”; and, a revised version of the Streetcar dye cut which had been revised to have a call to action and promote the location of Ticket Vending Machines (TVMS) and the entire route for special occasions.

Marketing efforts will continue to focus on making new alliances and keeping up current relationships along the TECO Line Streetcar System, designed to induce riders to go from one area to another (i.e. Downtown Tampa to the Channelside District to Ybor City) via the TECO Line Streetcar System.

In order to increase revenue and sales of the SSD Discount Pass and Annual Pass, there will be a concerted effort to increase the number of sales outlets selling this fare media along the TECO Streetcar System. Marketing will consist of positioning the value of the SSD fare medium as: 50% Discount, \$25.00 for 20 trips, and only \$1.25 per trip vs. the Single Ride Ticket currently selling for \$2.50.

In order to measure success, HART marketing staff will continue to track ridership and ridership spikes in conjunction with marketing promotions and events along the Streetcar Line when possible. For example, on May 26, 2012 the First Annual Cuban Sandwich Festival was held in Centennial Park in Ybor City. Streetcar Ridership was 2,326, or +126% vs. the previous Saturday of 1,028.

HART staff along with THS, Inc., will maintain a robust social media presence on Facebook and Twitter. It had been suggested in a THS Marketing Committee Meetings that THS, Inc.,

¹ **Population data obtained from the 2010 Census SF1. Income data obtained from the 2009 American Community Survey*

consider working with HART staff and take the lead in the maintenance of these efforts. Both Facebook and Twitter accounts were established mid-May, 2012 by HART staff. A strategic initiative is to continue to engage “Fans”, continue to Tweet riders and gain advocates, riders, and promote the Streetcar via social media.

Positioning will continue to inform, educate and engage marketing targets with relevant messaging, about the rich history of the TECO Line Streetcar System and continue to track added exposure that helps to reinforce this iconic Tampa “Attraction”/mode of transportation.

Marketing will continue to market, participate, and promote area events and advertise where and when relevant while being fiscally responsible. Some of these programs include: advertising in CJ Publishing In-Town Guides (published quarterly with over 1M copies printed annually targeted to area visitors); continued support of the New Years Eve and July 4th Fireworks Displays.

2012 is a special year for the Streetcar, as it is the 10th Anniversary of the TECO Line Streetcar System, tentatively to be celebrated on Saturday, October 20, with Special 10¢ fares and entertainment. Activities and finalization of this date and details are subject to THS, Inc., Board of Directors Approval. A special logo is being developed and will appear in marketing material and will be ‘celebrated’ all year long vs. one day.

Marketing will seek to incorporate ‘opportunistic’ funds into its budget in order to take advantage of new programs that will arise throughout FY2013.

OPERATING AND CAPITAL FINANCIAL PLAN

The financial plan for the TECO Line Streetcar System addresses the long-term operating and capital needs for the current and planned system. It establishes the financial framework for the system, includes a 20-year cash flow forecast of costs and revenues (attached as **Appendix A**), documents the underlying key assumptions, and demonstrates their reasonableness. The financial plan is not a static document; it is intended to be continuously updated as new information becomes available.

To gauge the reliability and financial stability of this plan, it should be viewed in the context of its two primary sponsoring agencies: the City of Tampa and HART. The City of Tampa is Florida’s third largest city. Its major revenue sources include charges for services, as well as sales, use and ad valorem property taxes. In fiscal year 2012, the City has an operating budget of \$759.4 million and a capital budget of \$79.8 million.

HART’s overall fiscal year 2012 budget is \$100,818,442, of which \$40 million is for capital projects. HART is supported by a ½ mil ad valorem property tax, farebox and contract revenues, as well as state, federal and local grants.

