

Section 3 includes an overview of the existing transit system and is divided into four main components:

- Existing service - A description of those services offered by BCT as well as those transit services that interact with and impact BCT's transit services.
- Trend analysis - Comparison of BCT's performance over time.
- Peer analysis - Comparison of BCT's performance to other similar transit agencies' performance.
- Organization and governmental assessment – Examination of BCT's staffing structure and levels as compared to other transit agencies' staffing levels.

### EXISTING SERVICE

Included under existing service are those services offered by BCT: fixed-route services, Community Bus service, and paratransit service. It also includes a description of services offered by other providers that impact and interact with BCT.

#### FIXED-ROUTE SERVICE

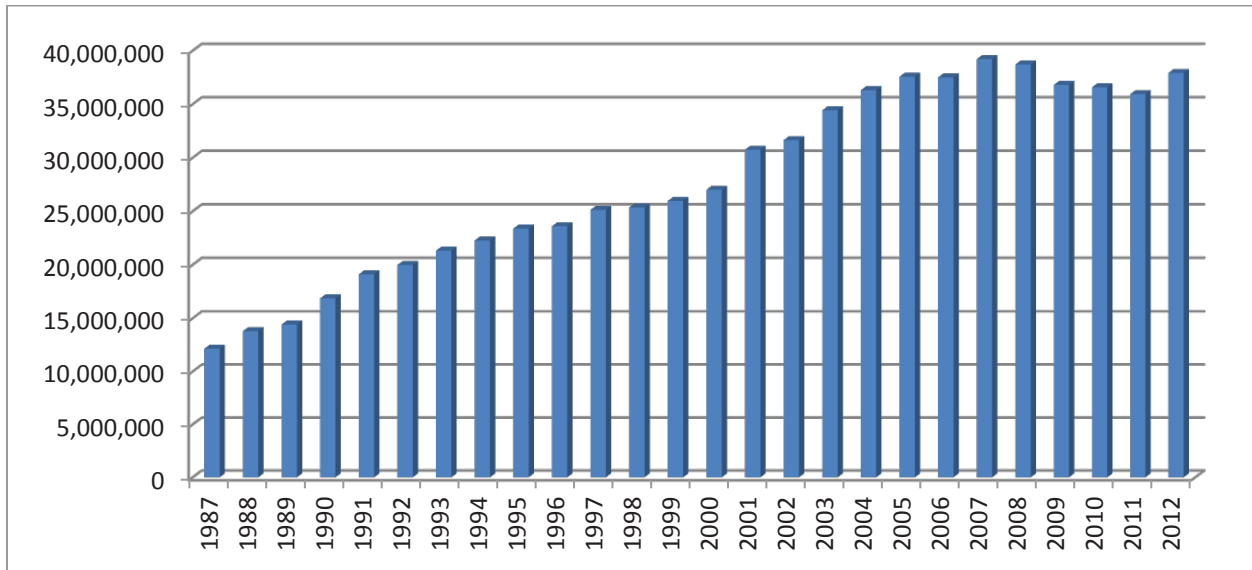
BCT provides public transportation services in Broward County. Fixed-route bus services include 42 weekday routes, 30 Saturday routes, and 28 Sunday routes providing 13.7 million miles of service annually. Fixed routes provide connections to the community's multimodal transportation network as well as to system-wide connections at four transfer terminals: Broward Central Terminal (downtown Fort Lauderdale), West Regional Terminal (Plantation), Lauderhill Mall Transfer Facility (Lauderhill), and Northeast Transit Center (Pompano Beach). Major transfer locations can be found at Miramar Town Center, Golden glades, Aventura Mall, Young Circle, Fort Lauderdale – Hollywood International Airport Tri-Rail, Sawgrass Mills Mall, Galt Ocean Mile, and Pompano Citi Center.

The standard one-way fare on BCT is \$1.75. An unlimited daily pass is \$4, an unlimited 7-Day pass is \$16, a 10-Ride pass is \$16, and a 31-Day unlimited pass is \$58. BCT provided 37,917,737 passenger trips in FY 2012. Historical ridership data from the National Transit Database (NTD) are shown in Figure 3-1. Ridership has grown steadily since 1987, with significant growth occurring since 2000. Figure 3-2 depicts a comparison of the percent change in ridership and population since 1987. As shown in the figure, BCT ridership has grown as a rate that significantly outpaces population growth during the same time period.

In addition to regular fixed-route bus services, BCT also operates Breeze and express service, coordinates Community Bus service, and provides paratransit service. Map 3-1 displays BCT's Breeze, fixed-route local, express, and Community Bus network. Breeze serves limited stops along the route at major intersections only, with headways of 30 minutes during morning and afternoon peak travel hours.

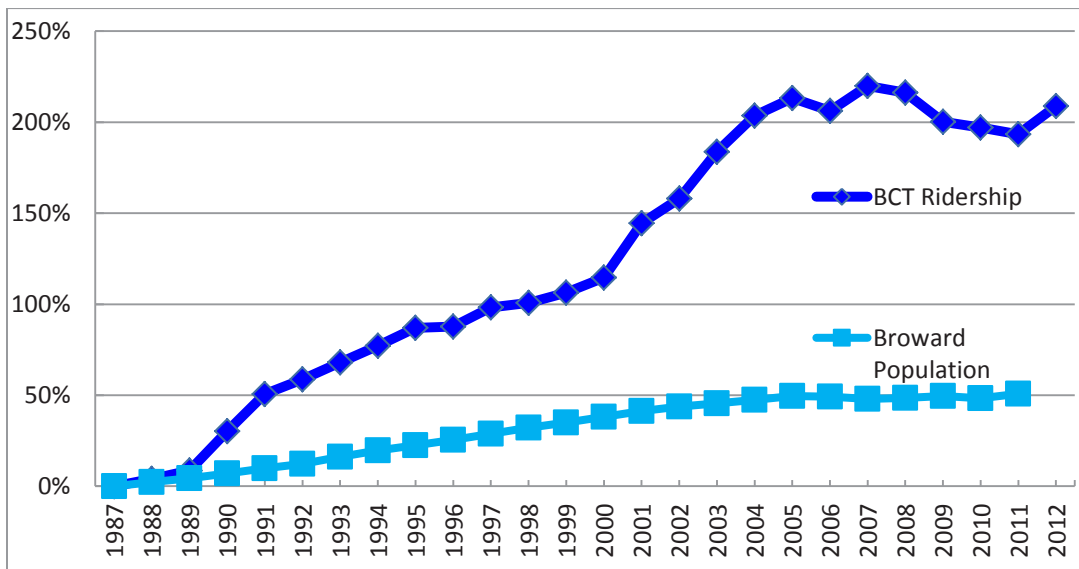
Express bus service travels along the major interstate highways to downtown Fort Lauderdale and Miami on weekdays during morning and afternoon peak travel hours. Free commuter park-and-ride locations are available for express bus riders.

**Figure 3-1**  
**BCT Fixed-Route Bus Historical Ridership Data (1987–2012)**



Source: National Transit Database

**Figure 3-2**  
**BCT Ridership and Broward County Population Growth (1987–2012)**











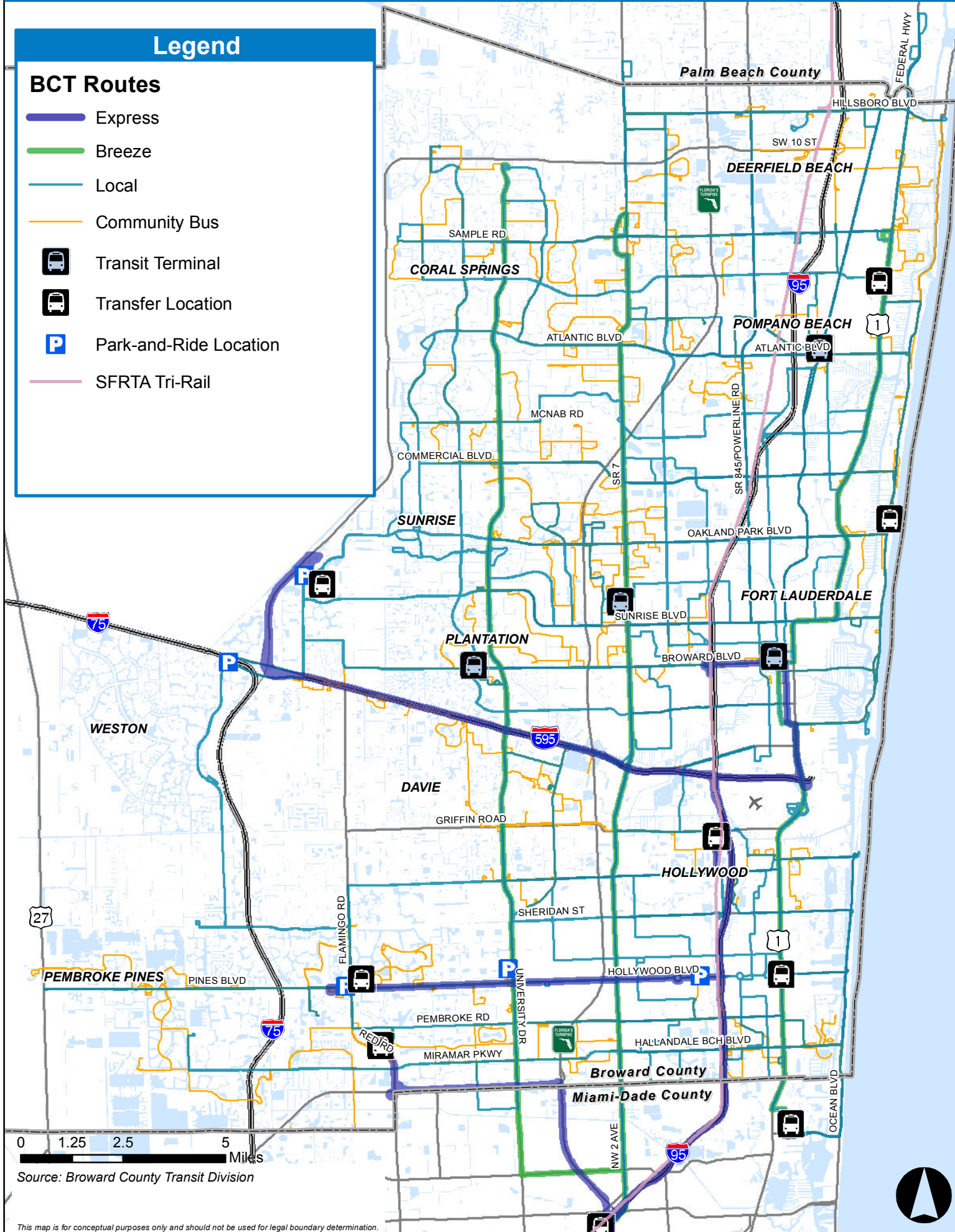
Source: Broward County Transit Division

# Map 3-1: BCT Existing Transit Service

## Legend

### BCT Routes

-  Express
-  Breeze
-  Local
-  Community Bus
-  Transit Terminal
-  Transfer Location
-  Park-and-Ride Location
-  SFRTA Tri-Rail



0 1.25 2.5 5 Miles

Source: Broward County Transit Division

This map is for conceptual purposes only and should not be used for legal boundary determination.



As of April 2013, BCT services cover an area of approximately 410 square miles with a total active fleet of 320 fixed-route buses, 76 community buses, and 238 paratransit vehicles in contracted service. Table 3-1 outlines service characteristics as of the first quarter of 2013 and FY 2012 ridership information for BCT’s fixed-route local bus, Breeze, and express bus services by route.

BCT also provides links to the transit systems in Miami-Dade and Palm Beach counties and to Tri-Rail commuter rail service. BCT Routes 10 and 18 connect with Palm Tran in Palm Beach County. Routes 1, 2, 18, 28, US 1 Breeze, 441 Breeze, University Breeze, 95 Express—Hollywood, 95 Express—Pembroke Pines, 95 Express—Miramar, 595 Express—Sunrise to Miami/Brickell, and 595 Express—Westgate Square to Miami Civic Center connect to Miami-Dade Transit (MDT) in Miami-Dade County.

BCT does not have a robust and reliable means of tracking transfers among the Southeast Florida agencies. A system-wide Origin-Destination (OD) study conducted in 2010 considered inter-agency transfers as part of the BCT Comprehensive Operations Analysis (COA). This analysis flagged origin or destination information that contained an address outside of Broward County. In an analysis of district-to-district flows, the OD study found that transfers between Broward County and Palm Beach County accounted for 0.9 percent of total trips. Transfers between Broward County and Miami-Dade County occurred at a slightly higher rate—4.5 percent of total trips. Additionally, the on-board survey conducted as part of the 2014–2023 TDP asks questions about inter-agency transfers.

**Table 3-1  
BCT Fixed-Route Bus Operating Characteristics (2013)**

Route	Route Name	FY 2012 Passenger Trips	Days and Hours of Operation		Frequency
1	Aventura Mall to Broward Central Terminal via US 1	2,445,919	Weekday	5:05 am - 12:00 am	15 min
			Saturday	5:15 am - 12:00 am	20 min
			Sunday	6:45 am - 10:00 pm	
2	207th Street to Westview Drive via University Drive	2,042,512	Weekday	5:00 am - 12:25 am	20 min peak / 30 min off-peak
			Saturday	5:20 am - 12:20 am	30 min
			Sunday	7:55 am - 8:50 pm	60 min
4	Hallandale Beach Boulevard to Fort Lauderdale/Hollywood Airport Tri-Rail Station via A1A	327,244	Weekday	5:15 am - 10:20 pm	45 min
			Saturday	6:00 am - 9:35 pm	
			Sunday	8:15 am - 8:50 pm	
5	Pembroke Lakes Mall to Hallandale Beach City Hall via Pembroke Road	492,626	Weekday	6:00 am - 10:15 pm	30 min peak / 45 min off-peak
			Saturday	7:00 am - 9:50 pm	60 min
			Sunday	8:00 am - 8:50 pm	
6	County Line Road & Dixie Highway to Broward Central Terminal	637,018	Weekday	5:15 am - 10:55 pm	30 min
			Saturday	5:20 am - 10:55 pm	60 min
			Sunday	8:20 am - 9:05 pm	

**Table 3-1 (Continued)**  
**BCT Fixed-Route Bus Operating Characteristics (2013)**

Route	Route Name	FY 2012 Passenger Trips	Days and Hours of Operation		Frequency
			Day	Hours	
7	US 27 & Pines Boulevard to Young Circle via Hollywood/Pines Boulevard	1,452,907	Weekday	5:00 am - 11:20 pm	20 min
			Saturday	5:00 am - 11:15 pm	30 min
			Sunday	8:45 am - 9:28 pm	
9	Young Circle to Broward Central Terminal	628,633	Weekday	5:30 am - 10:15 pm	45 min
			Saturday	5:50 am - 10:20 pm	60 min
			Sunday	8:30 am - 8:10 pm	
10	Broward Central Terminal to Camino Real and Dixie Highway via US 1	1,289,047	Weekday	5:21 am - 11:37 pm	30 min
			Saturday	5:10 am - 11:10 pm	
			Sunday	8:20 am - 8:45 pm	40 min
11	Broward Central Terminal to Copans Road & US 1; Broward Central Terminal to Commercial Boulevard & Highway 441	1,030,395	Weekday	5:00 am - 11:15 pm	30 min
			Saturday	5:00 am - 11:15 pm	40 min
			Sunday	7:00 am - 9:15 pm	45 min
12	Broward Central Terminal to North Beach Park via Sheridan	582,411	Weekday	5:20 am - 8:04 pm	45 min
			Saturday	6:00 am - 8:13 pm	
			Sunday	10:00 am - 7:41 pm	60 min
14	Broward Central Terminal - Oakland Park Boulevard - McNab Road - Copans Road - Hillsboro Boulevard	1,146,794	Weekday	5:00 am - 10:51 pm	20 min peak / 30 min off-peak
			Saturday	5:30 am - 10:50 pm	40 min
			Sunday	9:00 am - 7:55 pm	60 min
15	Griffin Road to County Line Road—Fort Lauderdale/Hollywood Airport Tri-Rail Station	43,278	Weekday	6:00 am - 10:00 am / 3:00 pm - 7:00 pm	60 min
16	Pembroke Lakes Mall to Dania Beach City Hall	299,156	Monday - Saturday	6:00 am - 8:50 pm	30 min peak / 60 min off-peak
18	Golden Glades Park-and-Ride to Sandalfoot Cove Boulevard & Highway 441	4,779,008	Weekday	4:40 am - 12:35 am	15 min
			Saturday	5:00 am - 12:30 am	20 min
			Sunday	6:00 am - 11:01 pm	30 min
20	Broward Central Terminal to North Broward Hospital	364,831	Weekday	5:40 am - 9:50 pm	45 min
			Saturday	6:00 am - 8:50 pm	60 min
			Sunday	10:00 am - 7:45 pm	
22	Sawgrass Mills to Broward Central Terminal via Broward Boulevard	1,410,155	Weekday	5:00 am - 11:55 pm	15 min
			Saturday	5:25 am - 11:35 pm	30 min
			Sunday	8:10 am - 9:50 pm	
23	Pembroke Lakes Mall to Sawgrass Mills	77,151	Weekday	6:30 am - 10:20 am / 3:30 pm - 7:20 pm	60 min
28	Memorial Hospital Miramar to Aventura Mall	1,478,451	Weekday	5:10 am - 11:40 pm	20 min peak / 30 min off-peak
			Saturday	6:00 am - 11:40 pm	30 min
			Sunday	9:00 am - 8:30 pm	45 min
30	West Regional Terminal to Broward Central Terminal via Peters Road/Davie Boulevard	773,914	Weekday	5:30 am - 10:35 pm	20 min
			Saturday	6:00 am - 10:35 pm	30 min
			Sunday	9:30 am - 7:05 pm	45 min
31	Broward Central Terminal - BCC North Campus - Hillsboro Boulevard & Lyons Road	1,121,488	Weekday	5:05 am - 10:55 pm	20 min peak / 30 min off-peak
			Saturday	5:35 am - 10:55 pm	45 min
			Sunday	9:00 am - 8:55 pm	