CAPITAL FINANCIAL PLAN

The capital plan documents the capital spending plan and funding sources for the TECO Line Streetcar System based on decisions made by THS, the City of Tampa and HART. It is an integral part of the financial plan and is intended to outline how the system could grow incrementally commensurate with financial support for the system’s ongoing operations and maintenance. The capital plan must work in concert with plans to operate the system to ensure the continuity of operations if expansion were to occur. In addition, because HART is

responsible for securing federal and state grant funds toward the construction costs of additional expansion, the capital plan for the streetcar system must be consistent with HART's Transit Development Plan (TDP) and the Hillsborough County MPO Long Range Transportation Plan.

Capital Expenditures

The focus of the streetcar system's capital improvement program currently is the capital maintenance needs of the system which includes both vehicles and supporting infrastructure. These costs are funded based on a capital maintenance plan (**Figure 1-3**) developed in concert with HART and the THS Board through fiscal year 2017 with an estimated cost of \$1,618,861.

**Figure 1-3
Streetcar Capital Maintenance Program**

	Number of Units / Task	2011	Number of Units / Task	2012	Number of Units / Task	2013	Number of Units / Task	2014	Number of Units / Task	2015	Number of Units / Task	2016	Number of Units / Task	2017	System Total
Car															
Rail Safety Modifications		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$0
Corrosion Abatement		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$0
Repaint		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$0
Roof Rehab (9)		\$0	1	\$900	4	\$3,600	4	\$3,600		\$0		\$0		\$0	\$8,100
Traction Motors Rebuild (46)		\$0	8	\$78,000	8	\$78,000	16	\$156,000	14	\$136,500		\$0		\$0	\$448,500
Inverter Rebuild (9)		\$0	1	\$17,500	4	\$70,000	4	\$70,000	2	\$35,000		\$0		\$0	\$192,500
Axle & Tire Replacement (48)	16	\$51,200	4	\$29,332	8	\$58,664	8	\$58,664	4	\$29,332		\$0		\$0	\$227,192
Controller Rebuild (18)		\$0	2	\$30,000	6	\$90,000	6	\$90,000	6	\$90,000		\$0		\$0	\$300,000
AC Replacement											4	\$120,000	5	\$150,000	\$270,000
Track															
Switch Replacement (14)		\$0	0	\$0	14	\$140,000		\$0		\$0		\$0		\$0	\$140,000
Stations															
Repaint Ybor Canopies		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$0
Sub-station															
Batteries/Parts (25)		\$0		\$10,285		\$0		\$0		\$0		\$0		\$0	\$10,285
Switchgears		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$0
A/C Replacement (4)	4	\$17,373		\$0		\$0		\$0		\$0		\$0		\$0	\$0
Traction Power System															
Catenary		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$0
Conductors/Insulators		\$0	0	\$0	1	\$22,284		\$0		\$0		\$0		\$0	\$22,284
Annual Total		\$68,573		\$165,117		\$458,948		\$374,664		\$290,832		\$120,000		\$150,000	\$1,618,861

Capital Revenue Sources

As a grantee of the Federal Transit Administration (FTA) and the Florida Department of Transportation (FDOT), HART receives funds for capital, operations, and maintenance functions for the transit system. The primary source of capital funding for the streetcar system is the Fixed Guideway Modernization Program (Section 5309), which has been providing funding for the streetcar capital expenses. However, the specific provisions related to federal funding will be finalized once more details on the recently enacted surface transportation authorization bill, Moving Ahead for Progress in the 21st Century (MAP-21) are released.

OPERATING FINANCIAL PLAN

Operating Expenses

THS Operating Agreement with HART

THS contracts with HART for the day-to-day operations and maintenance of the streetcar system, including labor, maintenance, training, uniforms, materials, marketing, utilities, and risk management services. The cost of base service for fiscal year 2012 is based on the contract base rate of \$122.1 per vehicle hour for an estimated 12,376 vehicle hours. The cost of that service is \$1,511,160 (HART's corporate streetcar budget) for fiscal year 2012 for the existing system.