**Table 3-1 (Continued)**  
**BCT Fixed-Route Bus Operating Characteristics (2013)**

Route	Route Name	FY 2012 Passenger Trips	Days and Hours of Operation		Frequency
34	Sample Road & Coral Ridge Drive to Sample Road & US 1	1,052,079	Weekday	5:00 am - 10:45 pm	20 min peak / 30 min off-peak
			Saturday	5:40 am - 9:45 pm	40 min
			Sunday	7:55 am - 7:45 pm	60 min
36	Sawgrass Mills - Galt Ocean Mile via Sunrise Boulevard	1,818,214	Weekday	5:10 am - 12:00 am	20 min
			Saturday	5:40 am - 12:00 am	30 min
			Sunday	7:20 am - 9:00 pm	
40	Lauderhill Mall to Galleria Mall via Sistrunk Boulevard/17 Street Causeway/A1A	1,284,104	Weekday	5:30 am - 11:25 pm	20 min peak / 30 min off-peak
			Saturday	5:30 am - 11:00 pm	30 min
			Sunday	7:40 am - 8:05 pm	40 min
42	Atlantic Boulevard & Coral Ridge Drive to Atlantic Boulevard & A1A	719,800	Weekday	5:20 am - 11:00 pm	30 min
			Saturday	5:40 am - 10:15 pm	60 min
			Sunday	8:45 am - 8:20 pm	
48	US 441 to A1A via Hillsboro Boulevard	212,397	Weekday	5:40 am - 8:57 pm	45 min
			Saturday	6:15 am - 8:57 pm	
50	Broward Central Terminal - Sample Road & Dixie Highway - Deerfield Beach/A1A	1,401,433	Weekday	5:20 am - 10:58 pm	20 min peak / 30 min off-peak
			Saturday	5:30 am - 11:00 pm	45 min
			Sunday	7:45 am - 8:55 pm	
55	Hiatus Road to A1A via Commercial Boulevard	817,438	Weekday	5:05 am - 9:50 pm	30 min
			Saturday	6:00 am - 9:30 pm	45 min
60	Broward Central Terminal to Highway 441 & NW 15th Street via Andrews Avenue and MLK Boulevard/Coconut Creek Pkwy	1,325,645	Weekday	5:26 am - 10:52 pm	20 min peak / 30 min off-peak
			Saturday	5:30 am - 11:11 pm	30 min
			Sunday	9:05 am - 7:58 pm	45 min
62	Westview Drive & University Drive to NE 62 Street & US 1	692,797	Weekday	5:00 am - 9:41 pm	40 min
			Saturday	6:20 am - 8:11 pm	60 min
			Sunday	8:20 am - 8:05 pm	
72	Sawgrass Mills to Galt Ocean Mile & A1A via Oakland Park Boulevard	2,695,643	Weekday	5:00 am - 12:35 am	15 min
			Saturday	5:35 am - 12:35 am	20 min
			Sunday	8:10 am - 9:55 pm	30 min
81	Broward Central Terminal - Lauderhill Mall - NW 36 Street & NW 43 Avenue	1,394,493	Weekday	5:10 am - 11:35 pm	20 min peak / 30 min off-peak
			Saturday	5:40 am - 11:35 pm	30 min
			Sunday	8:00 am - 8:55 pm	45 min
83	Coral Ridge Drive & Sample Road to Pompano City Centre via Royal Palm Boulevard/Copans Road	381,313	Weekday	5:40 am - 9:25 pm	30 min peak / 40 min off-peak
			Saturday	6:20 am - 9:05 pm	60 min
			Sunday	9:00 am - 7:45 pm	50 min
88	West Regional Terminal to Holmberg Road & Coral Ridge Drive via Pine Island	247,506	Weekday	6:00 am - 8:45 pm	30 min peak / 60 min off-peak
101	US 1 Breeze	272,581	Weekday	6:00 am - 9:26 am / 3:50 pm - 7:23 pm	30 min

**Table 3-1 (Continued)**  
**BCT Fixed-Route Bus Operating Characteristics (2013)**

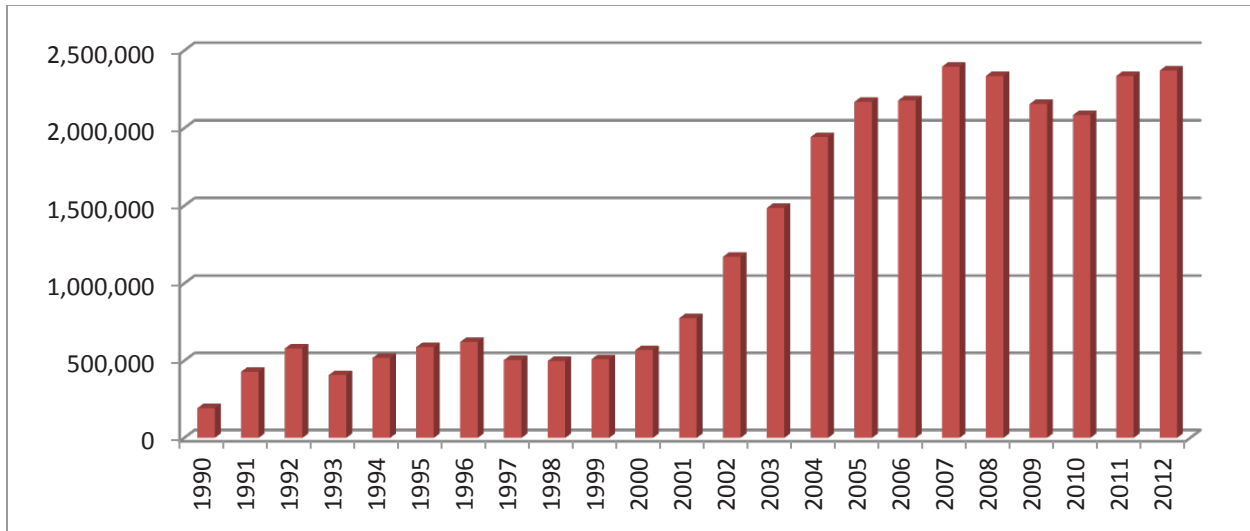
Route	Route Name	FY 2012 Passenger Trips	Days and Hours of Operation		Frequency
102	University Breeze	269,907	Weekday	5:30 am - 9:21 am / 3:30 pm - 7:25 pm	30 min
107	95 Express—Hollywood	87,114	Weekday	5:30 am - 9:47 am / 3:42 pm - 7:44 pm	30 min
108	95 Express—Miramar	239,225	Weekday	5:45 am - 9:09 am / 3:07 pm - 8:16 pm	15 min
109	95 Express—Pembroke Pines	N/A	Weekday	5:40 am - 9:43 am / 3:38 pm - 7:27 pm	15 min peak/ 30 min off-peak
110	595 Express—Sunrise to Miami/Brickell	9,918	Weekday	5:10 am - 9:23 am / 3:05 pm - 7:56 pm	30 min
112	595 Express—Sunrise to Fort Lauderdale	3,771	Weekday	6:00 am - 9:28 am / 3:30 pm - 7:31 pm	30 min
114	595 Express—Westgate Square to Miami Civic Center	N/A	Weekday	5:20 am - 9:17 am / 3:10 pm - 8:39 pm	30 min
441	441 Breeze	562,045	Weekday	5:07 am - 11:03 am / 2:37 pm - 7:52 pm	30 min

Source: Broward County Transit Division

## COMMUNITY BUS SERVICE

Broward County Community Bus (BCCB) service operates in partnership with 18 Broward County municipalities to provide 50 routes. Community buses serve residential areas, freeing larger fixed-route buses to travel along major thoroughfares as part of a regional bus network. BCCB routes provide local circulation to passengers traveling short distances, as well as “first-mile” and “last-mile” connections to BCT fixed routes. BCCB service is designed to increase the number of destinations within city limits that residents can access through public transit. All community buses connect to BCT fixed routes, are wheelchair accessible, and are equipped with bike racks. BCCB provided 2,370,715 passenger trips in FY 2012. Figure 3-3 shows historical ridership trends for BCCB since 1990. Rapid ridership growth has occurred since 2001. Table 3-2 outlines BCCB service characteristics.

**Figure 3-3**  
**BCCB Historical Ridership Data (1990-2012)**



Source: National Transit Database

**Table 3-2**  
**BCCB Operating Characteristics (2013)**

Route	Days and Hours of Operation		Frequency	Fare
Coconut Creek North	Monday - Saturday	7:00 am - 6:00 pm	60 min	Free
Coconut Creek South	Monday - Saturday	6:30 am - 6:02 pm	60 min	Free
Coral Springs Blue	Weekday	8:00 am - 5:55 pm	60 min	\$0.50
	Saturday	8:00 am - 4:55 pm	60 min	\$0.50
	Sunday	12:00 pm - 4:55 pm	60 min	\$0.50
Coral Springs Green	Weekday	8:00 am - 5:54 pm	60 min	\$0.50
	Saturday	8:00 am - 4:54 pm	60 min	\$0.50
	Sunday	12:00 pm - 4:54 pm	60 min	\$0.50
Dania Beach East	Monday - Saturday	9:00 am - 5:30 pm	30 min	Free
Dania Beach West	Monday - Saturday	9:00 am - 5:47 pm	60 min	Free
Davie Blue	Weekday	5:50 am - 7:40 pm	45 min	Free
	Saturday	8:00 am - 6:05 pm	45 min	Free
Davie Green	Weekday	7:00 am - 7:54 pm	90 min	Free
	Saturday	8:00 am - 4:45 pm	95 min	Free
Davie SFEC—Tri-Rail Express	Weekday	6:45 am - 8:30 pm	30 min	Free
Deerfield Beach Express I	Weekday	8:00 am - 4:00 pm	60 min	Free
Deerfield Beach Express II	Weekday	8:00 am - 4:00 pm	60 min	Free
Fort Lauderdale Convention Connection	Friday - Monday	9:30 am - 6:30 pm	30 min	\$0.50



**Table 3-2 (Continued)**  
**BCT Community Bus Operating Characteristics (2013)**

Route	Days and Hours of Operation		Frequency	Fare
Fort Lauderdale Courthouse Loop	Weekday	7:30 am - 5:50 pm	20 min	Free
Fort Lauderdale Galt Ocean Mile A	Monday, Wednesday, Friday, Saturday,	8:30 am - 4:30 pm	60 min	Free
Fort Lauderdale Galt Ocean Mile B	Monday, Wednesday, Friday, Saturday,	8:30 am - 4:30 pm	60 min	Free
Fort Lauderdale Las Olas/Beaches	Friday - Monday	9:30 am - 6:30 pm	30 min	\$0.50
Fort Lauderdale Neighborhood Link	Weekday	8:30 am - 2:45 pm	95 min	Free
Hallandale Route 1	Monday - Saturday	7:00 am - 7:00 pm	60 min	Free
Hallandale Route 2	Monday - Saturday	7:00 am - 7:00 pm	60 min	Free
Hallandale Route 3	Monday - Saturday	7:00 am - 7:00 pm	60 min	Free
Hillsboro Beach	Weekday	9:00 am - 4:50 pm	60 min	Free
Lauderdale Lakes East/West	Weekday	9:00 am - 5:53 pm	60 min	Free
Lauderdale Lakes North/South	Weekday	9:00 am - 5:55 pm	60 min	Free
Lauderdale-By-the-Sea Pelican Hopper	Weekday	9:00 am - 5:25 pm	60 min	Free
	Saturday	10:00 am - 7:55 pm	45 min	Free
	Sunday	8:00 am - 6:00 pm	30 min	Free
Lauderhill Route 1	Weekday	6:30 am - 6:30 pm	60 min	Free
Lauderhill Route 2	Weekday	6:30 am - 6:30 pm	30 min	Free
Lauderhill Route 3	Weekday	6:30 am - 6:30 pm	60 min	Free
Lauderhill Route 4	Weekday	6:30 am - 6:30 pm	60 min	Free
Lauderhill Route 5	Weekday	8:30 am - 8:30 pm	60 min	Free
Lighthouse Point	Weekday	9:00 am - 3:25 pm	60 min	Free
Margate Route A	Weekday	7:30 am - 4:30 pm	60 min	\$0.75
Margate Route C	Weekday	7:30 am - 4:30 pm	60 min	\$0.75
Margate Route D	Weekday	7:20 am - 4:20 pm	60 min	\$0.75
Miramar Green	Weekday	6:15 am - 6:15 pm	80 min	Free
Miramar Orange	Weekday	6:30 am - 6:26 pm	90 min	Free
Miramar Red	Weekday	6:30 am - 6:30 pm	80 min	Free
Miramar Yellow	Weekday	7:00 am - 7:00 pm	72 min	Free
Pembroke Pines Blue West	Tuesday, Wednesday, Friday	9:00 am - 3:15 pm	75 min	Free
Pembroke Pines Blue East	Tuesday, Wednesday, Friday	8:00 am - 3:25 pm	90 min	Free
Pembroke Pines Gold	Monday - Saturday	7:00 am - 7:28 pm	30/60 min	Free
Pembroke Pines Green	Monday - Saturday	7:38 am - 7:37 pm	60 min	Free
Plantation Routes A	Weekday	7:10 am - 7:45 pm	45 min	Free
	Saturday	8:10 am - 5:00 pm	90 min	Free
Plantation Route B	Weekday	7:00 am - 7:35 pm	45 min	Free
	Saturday	8:00 am - 4:50 pm	90 min	Free
Pompano Beach Blue	Weekday	8:45 am - 4:42 pm	60 min	Free
Pompano Beach Green	Weekday	9:00 am - 4:52 pm	60 min	Free
Pompano Beach Red	Weekday	9:05 am - 5:02 pm	60 min	Free
Pompano Beach Orange	Weekday	9:00 am - 4:57 pm	60 min	Free
Sunrise Lakes	Weekday	6:30 am - 7:10 pm	45 min	Free
Tamarac Red	Weekday	7:00 am - 6:55 pm	60 min	\$0.50
Tamarac Yellow	Tuesday & Thursday	9:00 am - 4:56 pm	60 min	\$0.50

Source: Broward County Transit Division

## TOPS

BCT also offers TOPS (Transportation Options) complementary paratransit service for qualified individuals with disabilities. The service is for persons with physical, cognitive, emotional, visual, or other disabilities that functionally prevent them from using the BCT fixed-route bus system. TOPS service is available during BCT's fixed-route hours of service, and reservations must be made in advance. The estimated travel time of a TOPS trip is similar to the same trip, including transfers, if made by a fixed-route bus. The one-way fare per trip is \$3.50. Additionally, any registered TOPS rider with current eligibility may use the fixed-route service free of charge. In 2011, 685,998 passenger trips were made on TOPS.

## OTHER TRANSIT OPTIONS

This section includes information from several other transit options in the region. These options include the following:

- South Florida Regional Transportation Authority (SFRTA),
- MDT,
- Metrobus,
- Metrorail,
- Metromover,
- Special Transportation Service (STS),
- Palm Tran, and
- Private Transportation Service Providers.

### ***South Florida Regional Transportation Authority***

SFRTA operates Tri-Rail commuter rail services in Miami-Dade, Broward, and Palm Beach counties. The rail line goes as far south as Miami International Airport and as far north as Mangonia Park in Palm Beach County. Service operates from 4:00 AM until 11:35 PM with a peak frequency of approximately 30 minutes. Service runs every 120 minutes on weekends and holidays. The Tri-Rail system comprises six zones. Weekday fare is determined by the number of zones through which a passenger travels. Fares range from \$2.50 to \$6.90 per one-way trip and \$4.40 to \$11.55 per round trip. SFRTA also operates shuttle bus services from many of its stations to areas surrounding the rail stations and the airport. These shuttle buses offer free and convenient service for Tri-Rail riders.

There are seven rail stations within Broward County, and BCT serves each station. Table 3-3 describes the location of Tri-Rail stations in Broward County and the routes serving them. Historical ridership data

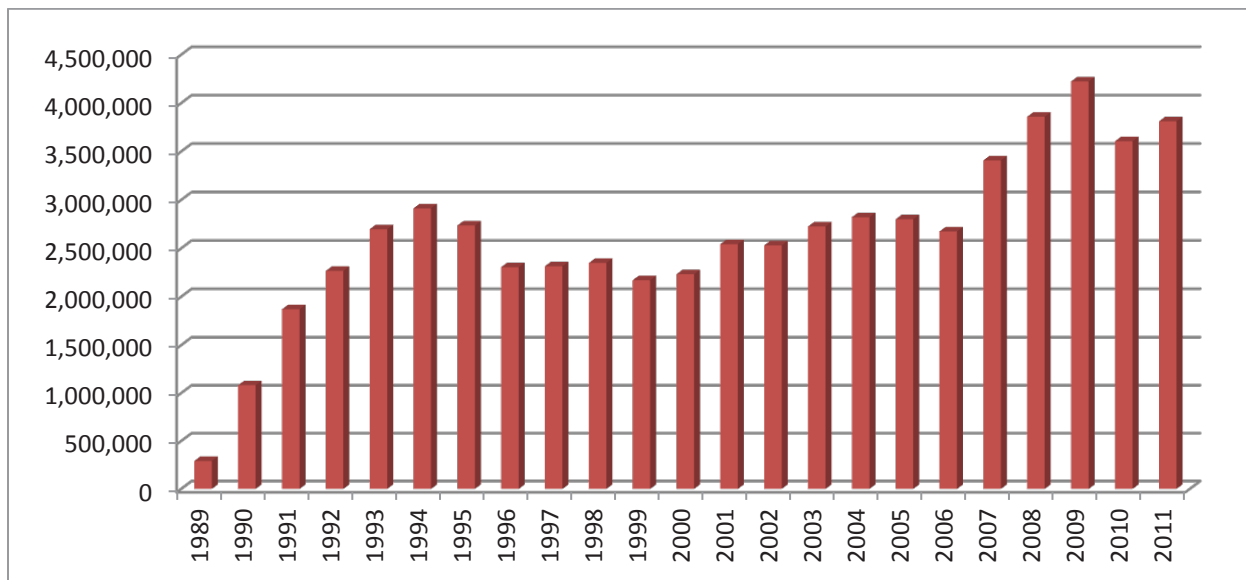
for Tri-Rail and SFRTA shuttle bus services can be found in Figures 3-4 and 3-5. Map 3-2 shows Tri-Rail and MDT Metrorail service in Southeast Florida.

**Table 3-3**  
**Broward County Tri-Rail Stations**

Tri-Rail Station	Street Address	SFRTA Shuttle Bus	BCT	BCCB	MDT
Deerfield Beach Station	1300 W Hillsboro Boulevard	DB1, DB2	48	Deerfield Beach Express II	-
Pompano Beach Station	3491 NW 8th Avenue	PB1	34	-	-
Cypress Creek Station	6151 N Andrews Way	CC1, CC2, CC3	60, 62	-	-
Fort Lauderdale Station	200 SW 21st Terrace	FL1, FL2, FL3	9, 22, 81, 595 Express–Sunrise to Fort Lauderdale	TMA-Fort Lauderdale Neighborhood Link	95 Express
Fort Lauderdale/ Hollywood Intl. Airport at Dania Beach Station	500 Gulf Stream Way	FLA1, SFEC	4, 6, 15, 16, 595 Express–Sunrise to Miami/Brickell	Dania Beach East West	-
Sheridan Street Station	2900 Sheridan Street	SS1	12	-	95 Express
Hollywood Station	3001 Hollywood Boulevard	-	7, 95 Express–Hollywood	Hallandale Beach 3	-

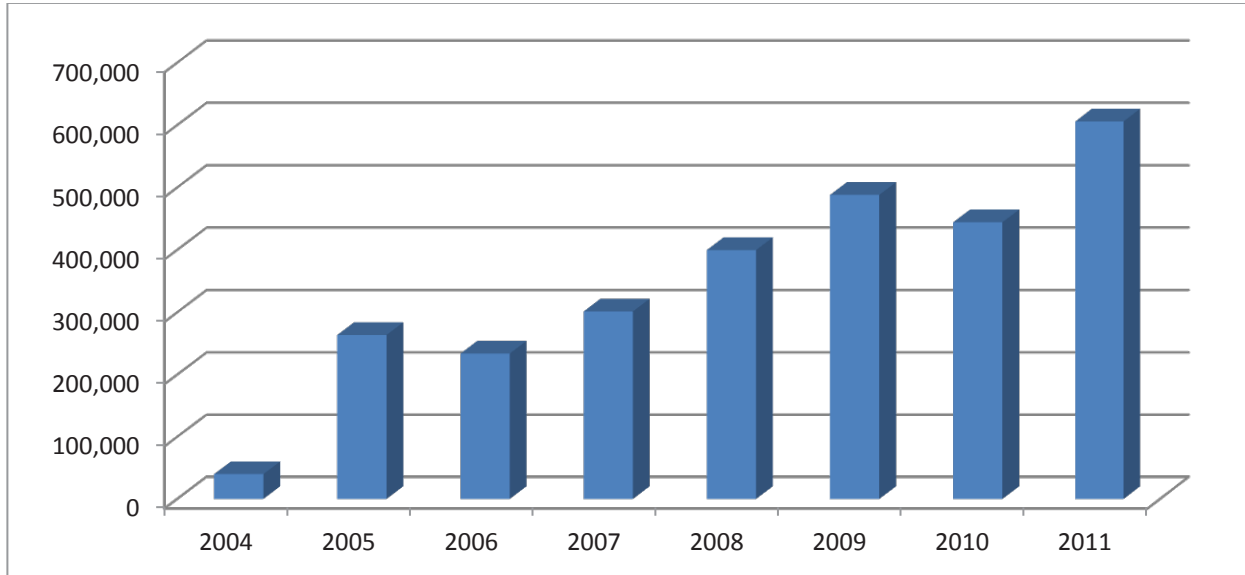
Source: Broward County Transit Division, SFRTA, and Miami-Dade Transit

**Figure 3-4**  
**SFRTA Tri-Rail Historical Ridership Data (1989–2011)**



Source: National Transit Database

**Figure 3-5**  
**SFRTA Shuttle Bus Historical Ridership Data (2004–2011)**



Source: National Transit Database

***Miami-Dade Transit***






MDT, a department of Miami-Dade County government, is the largest transit agency in Florida. It operates fixed-route bus service known as Metrobus; a 24.4-mile elevated heavy rail system known as Metrorail; a 4.4-mile, elevated, electric people-mover system known as Metromover; and paratransit service called STS. MDT’s regular fixed-route fare is \$2, and monthly passes are \$100. In 2011, MDT provided a system-wide total of 103,025,698 passenger trips.

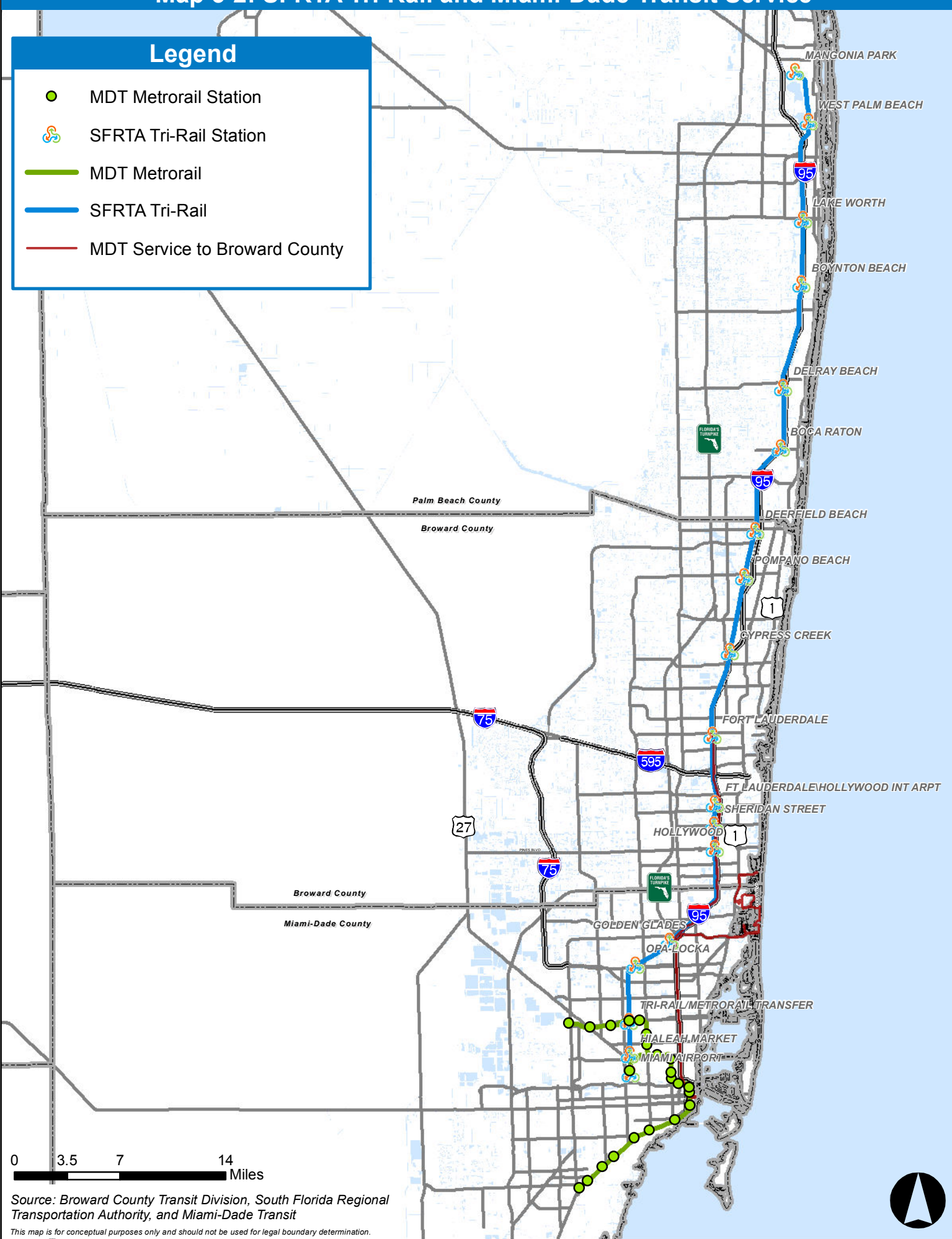
**Metrobus**

Metrobus offers countywide service from Miami Beach to West Miami-Dade and from the Middle Keys to Broward Boulevard in Broward County. All buses are wheelchair accessible. In addition, Metrobus connects with Metrorail and Metromover. More than 90 Metrobus routes travel approximately 29 million miles per year using 800+ buses. Several bus routes operate 24 hours per day and 3 routes provide overnight service between 11:00 PM and 6:00 AM. MDT Route 105 E and Route 95 Dade-Broward Express travel into Broward County, as shown in Map 3-2. Figure 3-6 shows historical ridership data for MDT Metrobus services.

# Map 3-2: SFRTA Tri-Rail and Miami-Dade Transit Service

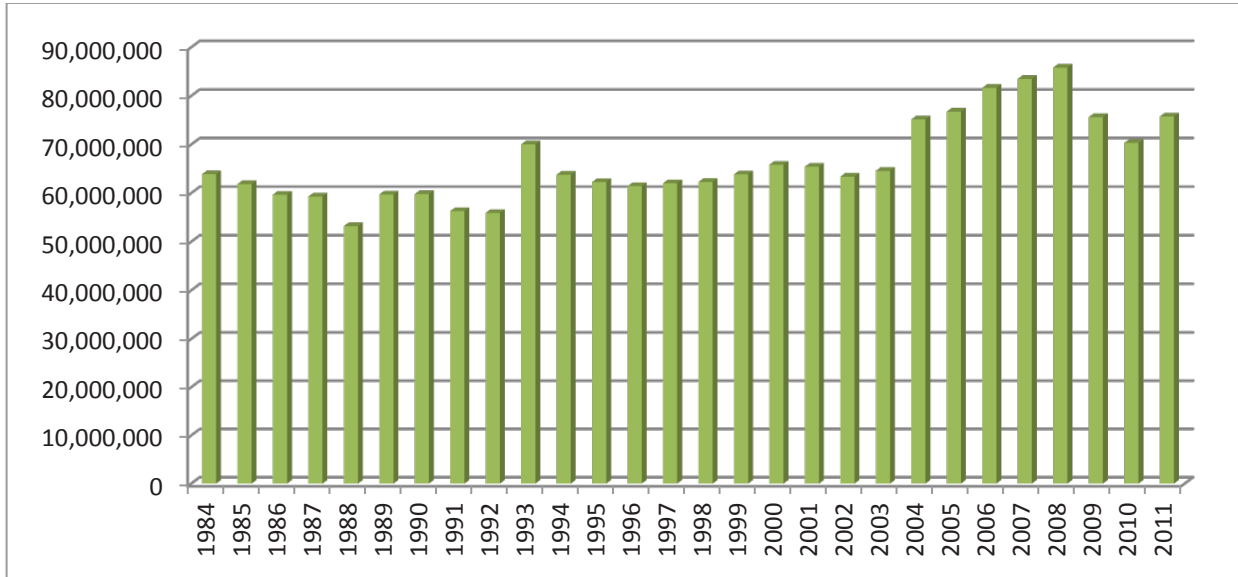
## Legend

-  MDT Metrorail Station
-  SFRTA Tri-Rail Station
-  MDT Metrorail
-  SFRTA Tri-Rail
-  MDT Service to Broward County



Source: Broward County Transit Division, South Florida Regional Transportation Authority, and Miami-Dade Transit  
 This map is for conceptual purposes only and should not be used for legal boundary determination.

**Figure 3-6**  
**MDT Metrobus Historical Ridership Data (1984–2011)**



Source: National Transit Database

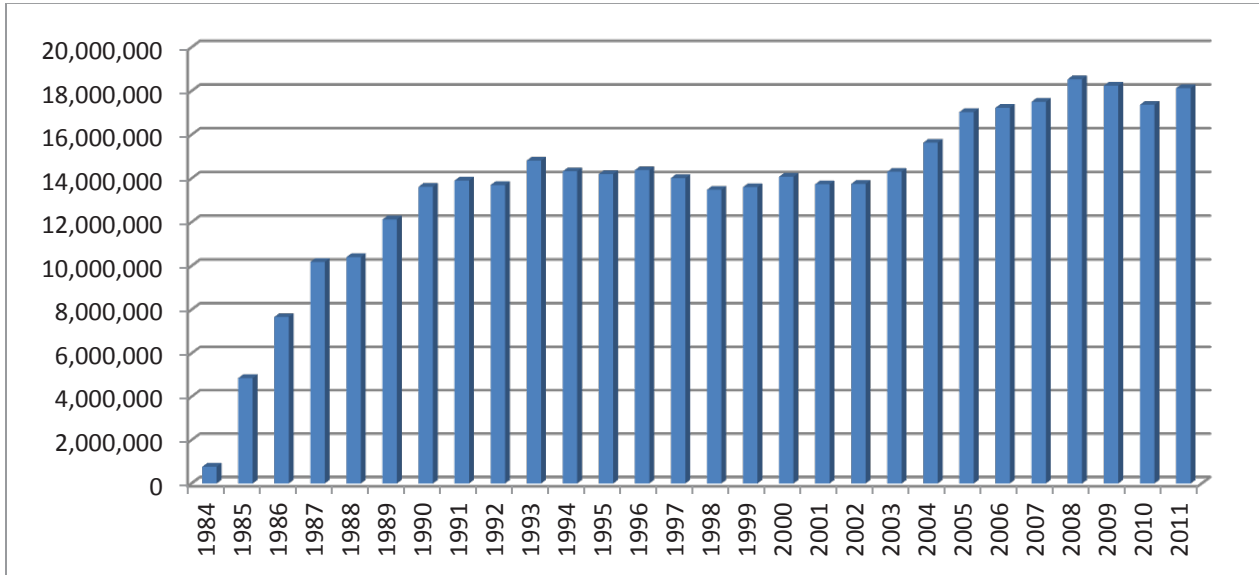
**Metrorail**

Miami-Dade County's 24.4-mile elevated rail system runs from Kendall through South Miami, Coral Gables, and downtown Miami to the Civic Center/Jackson Memorial Hospital area, and to Brownsville, Liberty City, Hialeah, and Medley in northwest Miami-Dade, with connections to Broward and Palm Beach counties at the Tri-Rail/Metrorail transfer station. Metrorail trains run from Dadeland South Metrorail station to either the new MIA Metrorail station (Orange Line) or the Palmetto Metrorail station (Green Line). The 23 accessible Metrorail stations are about one mile apart, providing easy access for bus riders, pedestrians, and passengers dropped off and picked up. Metrorail operates from 5:00 AM to 12:00 midnight seven days per week. Trains arrive every 10 minutes during weekday peak hours, every 15 minutes at midday, every 30 minutes from about 7:30 PM until closing, and every 30 minutes on weekends. Figure 3-7 presents historical ridership data for Metrorail.