Extra Service cost for Inside Base is billed to THS at \$66.20, while Outside Base is billed at \$78.43. Special Service is billed at \$122.10 per hour. Specific expenditures include:

CSX Interlock

Based on the safety agreement between THS and CSX regarding the intersection of the streetcar and freight rail tracks, THS is required to purchase \$100 million in liability insurance which has cost THS over \$4,000,000 since the system opened. The THS Corporate budget assumes the approximate \$400,000 premium to purchase the required coverage with a growth rate based on CPI in the 20-year financial plan. The THS Board of Directors is pursuing alternative methods of reducing the high costs of this insurance while retaining adequate coverage to meet contractual obligations and to protect the financial interests of THS, HART and the City of Tampa.

Board Expenses

Administrative costs associated with the Board include attorney fees and Board member insurance. The budgeted cost of administration in fiscal year 2012 is \$44,000. The operating finance plan assumes an escalation rate of 3.4% each year beginning in fiscal year 2013.

Operating Revenue

Revenue sources to operate the system include the endowment fund and naming rights, farebox and advertising revenues, a special assessment district, and critical contributions from the Tampa Port Authority, three affected Community Redevelopment Areas (CRAs), and grants. Specifically:

Endowment Fund

Through the efforts of the City of Tampa and the obligations of the former downtown People Mover, an endowment fund was created as a part of the strategy to fund operations of the streetcar. Developers of Harbour Island made a net contribution of \$4.0 million to the fund in order to meet their long-term obligation to operate the People Mover linking the island with the Ft. Brooke Garage in downtown Tampa.

The endowment was significantly depleted based on a series of events, with the market value decline that occurred in 2008/2009 being the most significant. There were also no new or significant contributions to the endowment (i.e. for station or car naming rights), which had been anticipated in the original 2004 Business Plan, and higher draws on the endowment due to lower special assessment revenues than expected (due to the economic downturn and lower special assessment revenues as a result of declining property values).

However, although out-year projections of the endowment may not support its use past 2020, in accordance with Article IV, Section 2 of the Interlocal Agreement, the endowment was only required to fund the initial 10-years of streetcar operations. As projected, the endowment will have lasted from 1998 to 2020, almost a decade past its original planned duration.

Farebox

Farebox revenues are a product of ridership and average fare. Ridership is estimated to increase at an average rate of 1.5% per year. Due to the influence of discount fares and one-day passes, average fares are estimated as a percentage of cash fares. In fiscal year 2012, the actual average fare collected was \$1.87, while the cash fare was \$2.50. This ratio ($0.97/1.25 = 0.776$) was applied to future years beginning in 2010 based on the cash fare. A regular cash fare increase to \$2.50 took effect on October 5, 2008. The table below shows the regular fare, 1-day pass and average fares since the streetcar system became operational, as well showing out-year estimates:

	Regular Fare (One Way)	1 Day Pass	Average Fare
October 2002 – December 2003	\$1.25	\$3.00	\$0.96
January 2004 – October 1 2005	\$1.50	\$3.00	\$1.08
October 2, 2005 – October 4, 2008	\$2.00	\$4.00	\$1.40
October 5, 2008 – October 1, 2013 (present)	\$2.50	\$5.00	\$1.51
2014-2033	\$2.50	\$5.00	\$1.88

The streetcar system is very successful in its farebox recovery which is at 44.9% for fiscal year 2012. In comparison, HART's fixed route (bus) farebox recovery is 22%-23%, while NY Metro's is 32%-33%. The increase in the farebox recovery percent is due, in part, to automatic Ticket Vending Machines (TVMS) located at each of the eleven (11) station stops making it easier for potential riders to buy all day fares and other fare media.

Although previous Business Plans assumed a \$.25 fare increase every 3 years, a recent analysis on the effect of fare cost on ridership was reviewed by the THS Board in an attempt to stimulate lagging ridership. Although the analysis implied ridership would theoretically increase, the THS Board will further examine the fare structure as part of this Business Plan's Action Plan.