**Metromover**

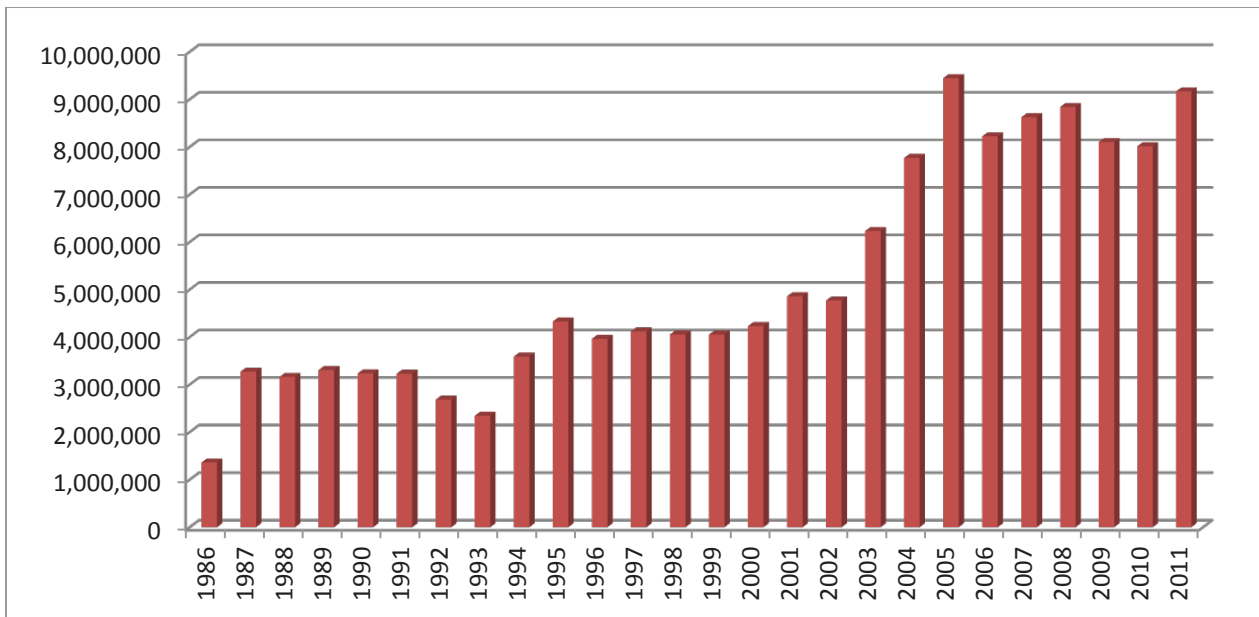
Metromover is a 4.4-mile elevated electric people-mover system. The Metromover inner loop and outer loop to Omni and Brickell operate in the downtown Miami area. Trains run from 5:00 AM to 12:00 midnight seven days per week. Trains arrive frequently, and all fares are free on the Metromover. Figure 3-8 shows historical ridership data for Metromover.

**Figure 3-7**  
**MDT Metrorail Historical Ridership Data (1984–2011)**



Source: National Transit Database

**Figure 3-8**  
**MDT Metromover Historical Ridership Data (1986–2011)**



Source: National Transit Database

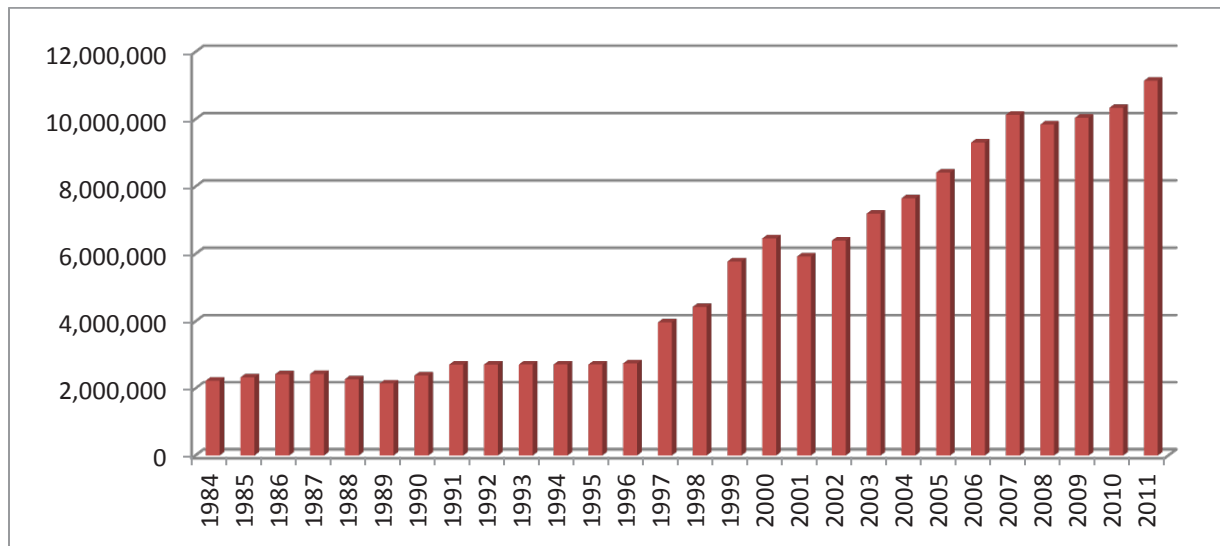
**Special Transportation Service**

STS is MDT’s complementary paratransit service. Established in 1976 to meet the special transportation needs of Miami-Dade County’s citizens with disabilities, STS is available to anyone deemed eligible. Privately-contracted sedans, vans, and vans equipped with lifts provide door-to-door service for eligible customers. Service is offered with no restrictions on trip purpose. Passengers made 1,593,806 trips on STS in 2011.

**Palm Tran**

Palm Tran, a department of Palm Beach County, currently operates 34 fixed routes. Palm Tran runs seven days per week and provides more than 10 million trips per year. Generally speaking, weekday peak service runs every 30 minutes, and off-peak and weekend service runs every 60 minutes. The majority of service is concentrated in the eastern portions of the county as far north as Jupiter and as far south as Boca Raton. Three routes (1, 91, and 92) provide connections with BCT Routes 10 and 18. Palm Tran Route 92 travels into Broward County. The standard one-way fare on Palm Tran buses is \$1.50, 1-Day passes are \$4, and 31-Day passes are \$60. Historical ridership data for Palm Tran are shown in Figure 3-9.

**Figure 3-9  
Palm Tran Fixed-Route Bus Historical Ridership Data (1984–2011)**



Source: National Transit Database

In addition to its directly-operated service, Palm Tran also serves as the Community Transportation Coordinator (CTC) and provides demand response service known as Palm Tran Connection. Connection is a shared ride, door-to-door paratransit service that provides transportation for residents and visitors in Palm Beach County with disabilities. Connection travels in Palm Beach County from Jupiter to Boca



Raton and from Palm Beach to South Bay. The fare is \$3 for each one-way trip. A total of 913,057 paratransit trips were made on Palm Tran Connection in 2011.

***Private Transportation Service Providers***

This section includes an inventory of existing private transportation service providers in Broward County. Each provider was contacted by email, mail, or telephone to obtain information about its transportation services. A short questionnaire was prepared for each provider to complete. A copy of the questionnaire can be found in Appendix B. Table 3-4 includes information for agencies that completed the questionnaire. Of the 65 service providers contacted, seven returned a completed form. Service providers that did not respond to the questionnaire are listed in Table 3-5.

**Table 3-4  
Broward County Private Transportation Service Providers: Survey Responses**

Name	Address	Type	Service Area	Service Period	Annual Ridership	Regular Fare	Vehicles in Maximum Service	Coordinate with Broward County
City of Deerfield Beach Dept of Senior Services/ Northeast Focal Point Senior Center	227 NW 2nd St, Deerfield Beach, FL 33441	Fixed Route, Demand Response	Northeast Broward County	Weekdays, 8:30 am – 4:30 pm	70,000	Free (donation accepted)	8	Yes
City of Hallandale Beach Human Services Department	750 NW 8th Ave, Hallandale Beach, FL 33009	Fixed Route	Hallandale Beach	Weekdays, 8:00 am – 6:00 pm	44,460	Free	5	Yes
City of Lauderhill	7500 W Oakland Park Blvd, Lauderhill, FL 33313	Fixed Route, Demand Response	Lauderhill	Weekdays, 6:30 am – 8:30 pm	334,100	Free	7	Yes
City of Tamarac Senior Center	6001 Nob Hill Rd, Tamarac, FL 33321	Fixed Route, Demand	Tamarac	Weekdays, 7:00 am – 7:00 pm	88,416	\$0.50	9	Yes
Joseph Meyerhoff Senior Center/ Southeast Focal	3081 Taft St, Hollywood, FL 33021	Fixed Route	Dade County Line–Griffin Road	Daily, 8:00 am – 4:00 pm	29,469	Free	4	Yes
Southwest Focal Point Senior Center	301 NW 103rd Ave, Pembroke Pines, FL 33026	Fixed Route, Demand Response	Fixed Route: Pembroke Rd (South), US 27 (West), Taft St (North), University Dr (East);	Fixed Route: Monday - Saturday, 7:00 am – 7:30 pm	255,000	Free	28	Yes
			Demand Response: County Line Rd (South), US 27 (West), State Rd 84 (North); US 441 (East)	Demand Response: Weekdays, 8:00 am – 4:00 pm				
Water Taxi	413 SW 3rd Ave, Fort Lauderdale, FL 33315	Water Taxi	Oakland Park Blvd - Hallandale Beach Blvd on Intracoastal, New River to Las Olas Riverfront	Daily, 10:00 am – 12:00 midnight	500,000	20 (1-Day Pass)	13	No

Source: Information collected through questionnaire distributed to each private transportation service provider in Broward County

**Table 3-5**  
**Additional Broward County Private Transportation Service Providers**

Business Name	Street Address	City
A&B Advance Transportation	4060 Galt Ocean Mile	Fort Lauderdale
A1A Airport & Limousine	1990 NW Boca Raton Blvd	Boca Raton
ABC Limousine	300 S Pine Island Rd	Fort Lauderdale
ACTS – Agency for Community Treatment Services, Inc.	4612 N 56th St	Tampa
Ambassador Taxi Services, Inc.	201 W Sunrise Blvd	Fort Lauderdale
American Coach Lines	3595 NW 110th St	Miami
American Taxi	300 W Sunrise Blvd, #7	Fort Lauderdale
AMT – Allied Medical Transport	5896 Rodman St	Hollywood
Ann Storck Center	1790 SW 43rd Way	Fort Lauderdale
ARC Broward-Achievement and Rehabilitation Center	10250 NW 53rd St	Sunrise
Archways, Inc.	919 NE 13th St	Fort Lauderdale
Austin Hepburn Senior Mini Center	750 NW 8th Ave	Hallandale Beach
B & L Service, Inc. dba Yellow Cab of Fort Lauderdale	PO Box 950	Fort Lauderdale
BARC Housing, Inc.	10250 NW 53rd St	Sunrise
Broward Airport Taxi dba Broward Taxi	2106 N Dixie Hwy	Hollywood
Broward Children's Center, Inc.	200 SE 19th Ave	Pompano Beach
Broward County Paratransit Services	1 N University Dr	Plantation
Cerebral Palsy Adult Home, Inc.	1405 NE 10th St	Dania Beach
City of Margate	6009 NW 10th St	Margate
City of Miramar	6700 Miramar Pkwy	Miramar
City of North Lauderdale	701 SW 71st Ave	North Lauderdale
City of Pembroke Pines	301 NW 103rd Ave	Pembroke Pines
Cordiality Transportation	1500 Weston Rd	Weston
Daniel D Cantor Senior Center	5000 Nob Hill Rd	Sunrise
Douglas Gardens North	705 SW 88th Ave	Pembroke Pines
Fred Lippman Multi-Purpose Center	2030 Polk St	Hollywood
Friendly Checker Cab Company	2223 Pembroke Pines	Hollywood
Go Airport Shuttle (Yellow Airport Limousine Service)	221 W Oakland Park Blvd	Fort Lauderdale
Greyhound	515 NE 3rd St	Fort Lauderdale
Gulf Coast Jewish Family & Community Services	14041 Icot Blvd	Clearwater
Henderson Mental Health /John Aquino	4740 N State Rd	Lauderdale Lakes
Inktel Direct – Tops Reservation Center	13975 NW 58th Ct	Miami Lakes
Intercity Taxi	1255 S Flagler Ave	Pompano Beach
Lucanus Developmental Center	6411 Taft St	Hollywood
Medex Transportation, Inc.	2025 Harding St	Hollywood
Medicaid Subcontracted Transportation Provider – TMS of Brevard, Inc.	13825 Icot Blvd, #613	Clearwater
Miramar Satellite Senior Center	6700 Miramar Pkwy	Miramar
Northeast Focal Point Senior Center	227 NW 2nd St	Deerfield Beach
Northwest Focal Point Senior Center	6009 NW 10th St	Margate
NW Federated Woman's Club	2185 NW 19th St	Fort Lauderdale
Quality Community Services, Inc.	3700 Georgia Ave, #10-C	Palm Beach

**Table 3-5 (Continued)**  
**Additional Broward County Private Transportation Service Providers**

Business Name	Street Address	City
Rayfield Family Literacy	427 S SR 7	Hollywood
Soref Jewish Community Center	6501 W Sunrise Blvd	Plantation
Southeast Focal Point Senior Center	3081 Taft St	Hollywood
St. Elizabeth Gardens	801 NE 33rd St	Pompano Beach
St. Joseph's Tower	3475 NW 30th St	Lauderdale Lakes
Sun Trolley	305 S Andrews Ave, #710	Fort Lauderdale
Sunrise Community, Inc.	5450 Stirling Rd	Davie
Sunrise Opportunities, Inc.	5450 Stirling Rd	Davie
Super Shuttle	200 NE 2nd St	Fort Lauderdale
Sylvia L. Poitier & Theodora S. Williams Senior Center	2185 NW 19th St	Fort Lauderdale
Tender Loving Care Transportation Services, Inc.	611 NW 31st Ave	Pompano Beach
TMS Management Group, Inc.	13825 Icot Blvd, #613	Clearwater
Total Intervention Early Services	4699 N SR 7	Tamarac
United Cerebral Palsy of Broward County, Inc.	3117 SW 13th Ct	Fort Lauderdale
USA Executive Taxi of South Florida	250 Florida Ave	Fort Lauderdale
USA Transportation	3017 Ravenswood Rd, #103	Fort Lauderdale
Woodhouse, Inc.	1001 NE 3rd Ave	Pompano Beach

Sources: Broward County Transportation Department, Broward MPO, Florida Commission for the Transportation Disadvantaged, Fort Lauderdale-Hollywood International Airport, Aging & Disability Resource Center of Broward County, Greater Fort Lauderdale Convention & Visitors Bureau

## TREND ANALYSIS

A trend analysis of critical performance indicators was conducted to examine the performance of BCT and BCCB fixed-route services over time. Data were compiled from the NTD for FY 2008 to 2012 and represent combined figures of Directly Operated (DO) Motorbus and Purchased Transportation (PT) Motorbus. Data from 2012 were provided by BCT for use in the trend analysis. This analysis includes statistics and tables that present selected performance indicators, effectiveness measures, and efficiency measures for the specified time period. Highlights of the trend analysis are presented below, and summary results are provided at the conclusion of this section.

Three categories of indicators were analyzed for the trend analysis:

- *Performance Indicators* – quantity of service supply, passenger and fare revenue generation, and resource input
- *Effectiveness Measures* – extent to which the service is effectively provided
- *Efficiency Measures* – extent to which cost efficiency is achieved

## FIXED-ROUTE TREND ANALYSIS

Table 3-6 lists the measures used in the performance trend analysis conducted for BCT and BCCB fixed-route bus services. Highlights of the trend analysis are presented in the remainder of this section.

**Table 3-6**  
**Fixed-Route Performance Review Measures for Trend Analysis (2008–2012)**

General Performance	Effectiveness	Efficiency
Passenger Trips	Vehicle Miles per Capita	Operating Expense per Capita
Passenger Miles	Passenger Trips per Capita	Operating Expense per Passenger Trip
Vehicle Miles	Passenger Trips per Revenue Mile	Operating Expense per Passenger Mile
Revenue Miles	Passenger Trips per Revenue Hour	Operating Expense per Revenue Mile
Total Operating Expense	Average Age of Fleet	Operating Expense per Revenue Hour
Vehicles Operated in Maximum Service	Average Headway (in minutes)	Farebox Recovery (%)
	Number of Vehicle System Failures	Revenue Miles per Vehicle Mile
	Revenue Miles Between Failures	Revenue Hours per Employee FTE
	Weekday Span of Service (in hours)	Vehicle Miles per Gallon
		Average Fare

### **Performance Indicators**

The performance indicators are used to gauge the overall system operating performance. Table 3-7 and Figures 3-10 through 3-15 present the selected performance indicators from 2008 to 2012 for BCT. The following is a summary of the trends for BCT that are evident from the performance indicators analysis.

- Passenger trips for BCT decreased from 38.7 million in 2008 to 37.9 million in 2012, a decrease of 2.1 percent. At the same time, passenger miles increased from 178.2 million to 180.3 million, an increase of 1.2 percent. Service area population remained relatively constant during this time period.
- Total vehicle miles of service decreased slightly between 2008 and 2012. Similarly, revenue miles of service decreased by 4.0 percent during this time period.
- Total operating expense (in current dollars) decreased slightly, from \$99.2 million in 2008 to \$97.4 million in 2012, a decrease of 1.8 percent. When removing the effects of inflation, total operating expenses actually decreased by 14.1 percent.
- The total number of vehicles needed to operate peak service increased slightly from 255 in 2008 to 257 in 2012, an increase of 0.8 percent.

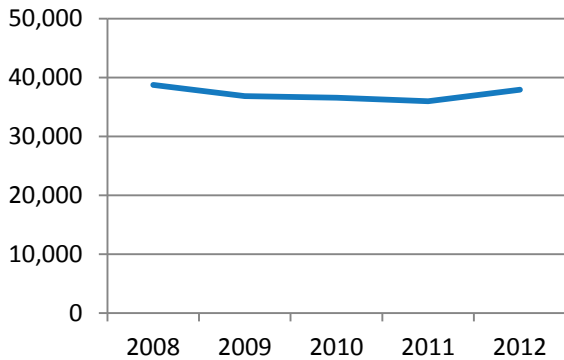
**Table 3-7**  
**2008–2012 Performance Indicators, BCT Fixed-Route Trend Analysis**

General Performance Indicator	2008	2009	2010	2011	2012	% Change (2008-2012)
Service Area Population	1,787,636	1,751,234	1,766,476	1,748,066	1,780,172	-0.4%
Passenger Trips	38,716,000	36,805,000	36,585,000	35,943,000	37,917,735	-2.1%
Passenger Miles	178,201,000	166,672,000	172,113,000	169,764,000	180,294,000	1.2%
Vehicle Miles	15,942,000	15,544,000	15,837,000	15,291,000	15,607,558	-2.1%
Revenue Miles	14,246,000	13,878,000	14,049,000	13,461,000	13,675,110	-4.0%
Total Operating Expense	\$99,228,000	\$93,434,000	\$98,323,000	\$100,025,000	\$97,432,000	-1.8%
Total Operating Expense (in 2008\$)	\$99,228,000	\$90,267,000	\$91,770,000	\$90,194,000	\$85,269,000	-14.1%
Vehicles Operated in Maximum Service	255	240	249	245	257	0.8%

Notes: Inflation calculated according to changes in Consumer Price Index. Percent change calculations may vary due to rounding.  
 Source: Integrated National Transit Database Analysis System (INTDAS) component from Florida Transit Information System (FTIS), DO, and PT Motorbus combined statistics

**Figure 3-10**

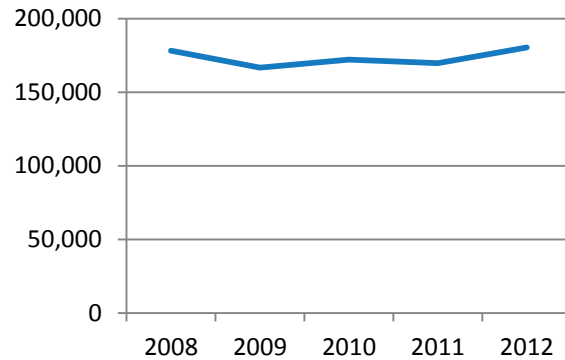
**Fixed-Route Passenger Trips (000)**



Source: National Transit Database

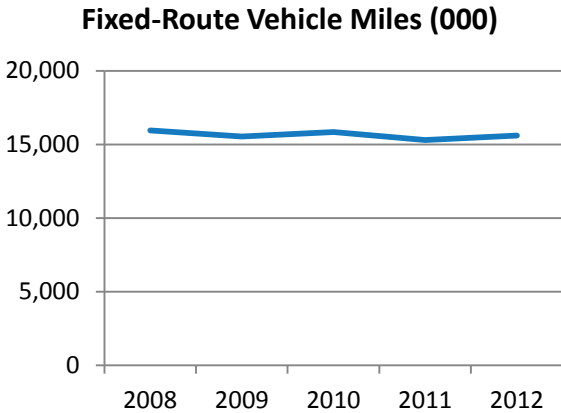
**Figure 3-11**

**Fixed-Route Passenger Miles (000)**



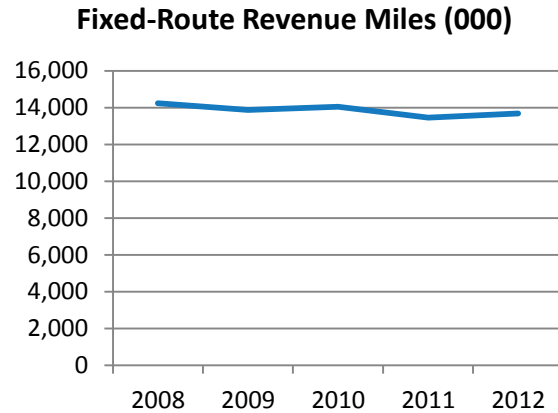
Source: National Transit Database

Figure 3-12



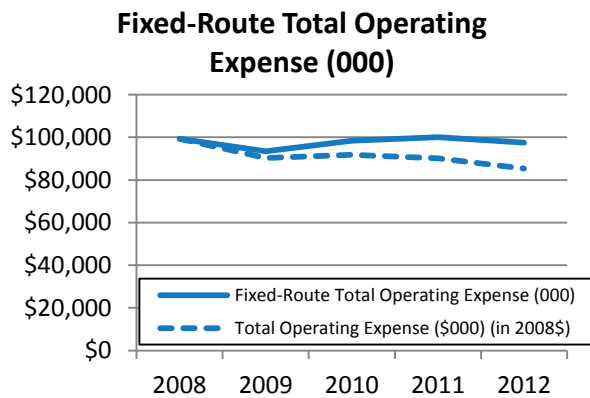
Source: National Transit Database

Figure 3-13



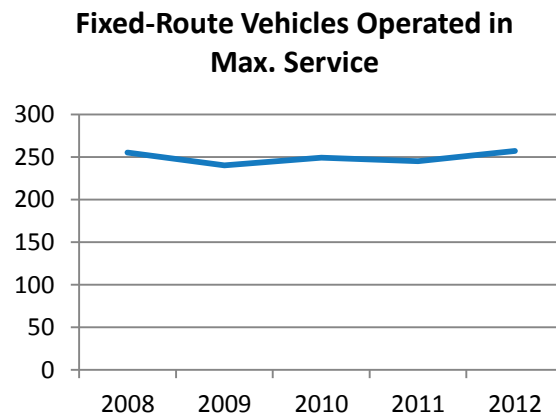
Source: National Transit Database

Figure 3-14



Source: National Transit Database

Figure 3-15



Source: National Transit Database

Table 3-8 and Figures 3-16 through 3-21 present the selected performance indicators from 2008 to 2012 for BCCB. The following is a summary of performance trends for BCCB.

- Although passenger trips declined after 2008, they rebounded by 2011 and 2012. During the same time period, passenger miles increased from 8.4 million to 8.9 million, an increase of 6.8 percent.
- Total vehicle miles of service declined from 3.1 million miles in 2008 to 2.4 million miles in 2012, a decrease of 23.2 percent. Revenue miles of service decreased by 23.1 percent during this time period.

- Total operating expense (in current dollars) decreased from \$8.9 million in 2008 to \$6.3 million in 2012, a decrease of 29.5 percent. When deflated to year 2008 dollars, total operating expense decreased by 38.3 percent.
- Similar to the trends for vehicle miles and revenue miles, the total number of vehicles needed to operate peak service experienced a 17.1 percent decrease, from 76 vehicles in 2008 to 63 in 2012.

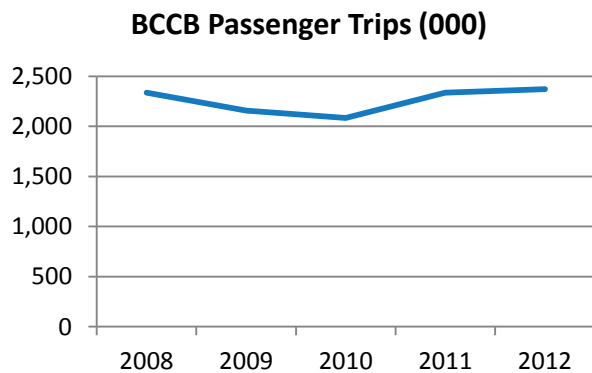
**Table 3-8**  
**2008–2012 Performance Indicators, BCCB Trend Analysis**

General Performance Indicator	2008	2009	2010	2011	2012	% Change (2008-2012)
Passenger Trips	2,336,414	2,155,535	2,084,976	2,336,302	2,370,943	1.50%
Passenger Miles	8,399,118	7,384,600	7,510,610	8,660,126	8,971,474	6.80%
Vehicle Miles	3,095,046	2,635,524	2,488,608	2,529,273	2,377,188	-23.20%
Revenue Miles	2,858,239	2,455,051	2,322,918	2,337,768	2,197,997	-23.10%
Total Operating Expense	\$8,917,802	\$7,373,636	\$6,701,906	\$6,460,811	\$6,287,752	-29.50%
Total Operating Expense (in 2008\$)	\$8,917,802	\$7,123,670	\$6,255,219	\$5,825,769	\$5,502,769	-38.30%
Vehicles Operated in Maximum Service	76	63	58	64	63	-17.10%

Note: Percent change calculations may vary due to rounding.

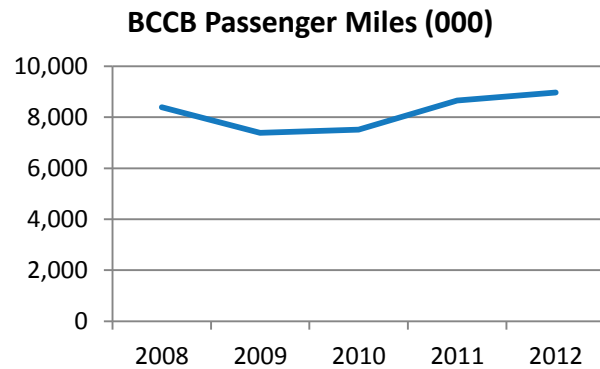
Source: INTDAS component from FTIS, DO, and PT Motorbus combined statistics.

**Figure 3-16**



Source: National Transit Database

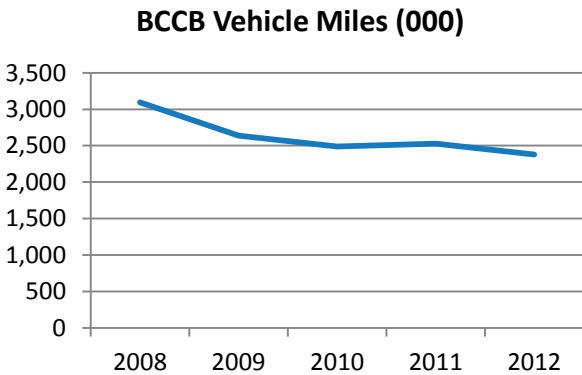
**Figure 3-17**



Source: National Transit Database

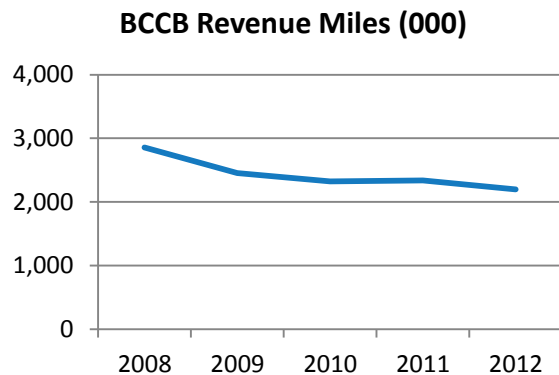


Figure 3- 18



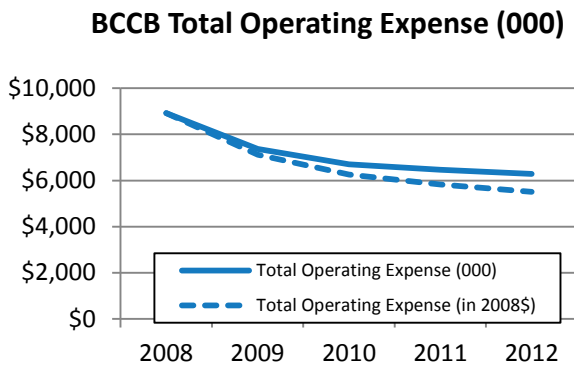
Source: National Transit Database

Figure 3-19



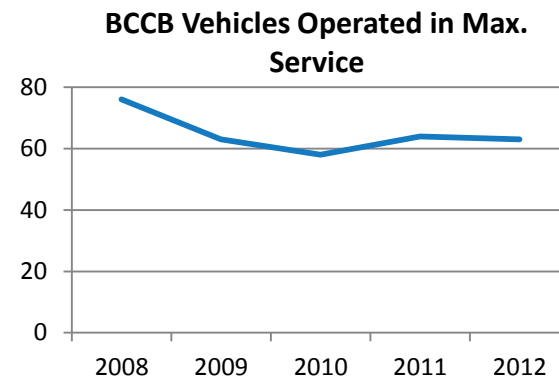
Source: National Transit Database

Figure 3-20



Source: National Transit Database

Figure 3-21



Source: National Transit Database

**Effectiveness Measures**

Table 3-9 presents four categories of effectiveness measures: service supply, service consumption, quality of service, and service availability. Figures 3-22 through 3-30 present trends in effectiveness for BCT. Effectiveness measures for average age of fleet, average headway, and weekday service span of service are presented for DO and PT separately due to the nature of the reporting format for these three measures. Following is a summary of the trends for BCT that are evident from the analysis of effectiveness measures:

- Vehicle miles per capita for BCT decreased from 8.92 miles in 2008 to 8.77 miles in 2012, a decrease of 1.7 percent. For the same time period, passenger trips per capita also decreased by 1.7 percent, from 21.66 trips in 2008 to 21.30 trips in 2012.

- Passenger trips per revenue mile increased slightly from 2.72 trips in 2008 to 2.77 trips in 2012, an increase of 2.0 percent. Passenger trips per revenue hour also increased from 36.83 trips in 2008 to 38.16 trips in 2012, an increase of 3.6 percent.
- Average age of fleet for DO motorbus increased slightly from 5.64 years in 2008 to 5.84 years in 2012.
- Average headway for DO motorbus decreased from 19.13 minutes in 2008 to 17.82 minutes in 2012, indicating an improved system-wide level of service.
- The number of vehicle system failures experienced a decrease from 513 in 2008 to 432 in 2012, which resulted in a 14 percent increase in revenue miles between failures during this time period.
- Weekday span of service remained relatively constant during the five-year period for DO motorbus.