State Public Transit Block Grant Program

Funding awarded by the State annually to transit agencies, based on a formula that considers population, revenue miles, and ridership. The funding can be used for eligible capital or operating expenses. The streetcar is allocated \$100,000 annually from the HART allocation, with the HART Board approving this allocation.

Federal Urbanized Area Formula Program (Section 5307)

Funding allocated annually through federal budget process through a statutory formula based on population, density, service and ridership. The funding can be used for eligible capital expenses. Some funding can be used for operating expenses based on the federal capital definition (maintenance, paratransit operations, project administration, planning). The streetcar is allocated \$200,000 annually from the HART allocation, with the HART Board approving this allocation.

Sale of Naming Rights for Stations and Vehicles

The 2004 Business Plan made key assumptions regarding the sale of the naming rights for one station and one vehicle each year until all are sold. As of 2012, 5 out of the 11 stations have naming rights as illustrated in **Figure 1-4** below:

Figure 1-4
TECO Line Streetcar Naming Rights Document

STATION STOP	SPONSOR	REFERRED TO NAME	SIGNED	AMOUNT	TERMINATION	CONDITIONS	RENEWAL OPTIONS	PAYMENT	RENEWAL PERIOD
1		Centennial Park Station							
2	Tampa Bay Federal Credit Union	Centro Ybor Station	6/11/2003	\$100,000	6/11/2013		3 Ten Year Periods	\$15,000	Each renewal period
3	Tampa & Ybor City Streetcar Railway Society	Streetcar Society Station	2/20/2002	\$75,000	2/20/2032		3 Ten Year Periods	\$15,000	Each Renewal Period
4	Tampa Wholesale Furniture	Cadrecha Station	5/17/2002	\$100,000	5/17/2032		3 Ten Year Periods	\$15,000	Each renewal period
5	*	Port Authority Station							
6		York Street Station							
7		Cumberland Avenue Station							
8	Tampa Tribune	Tampa Tribune Station	6/20/2003	\$125,000 (in kind)	6/20/2013	5 years to use in kind	2 Ten Year Periods	\$100,000	Each 10 year period
9	HSBC	HSBC Station	10/19/1999	Condition of \$5 Mil	As long as the streetcar system is in service				
10	HART owns	Dick Greco Plaza Station							
11		Whiting Station							

Naming rights for the vehicles total \$1,500,000 and include the TECO branding on all cars (\$1,000,000), a Bright House Networks car (\$250,000), and a SunTrust car (\$250,000). Selling naming rights was very successful in the system's first several years, and has slowed since; although advertising revenue from the streetcars has grown considerably. The THS Board has not forecasted significant revenue from naming rights in the future, but it committed to the effort nonetheless. However, revenue from advertising is expected to continue to grow.