**Table 3-9**  
**2008–2012 Effectiveness Measures, BCT Fixed-Route Trend Analysis**

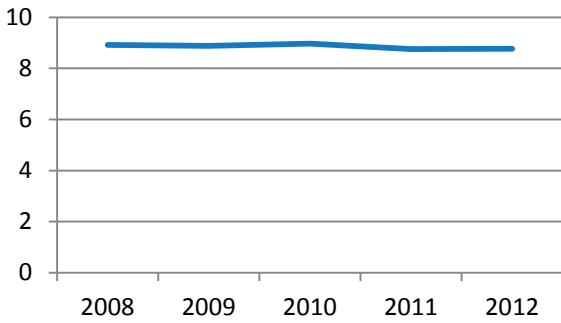
Effectiveness Measures	2008	2009	2010	2011	2012	% Change (2008-2012)
<b>Service Supply</b>						
Vehicle Miles per Capita	8.92	8.88	8.97	8.75	8.77	-1.70%
<b>Service Consumption</b>						
Passenger Trips per Capita	21.66	21.02	20.71	20.56	21.3	-1.70%
Passenger Trips per Revenue Mile	2.72	2.65	2.6	2.67	2.77	2.00%
Passenger Trips per Revenue Hour	36.83	36.28	35.71	36.5	38.16	3.60%
<b>Quality of Service</b>						
Average Age of Fleet (DO)	5.64	5.37	5.97	5.39	5.84	3.50%
Average Age of Fleet (PT)	4	N/A	N/A	1	2	-50.00%
Average Headway (in minutes) (DO)	19.13	18.82	19.07	18.32	17.82	-6.90%
Average Headway (in minutes) (PT)	10.49	N/A	N/A	55.37	N/A	428.10%
Number of Vehicle System Failures	513	404	454	461	432	-15.80%
Revenue Miles Between Failures	27,770	34,353	30,945	29,201	31,655	14.00%
<b>Service Availability</b>						
Weekday Span of Service (in hours) (DO)	19.97	19.97	19.97	19.92	19.92	-0.30%
Weekday Span of Service (in hours) (PT)	13	N/A	N/A	13.33	13.33	2.60%

Note: Percent change calculations may vary due to rounding.

Source: INTDAS component from FTIS, DO, and PT Motorbus combined statistics, unless otherwise noted.

Figure 3-22

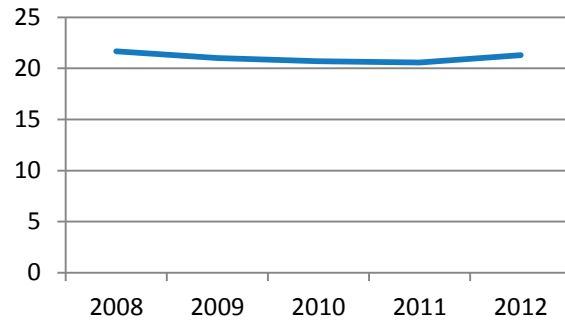
**Fixed-Route Vehicle Miles per Capita**



Source: National Transit Database

Figure 3-23

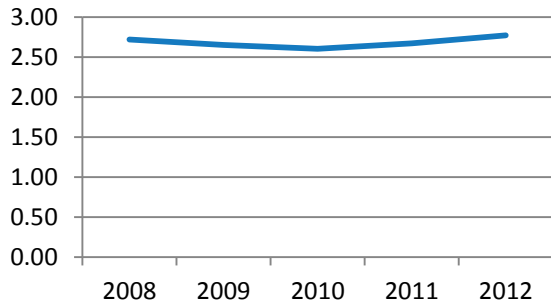
**Fixed-Route Passenger Trips per Capita**



Source: National Transit Database

Figure 3-24

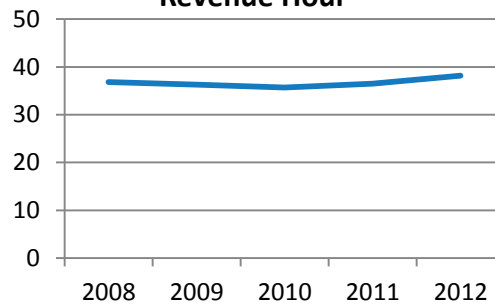
**Fixed-Route Passenger Trips per Revenue Mile**



Source: National Transit Database

Figure 3-25

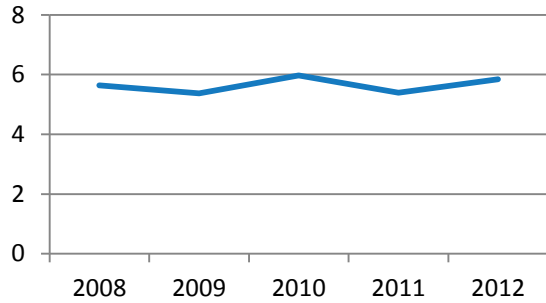
**Fixed-Route Passenger Trips per Revenue Hour**



Source: National Transit Database

**Figure 3-26**

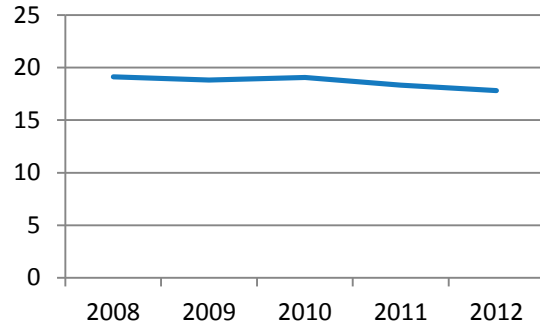
**Fixed-Route Average Age of Fleet (DO)**



Source: National Transit Database

**Figure 3-27**

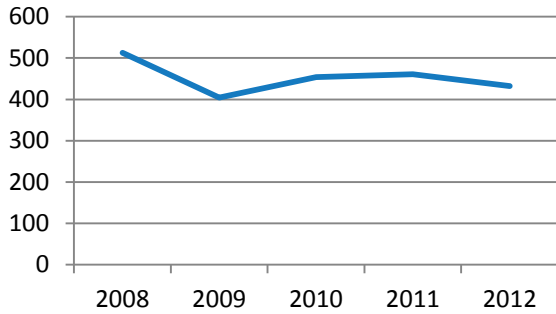
**Fixed-Route Average Headway (in minutes) (DO)**



Source: National Transit Database

**Figure 3-28**

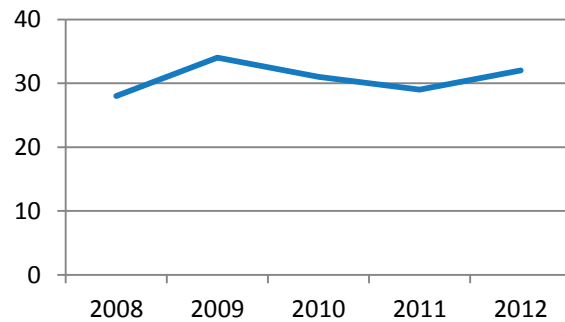
**Fixed-Route Number of Vehicle System Failures**



Source: National Transit Database

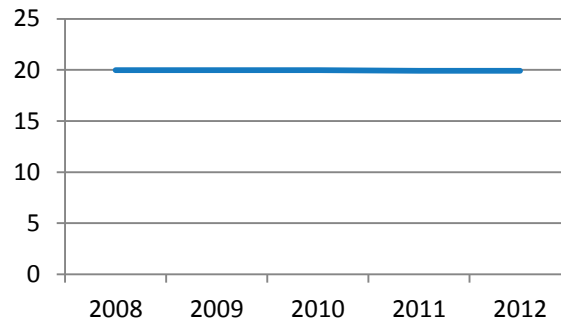
**Figure 3-29**

**Fixed-Route Revenue Miles Between Failures (000)**



Source: National Transit Database

**Figure 3-30**  
**Fixed-Route Weekday Span of Service (DO)**



Source: National Transit Database

Table 3-10 presents the four categories of effectiveness measures for BCCB. Figures 3-31 through 3-42 present trends in effectiveness for BCCB. As was the case with fixed-route service data, effectiveness measures for average age of fleet, average headway, and weekday span of service are presented for DO and PT separately due to the nature of the reporting format for these three measures. The following is a summary of the trends in effectiveness measures for BCCB.

- Vehicle miles per capita for BCCB decreased from 1.74 miles in 2008 to 1.34 miles in 2012, a decrease of 23.3 percent. For the same time period, passenger trips per capita remained relatively constant.
- Passenger trips per revenue mile increased from 0.82 trips in 2008 to 1.08 trips in 2012, an increase of 32.0 percent. Passenger trips per revenue hour also increased from 10.77 trips in 2008 to 14.85 trips in 2012, an increase of 37.9 percent. Although there was a reduction of service supply during this time period, BCCB experienced a service consumption increase on a per-unit basis of total services provided.
- Average age of fleet for DO motorbus decreased from 2.88 years in 2008 to 2.44 years in 2012, a decrease of 15.3 percent over a five-year period. Average age of fleet for PT motorbus increased from 2.49 years in 2008 to 3.52 years in 2012, an increase of 41.4 percent over the same period.
- Average headway for DO motorbus increased from 43.54 minutes in 2008 to 50.69 minutes in 2012, while average headway for PT motorbus decreased from 32.09 minutes in 2008 to 41.23 minutes in 2011.

- The number of system failures experienced an increase from 150 in 2008 to 303 in 2012, which resulted in a decrease in revenue miles between failures of 61.9 percent during this time period.
- Weekday span of service for DO motorbus decreased from 13.45 hours to 12.50 hours from 2008 to 2012, a decrease of 7.1 percent, while weekday span of service for PT motorbus decreased by 21.2 percent from 2008 to 2012, from 18.92 hours to 14.92 hours.

**Table 3-10**  
**2008–2012 Effectiveness Measures, BCCB Trend Analysis**

Effectiveness Measures	2008	2009	2010	2011	2012	% Change (2008-2012)
<b>Service Supply</b>						
Vehicle Miles per Capita	1.74	1.5	1.41	1.44	1.34	-23.30%
<b>Service Consumption</b>						
Passenger Trips per Capita	1.3	1.23	1.18	1.34	1.33	2.50%
Passenger Trips per Revenue Mile	0.82	0.88	0.9	1	1.08	32.00%
Passenger Trips per Revenue Hour	10.77	12.34	12.74	13.85	14.85	37.90%
<b>Quality of Service</b>						
Average Age of Fleet (DO)	2.88	2.97	3.09	3.06	2.44	-15.30%
Average Age of Fleet (PT)	2.49	2.9	2.24	3.23	3.52	41.40%
Average Headway (in minutes) (DO)	43.54	40.32	40.56	49.9	50.69	16.40%
Average Headway (in minutes) (PT)	32.09	37.45	40.09	41.23	N/A	28.5%*
Number of Vehicle System Failures	150	230	185	245	303	102.00%
Revenue Miles Between Failures	19,055	10,674	12,556	9,542	7,254	-61.90%
<b>Service Availability</b>						
Weekday Span of Service (in hours) (DO)	13.45	13.45	12.83	12.5	12.5	-7.10%
Weekday Span of Service (in hours) (PT)	18.92	18.92	19	14.92	14.92	-21.20%

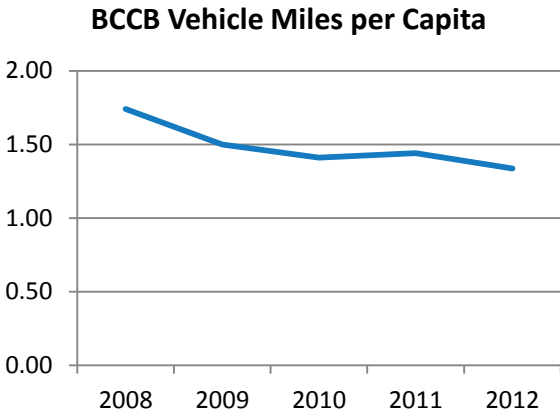
N/A indicates data are not available for particular year.

\*Percent change reflects data from 2008-2011.

Note: Percent change calculations may vary due to rounding.

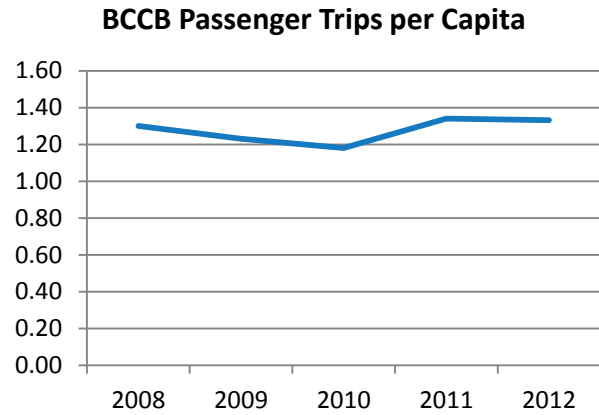
Source: INTDAS component from FTIS, DO and PT Motorbus combined statistics, unless otherwise noted

Figure 3-31



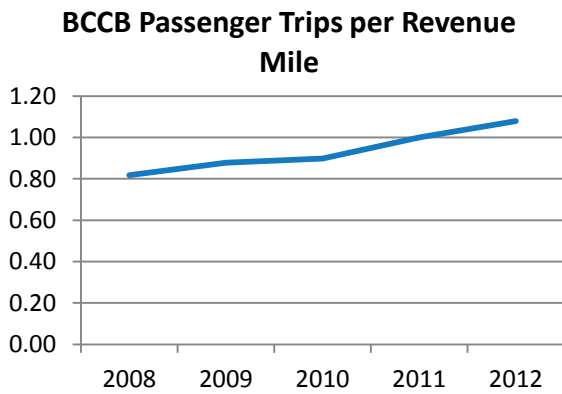
Source: National Transit Database

Figure 3-32



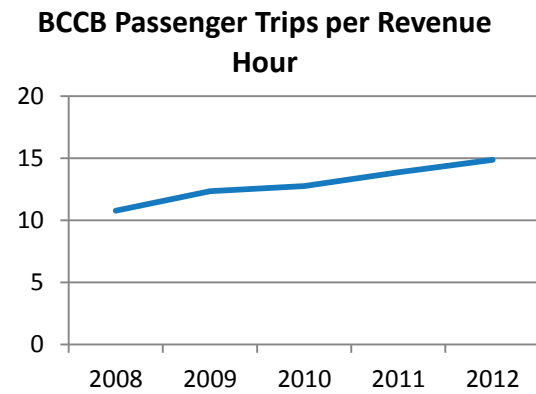
Source: National Transit Database

Figure 3-33



Source: National Transit Database

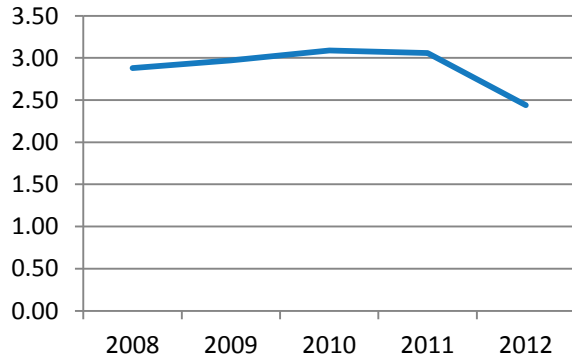
Figure 3-34



Source: National Transit Database

**Figure 3-35**

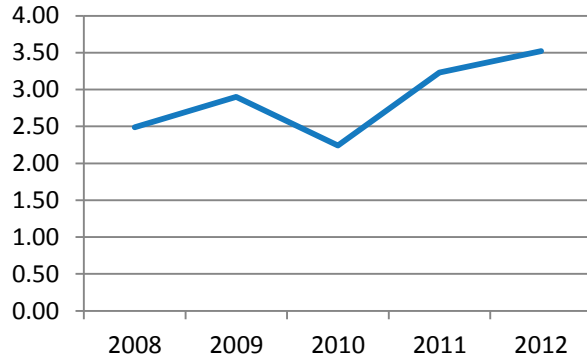
**BCCB Average Age of Fleet (DO)**



Source: National Transit Database

**Figure 3-36**

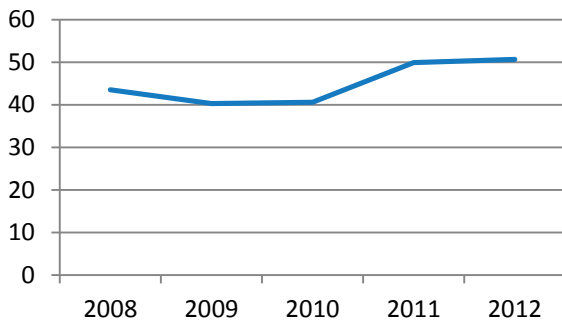
**BCCB Average Age of Fleet (PT)**



Source: National Transit Database

**Figure 3-37**

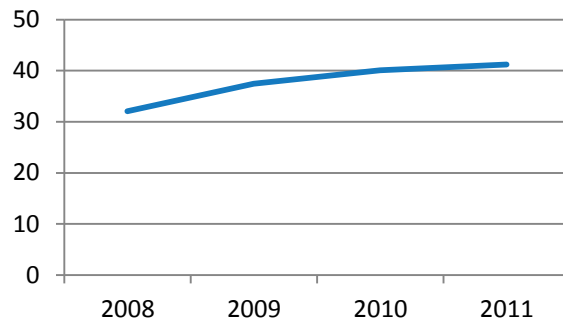
**BCCB Average Headway (in minutes) (DO)**