Tampa Port Authority

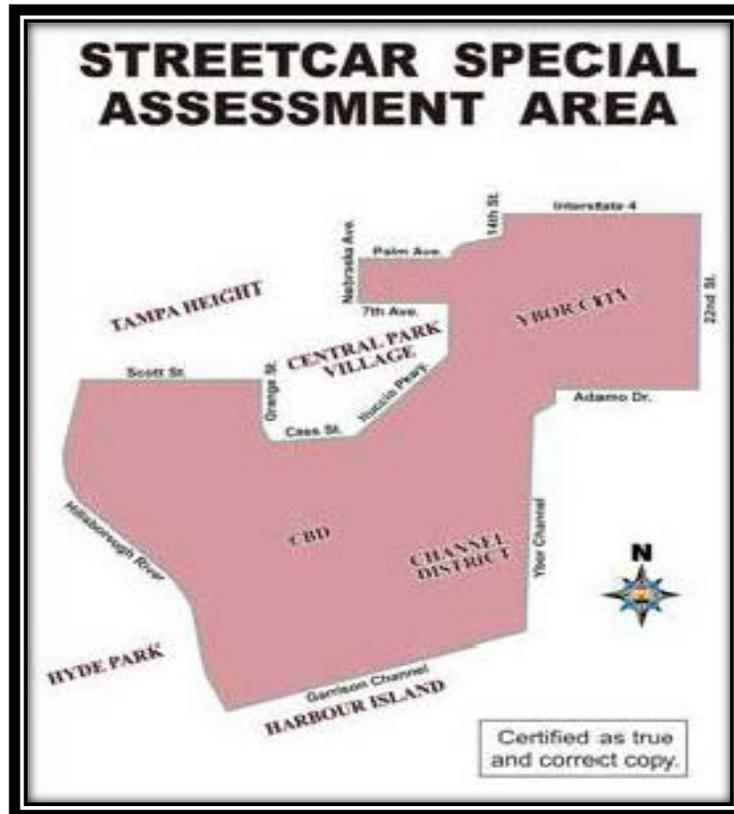
The Tampa Port Authority was originally committed to help fund streetcar operations through fiscal year 2007. The Business Plan includes a proposal for its contribution to continue, based on the assumption that the Port, the largest property owner along the Streetcar Line, receives tangible and intangible benefits from the streetcar; including its contribution to the exciting urban neighborhood greeting cruise visitors and patrons of Channelside shops and restaurants; and the undoubted attractiveness of developable property near the streetcar alignment. The Tampa Port Authority continued its funding at \$150,000 per year through fiscal year 2011, and reducing its annual funding to \$100,000 for fiscal year 2012 and 2013. Funding from the Tampa Port Authority beyond 2013 is uncertain at this time, but very important to the system's continued operation. For planning purposes, and due to its importance to the system, continued support from the Authority is built into the 20-year financial plan.

Special Assessment District

The City of Tampa created a Special Assessment District in 2000 to support the operation of the streetcar. The geographical extent of the district includes Ybor City, the Channel District and downtown Tampa, as shown in **Figure 1-5**. The assessment is based on the assessed value of non-residential property in this

district. In fiscal year 2012, the Special Assessment District generated an estimated \$448,751. State of Florida property value growth projections support modest increases in this revenue source.

Figure 1-5
Streetcar Special Assessment District



Cash Flow Projections and Financial Evaluation

The 20-year financial plan as outlined in **Appendix A** has a foundation built on a series of assumptions based on current financial variables and conditions, financial outlook and service levels. Specifically, the key assumptions that form that foundation, as they are the variables which will require continuously updating as the Business Plan is implemented, are as follows:

1. FY2006 to FY2011 are based financial actual, and not projections;
2. FY2012 & FY2013 are based on adopted and proposed budgets as of 8/30/2012;
3. Current level of service hours are based on the FY2013 proposed budgeted service schedule (as outlined on page 6 of this Business Plan)
4. Ridership, and its resulting fare revenue, has a growth factor of 1.5% per year beginning in FY2014;
5. Operating expenses have a growth factor of 2%, aligning to HART's 5-year financial model;
6. The Special Assessment District growth rate is based on State of Florida Department of Revenue Estimating Conference property value growth rates

for Hillsborough County (.8% in FY2014; 3.6% in FY2015; 4.5% in FY2016; 5.3% in FY2017 with an out-year growth rate of 1.5% through FY2033)

7. The Port Authority contribution of \$100,000 is included through-out the 20-year financial plan;
8. Charters of the streetcars have been added as a revenue source beginning in FY2013 at \$10,000 per year;
9. A modest average interest rate of .25% is applied to the annual endowment balance;
10. Board expenses grow at a factor of 2% per year to match overall system operating expense growth rates;
11. On line E6 of the 20-year financial plan, the term “HART Additional Payment” is defined as the amount of funding that THS is required to provide to bridge the gap between HART revenues and system expenditures;
12. On line F4 of the 20-year financial plan, the term “Required Subsidy from Alternate Source” is defined as the amount of funding beyond HART and THS revenue required to maintain current level of service.