Source: National Transit Database

**Figure 3-38**

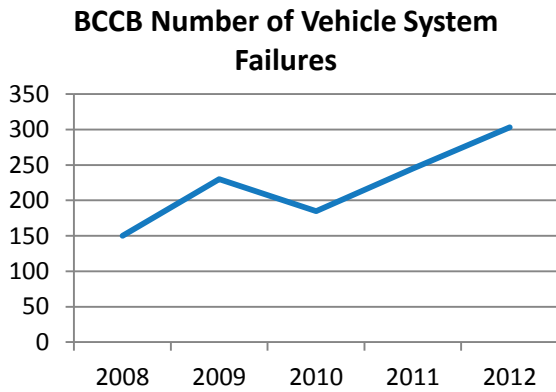
**BCCB Average Headway (in minutes) (PT)**



Source: National Transit Database

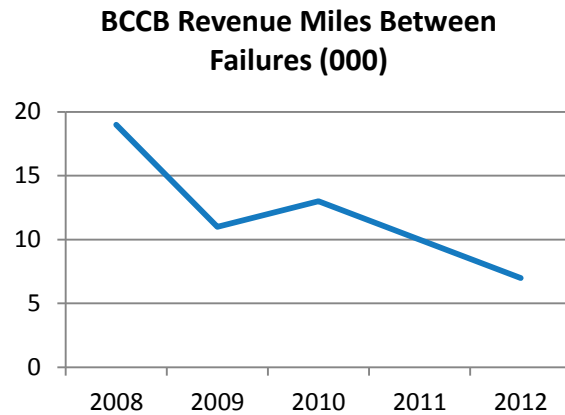


Figure 3-39



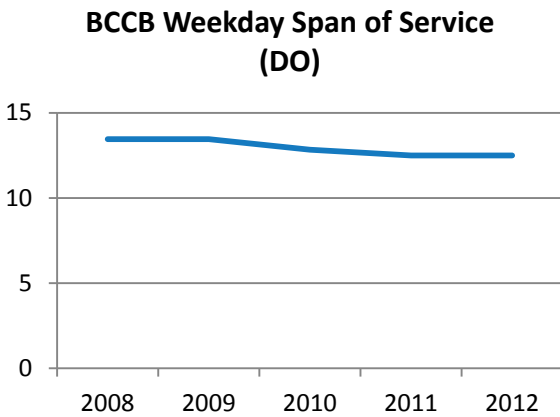
Source: National Transit Database

Figure 3-40



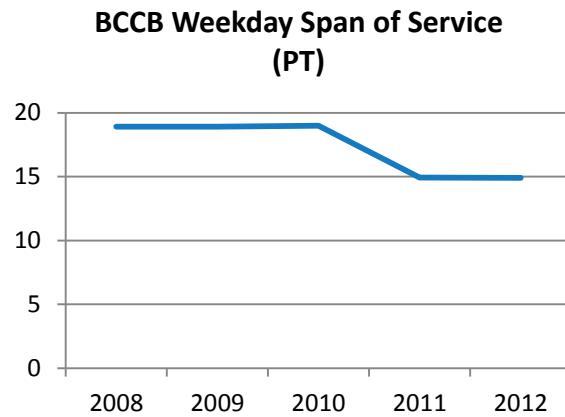
Source: National Transit Database

Figure 3-41



Source: National Transit Database

Figure 3-42



Source: National Transit Database

**Efficiency Measures**

Table 3-11 presents six categories of efficiency measures for BCT: cost efficiency, operating ratios, vehicle utilization, labor productivity, energy utilization, and average fare. Figures 3-43 through 3-52 present trends in efficiency. The following is a summary of the trends in efficiency measures for BCT.

- Operating expense per capita decreased from \$55.51 in 2008 to \$54.73 in 2012, a decrease of 1.4 percent. Operating expense per passenger mile decreased from \$0.56 in 2008 to \$0.54 in 2012, a decrease of 2.9 percent. Operating expense per revenue hour increased from \$94.40 in 2008 to \$98.06 in 2012, an increase of 3.9 percent. However, when the effects of inflation are removed, operating expense per capita, operating expense per passenger mile, and operating expense per revenue hour experienced decreases of 14.1, 16.1, and 9.5 percent, respectively,

between 2008 and 2012. These trends suggest that BCT has experienced some success over the last five years in controlling numerous factors impacting the cost of the agency’s operations that are within its control.

- Revenue hours per employee full-time equivalent (FTE) decreased by 3.4 percent for DO motorbus.
- The average fare paid per passenger trip increased from \$0.61 in 2008 to \$0.87 in 2012, an increase of 42.1 percent. Similarly, farebox recovery increased by 41.7 percent from 2008 to 2012.

**Table 3-11**  
**2008–2012 Efficiency Measures, BCT Fixed-Route Trend Analysis**

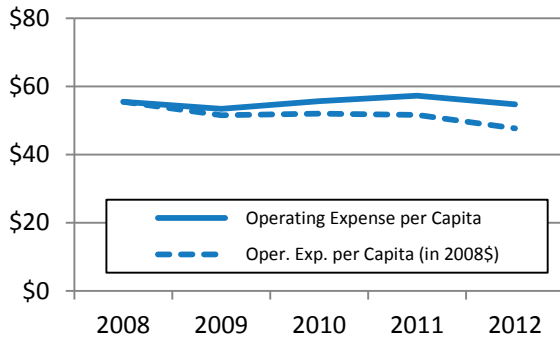
Efficiency Measures	2008	2009	2010	2011	2012	% Change (2008-2012)
<b>Cost Efficiency</b>						
Operating Expense per Capita	\$55.51	\$53.35	\$55.66	\$57.22	\$54.73	-1.40%
Operating Expense per Capita (in 2008\$)	\$55.51	\$51.54	\$51.95	\$51.60	\$47.68	-14.10%
Operating Expense per Passenger Trip	\$2.56	\$2.54	\$2.69	\$2.78	\$2.57	0.30%
Operating Expense per Passenger Trip (in 2008\$)	\$2.56	\$2.45	\$2.51	\$2.51	\$2.24	-12.50%
Operating Expense per Passenger Mile	\$0.56	\$0.56	\$0.57	\$0.59	\$0.54	-2.90%
Operating Expense per Passenger Mile (in 2008\$)	\$0.56	\$0.54	\$0.53	\$0.53	\$0.47	-16.10%
Operating Expense per Revenue Mile	\$6.97	\$6.73	\$7.00	\$7.43	\$7.12	2.30%
Operating Expense per Revenue Mile (in 2008\$)	\$6.97	\$6.50	\$6.53	\$6.70	\$6.21	-10.90%
Operating Expense per Revenue Hour	\$94.40	\$92.10	\$95.97	\$101.58	\$98.06	3.90%
Operating Expense per Revenue Hour (in 2008\$)	\$94.40	\$88.98	\$89.57	\$91.60	\$85.42	-9.50%
<b>Operating Ratios</b>						
Farebox Recovery	23.90%	25.30%	26.90%	30.40%	33.90%	41.70%
<b>Vehicle Utilization</b>						
Revenue Miles per Vehicle Mile	0.89	0.89	0.89	0.88	0.88	-1.90%
<b>Labor Productivity</b>						
Revenue Hours per Employee FTE (DO)	1,071	1,135	1,079	1,065	1,035	-3.40%
<b>Energy Utilization</b>						
Vehicle Miles per Gallon	3.22	3.53	3.59	3.51	3.48	8.00%
<b>Fare</b>						
Average Fare	\$0.61	\$0.64	\$0.72	\$0.85	\$0.87	42.10%

Note: Percent change calculations may vary due to rounding.

Source: INTDAS component from FTIS, DO PT Motorbus combined statistics, unless otherwise noted; Broward County Transit Division

Figure 3-43

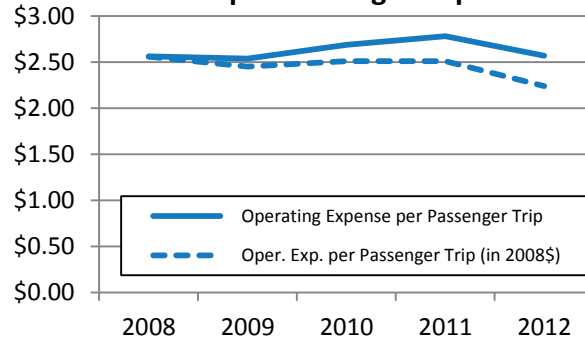
**Fixed-Route Operating Expense per Capita**



Source: National Transit Database

Figure 3-44

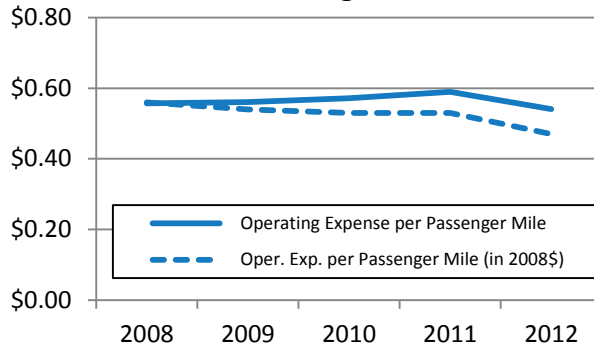
**Fixed-Route Operating Expense per Passenger Trip**



Source: National Transit Database

Figure 3-45

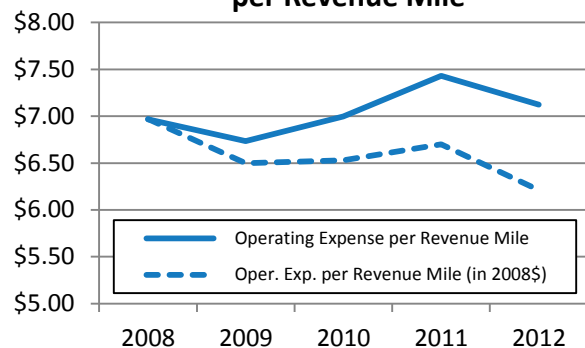
**Fixed-Route Operating Expense per Passenger Mile**



Source: National Transit Database

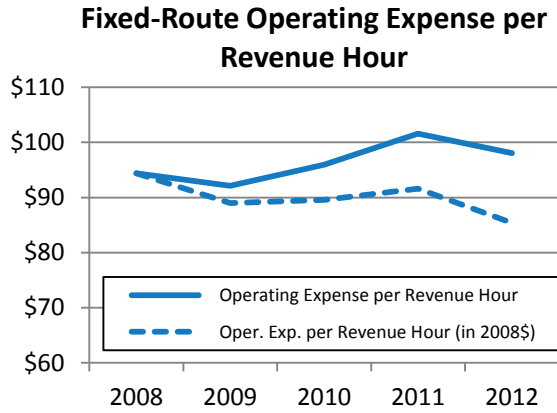
Figure 3-46

**Fixed-Route Operating Expense per Revenue Mile**



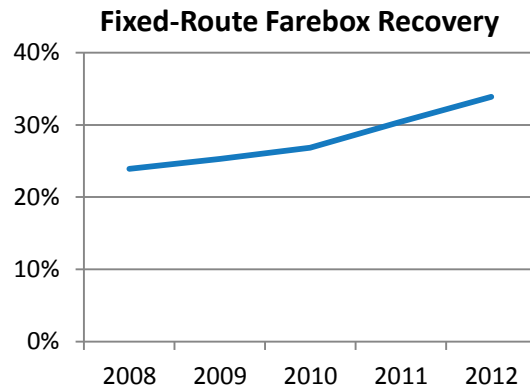
Source: National Transit Database

**Figure 3-47**



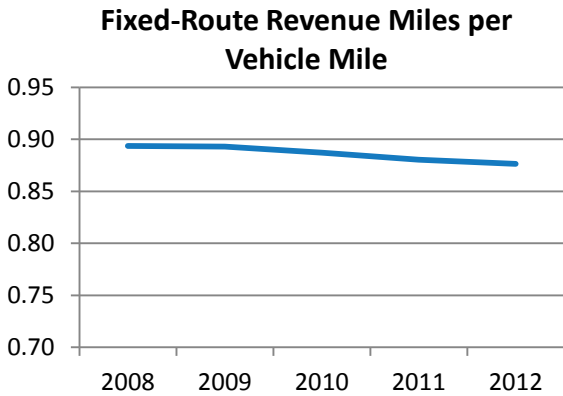
Source: National Transit Database

**Figure 3-48**



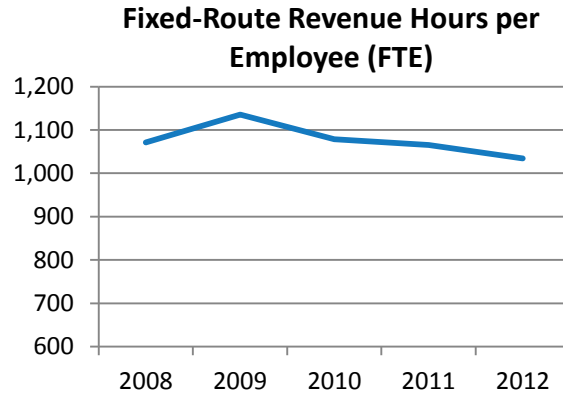
Source: National Transit Database

**Figure 3-49**



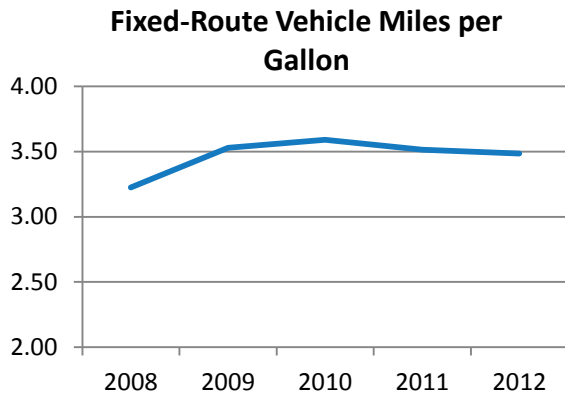
Source: National Transit Database

**Figure 3-50**



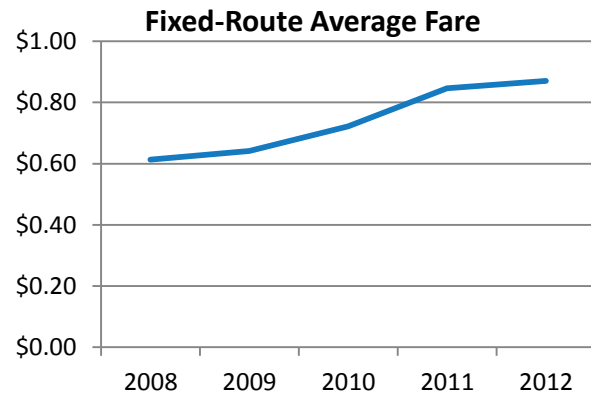
Source: National Transit Database

Figure 3-51



Source: National Transit Database

Figure 3-52



Source: National Transit Database

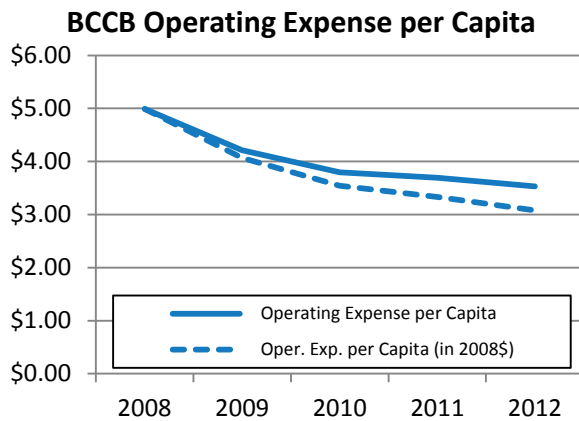
Table 3-12 presents the six categories of efficiency measures for BCCB. Figures 3-53 through 3-62 present trends in efficiency. The following is a summary of the trends for BCCB that are evident from the analysis of efficiency measures.

- All cost efficiency measures experienced decreases in varying degrees during the five-year time period. When removing the effects of inflation, the decreases varied from 16.6 percent to 42.5 percent. These trends indicate that BCCB has improved its efficiency in expenditures from 2008 to 2012.
- Vehicle miles per gallon increased from 7.30 miles to 8.10 miles, an increase of 10.9 percent between 2008 and 2012, indicating an improved energy utilization rate.
- Average fare remained stable from 2008 to 2012. During the same time period, farebox recovery increased from 2.48 to 3.41 percent, an increase of 37.6 percent.