This current 20-year financial plan shows the endowment fund to continue to support the system until fiscal year 2020, almost 10 years after the endowment was originally planned to expire. With increases in ridership, further community commitment to the system, aggressive marketing and naming right sales, the endowment is in a potential position to be sustained into the next decade.

The following graphic is a synopsis of the 20-year financial plan:

Tampa Historic Streetcar					
Twenty Year Business Plan - Five Year Intervals					
FY 2013 to FY 2033					
	2013	2018	2023	2028	2033
<u>Fiscal Year</u>	<u>Proposed</u>	<u>Projection</u>	<u>Projection</u>	<u>Projection</u>	<u>Projection</u>
<u>Statistics</u>					
Revenue Hours	12,332	12,332	12,332	12,332	12,332
Ridership	330,000	355,504	382,978	412,577	444,462
<u>HART Activity</u>					
HART Revenue	\$1,423,169	\$1,624,771	\$1,883,555	\$2,183,556	\$2,531,340
HART Expense	\$1,423,169	\$1,624,771	\$1,883,555	\$2,183,556	\$2,531,340
HART Excess (Deficit)	\$0	\$0	\$0	\$0	\$0
<u>THS Activity</u>					
THS Revenue	\$577,001	\$649,805	\$689,854	\$733,431	\$780,376
THS Expense	\$474,138	\$763,197	\$1,067,878	\$1,427,142	\$1,850,364
THS Excess (Deficit)	\$ 102,863	\$ (113,393)	\$ (378,024)	\$ (693,711)	\$ (1,069,988)
<u>THS Endowment</u>					
Transfers In (Out) from THS Excess(Deficit)	\$ 102,863	\$ (113,393)	\$ (378,024)	\$ (693,711)	\$ (1,069,988)
Adjustment	\$ -	\$ -	\$ -	\$ -	\$ -
Required Additional Revenue	\$ -	\$ -	\$ 378,024	\$ 693,711	\$ 1,069,988
Net Adjustment to Endowment	\$ 102,863	\$ (113,393)	\$ -	\$ -	\$ -
Endowment Principal - Beg Bal	\$ 178,295	\$ 321,053	\$ -	\$ -	\$ -
Endowment Principal - End Bal	\$ 281,158	\$ 207,660	\$ -	\$ -	\$ -

This document shows that, given the assumptions made herein, THS and its partner agencies have the financial capacity to maintain the current level of service through fiscal year 2020. Subsequent to 2020, an additional revenue source may be required to maintain current service levels, or reduce service levels to meet revenue shortfalls may be required. However, it must be noted that the 20-year financial plan is based on today's level of service as presented in this document, and changes in that service level will affect the out-year projections, thus the need to revisit this plan as part of the annual budgetary process. It should also be noted, that regardless of revenue availability, the THS Board will continue developing and executing a balanced budget each year, mirroring service with available revenues, as has been the case throughout the streetcar's existence.

THS BOARD OF DIRECTORS ACTION PLAN

Based on its discussion of this revised Business Plan, the THS Board is continuing to develop and implement an action plan to strengthen its long-term financial outlook and provision of service with the focus on the following activities:

Immediate actions:

1. Analysis of streetcar fare structure potential changes to positively affect ridership;
2. Analysis of service level potential changes to positively affect ridership;
3. Identify target markets and ridership demographics to ensure marketing positively affect ridership.

4. Discussion of potential business members to Board of Directors.
- 5 Analysis of additional funding sources for operations.
6. Discussion with funding partners of future system aspirations

Feasibility and funding analysis for possible future actions:

Analyze feasibility and identify additional funding sources which could be available for capital investments and operating expenses to (1) support the existing system; (2) to support increases in service levels (e.g. increasing hours of operation to capture work trips); and (3) to support potential expansion of system to increase connectivity to additional home, work and attraction destinations.



Hillsborough Area Regional Transit Authority

Tampa, Florida

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