**Table 3-12**  
**2008–2012 Efficiency Measures, BCCB Trend Analysis**

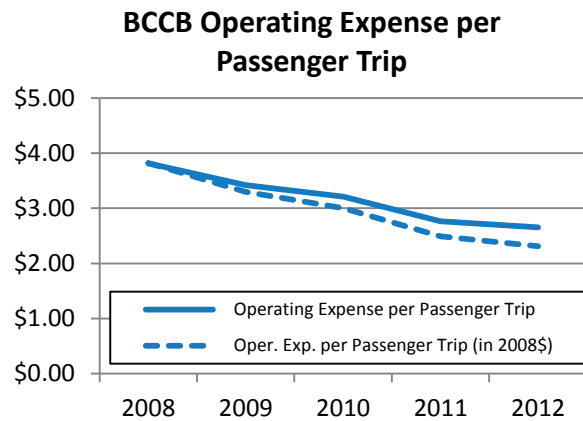
Efficiency Measures	2008	2009	2010	2011	2012	% Change (2008-2012)
<b>Cost Efficiency</b>						
Operating Expense per Capita	\$4.99	\$4.21	\$3.79	\$3.70	\$3.53	-29.20%
Operating Expense per Capita (in 2008\$)	\$4.99	\$4.07	\$3.54	\$3.33	\$3.08	-38.30%
Operating Expense per Passenger Trip	\$3.82	\$3.42	\$3.21	\$2.77	\$2.65	-30.50%
Operating Expense per Passenger Trip (in 2008\$)	\$3.82	\$3.30	\$3.00	\$2.49	\$2.31	-39.50%
Operating Expense per Passenger Mile	\$1.06	\$1.00	\$0.89	\$0.75	\$0.70	-34.00%
Operating Expense per Passenger Mile (in 2008\$)	\$1.06	\$0.96	\$0.83	\$0.67	\$0.61	-42.50%
Operating Expense per Revenue Mile	\$3.12	\$3.00	\$2.89	\$2.76	\$2.86	-8.30%
Operating Expense per Revenue Mile (in 2008\$)	\$3.12	\$2.90	\$2.69	\$2.49	\$2.49	-20.20%
Operating Expense per Revenue Hour	\$41.12	\$42.20	\$40.94	\$38.30	\$39.39	-4.20%
Operating Expense per Revenue Hour (in 2008\$)	\$41.12	\$40.77	\$38.21	\$34.54	\$34.31	-16.60%
<b>Operating Ratios</b>						
Farebox Recovery	2.48%	2.63%	3.60%	3.39%	3.41%	37.60%
<b>Vehicle Utilization</b>						
Revenue Miles per Vehicle Mile	0.92	0.93	0.93	0.92	0.92	0.10%
<b>Labor Productivity</b>						
Revenue Hours per Employee FTE (DO)	1,326	1,218	1,076	1,068	1,024	-22.70%
<b>Energy Utilization</b>						
Vehicle Miles per Gallon	7.3	8.26	8.01	8.02	8.1	10.90%
<b>Fare</b>						
Average Fare	\$0.09	\$0.09	\$0.12	\$0.09	\$0.09	0.00%

**Figure 3-53**



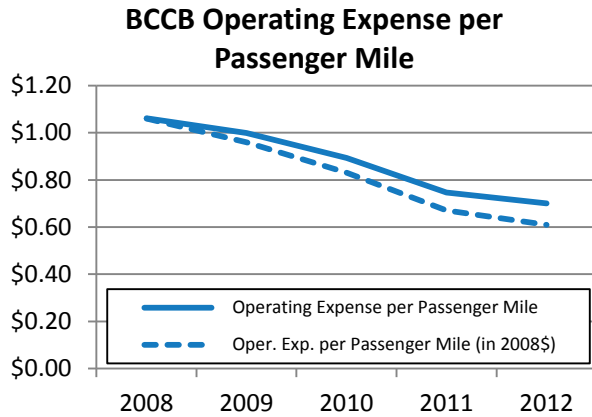
Source: National Transit Database

**Figure 3-54**



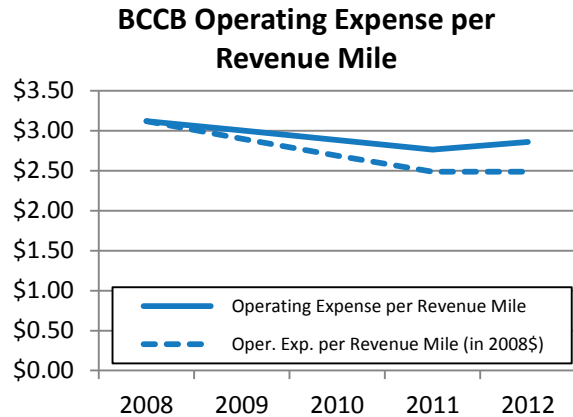
Source: National Transit Database

Figure 3-55



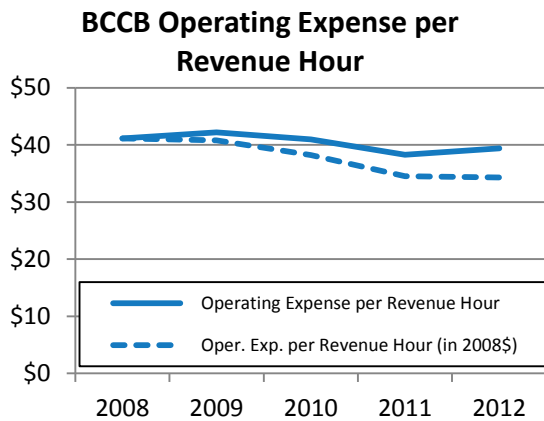
Source: National Transit Database

Figure 3-56



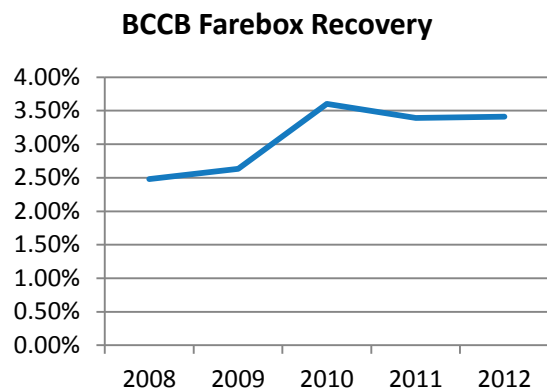
Source: National Transit Database

Figure 3-57



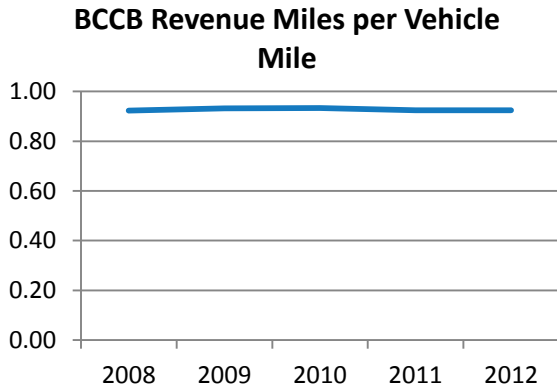
Source: National Transit Database

Figure 3-58



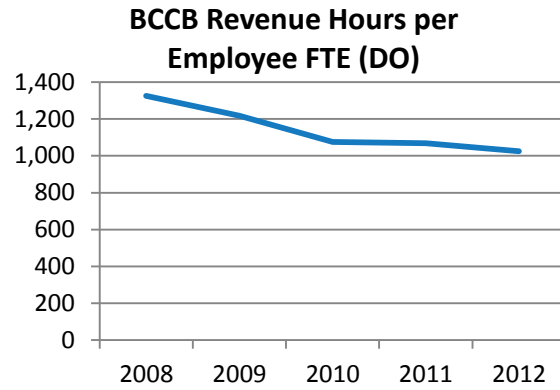
Source: National Transit Database

**Figure 3-59**



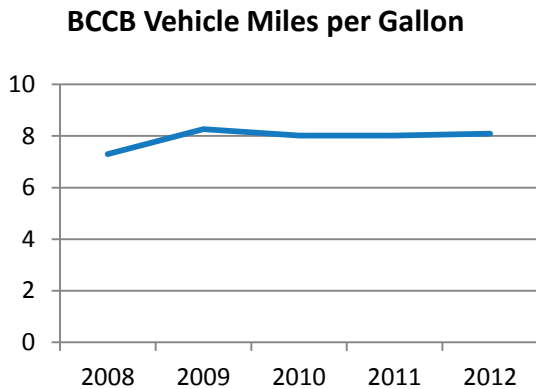
Source: National Transit Database

**Figure 3-60**



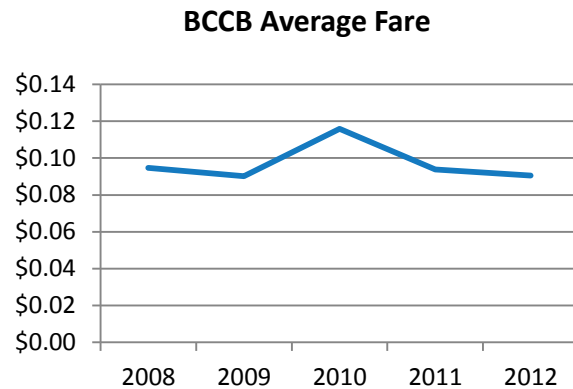
Source: National Transit Database

**Figure 3-61**



Source: National Transit Database

**Figure 3-62**



Source: National Transit Database

**Summary Results of Fixed-Route Trend Analysis**

The trend analysis provides an evaluation of the system’s performance over time. This section includes a summary of BCT and BCCB performance based on the trend analysis in terms of service consumption, service supply and availability, quality of service, cost efficiency, and operating ratio and fare.

- **Service Consumption**
  - **BCT** – Passenger trips per capita, passenger trips per revenue mile, and passenger trips per revenue hour have shown neutral trends, demonstrating that the the service being supplied has remained relatively stable over the five-year timeframe.



- **BCCB** – Passenger trips per revenue mile and passenger trips per revenue hour have shown positive trends. This trend indicates that use of BCCB services has become more productive over time in conjunction with the reduction in service being supplied.
- **Service Supply and Availability**
  - **BCT** – Vehicle miles per capita have shown a neutral trend from 2008 to 2012. Service availability in terms of service span similarly remained nearly unchanged.
  - **BCCB** – Vehicle miles per capita has shown a negative trend from 2008 to 2012. Service availability in terms of service span decreased during the same time period.
- **Quality of Service**
  - **BCT** – Average age of fleet (DO) has shown a neutral trend. The number of vehicle system failures decreased, resulting in a positive trend for revenue miles between failures. Average headway (DO) has also shown a positive trend.
  - **BCCB** – The measures in this category have indicated primarily negative trends, suggesting an aging vehicle fleet with increasing reliability issues.
- **Cost Efficiency**
  - **BCT** – When removing the effects of inflation, operating expense per capita, operating expense per passenger trip, operating expense per revenue mile, and operating expense per revenue hour have shown positive trends from 2008 to 2012. These trends generally suggest that BCT costs have been controlled over the last five-year period, in part by reductions in relatively unproductive service.
  - **BCCB** – BCCB shows a strong positive trend in this category, indicating that BCCB grew more cost-effective over the trend analysis period.
- **Operating Ratio and Fare**
  - **BCT** – From 2008 to 2012, both average fare and farebox recovery experienced an increase of approximately 42 percent. These two indicators have shown strong positive trends from 2008 to 2012, primarily due to fare increases that occurred in 2009 and 2010.
  - **BCCB** – Although the farebox recovery ratio showed a strong positive trend over the five-year timeframe, it is very low by industry standards due to many of the Community Bus services operating with free fares. At the same time, the average fare remained steady.

Tables 3-13 and 3-14 summarize the trend analysis, with positive and negative trends identified for BCT and BCCB, respectively.

**Table 3-13  
Summary of BCT Fixed-Route Trend Analysis (2008–2012)**

Measure	% Change (2008–2012)	Indicator*
<b>General Performance</b>		
Passenger Trips	-2.10%	o
Passenger Miles	1.20%	o
Vehicle Miles	-2.10%	o
Revenue Miles	-4.00%	o
Total Operating Expense	-1.80%	o
Vehicles Operated in Maximum Service	0.80%	o
<b>Service Supply</b>		
Vehicle Miles per Capita	-1.70%	o
<b>Service Consumption</b>		
Passenger Trips per Capita	-1.70%	o
Passenger Trips per Revenue Mile	2.00%	o
Passenger Trips per Revenue Hour	3.60%	o
<b>Quality of Service</b>		
Average Age of Fleet (DO)	3.50%	o
Average Age of Fleet (PT)	-50.00%	+
Average Headway (in minutes) (DO)	-6.90%	+
Average Headway (in minutes) (PT)	428.10%	+
Number of Vehicle System Failures	-15.80%	+
Revenue Miles Between Failures	14.00%	+
<b>Service Availability</b>		
Weekday Span of Service (in hours) (DO)	-0.30%	o
Weekday Span of Service (in hours) (PT)	2.60%	o
<b>Cost Efficiency</b>		
Operating Expense per Capita (in 2008\$)	-14.10%	+
Operating Expense per Passenger Trip (in 2008\$)	-12.50%	+
Operating Expense per Passenger Mile (in 2008\$)	-16.10%	+
Operating Expense per Revenue Mile (in 2008\$)	-10.90%	+
Operating Expense per Revenue Hour (in 2008\$)	-9.50%	+
<b>Operating Ratios</b>		
Farebox Recovery	41.70%	+
<b>Vehicle Utilization</b>		
Revenue Miles per Vehicle Mile	-1.90%	o
<b>Labor Productivity</b>		
Revenue Hours per Employee FTE (DO)	-3.40%	o
<b>Energy Utilization</b>		
Vehicle Miles per Gallon	8.00%	+
<b>Fare</b>		
Average Fare	42.10%	+

\*Indicates a positive (+), negative (-), or neutral (o) trend. A change of less than 5% is considered a neutral trend.

**Table 3-14**  
**Summary of BCCB Trend Analysis (2008–2012)**

Measure	% Change (2008–2012)	Indicator*
<b>General Performance</b>		
Passenger Trips	1.50%	o
Passenger Miles	6.80%	+
Vehicle Miles	-23.20%	-
Revenue Miles	-23.10%	-
Total Operating Expense	-29.50%	+
Vehicles Operated in Maximum Service	-17.10%	-
<b>Service Supply</b>		
Vehicle Miles per Capita	-23.30%	-
<b>Service Consumption</b>		
Passenger Trips per Capita	2.50%	o
Passenger Trips per Revenue Mile	32.00%	+
Passenger Trips per Revenue Hour	37.90%	+
<b>Quality of Service</b>		
Average Age of Fleet (DO)	-15.30%	+
Average Age of Fleet (PT)	41.40%	-
Average Headway (in minutes) (DO)	16.40%	-
Average Headway (in minutes) (PT)	28.5%**	-
Number of Vehicle System Failures	102.00%	-
Revenue Miles Between Failures	-61.90%	-
<b>Availability</b>		
Weekday Span of Service (in hours) (DO)	-7.10%	-
Weekday Span of Service (in hours) (PT)	-21.20%	-
<b>Cost Efficiency</b>		
Operating Expense per Capita (in 2008\$)	-29.20%	+
Operating Expense per Passenger Trip (in 2008\$)	-30.50%	+
Operating Expense per Passenger Mile (in 2008\$)	-34.00%	+
Operating Expense per Revenue Mile (in 2008\$)	-8.30%	+
Operating Expense per Revenue Hour (in 2008\$)	-4.20%	o
<b>Operating Ratios</b>		
Farebox Recovery	37.60%	+
<b>Vehicle Utilization</b>		
Revenue Miles per Vehicle Mile	0.10%	o
<b>Labor Productivity</b>		
Revenue Hours per Employee FTE	-22.70%	-
<b>Energy Utilization</b>		
Vehicle Miles per Gallon	10.90%	+
<b>Fare</b>		
Average Fare	0.00%	o

\*Indicates a positive (+), negative (-), or neutral (o) trend. A change of less than 5% is considered a neutral trend.

\*\*Percent change reflects data from 2008-2011.

**TOPS SERVICE TREND ANALYSIS**

Table 3-15 lists the measures used in the performance trend analysis conducted for TOPS, BCT’s complementary paratransit service. Highlights of the trend analysis are presented in the remainder of this section.

**Table 3-15  
TOPS Performance Review Measures for Trend Analysis (2007–2011)**

General Performance	Effectiveness	Efficiency
Passenger Trips	Passenger Trips per Revenue Mile	Operating Expense per Passenger Trip
Passenger Miles	Passenger Trips per Revenue Hour	Operating Expense per Passenger Mile
Vehicle Miles		Operating Expense per Revenue Mile
Revenue Miles		Operating Expense per Revenue Hour
Total Operating Expense		

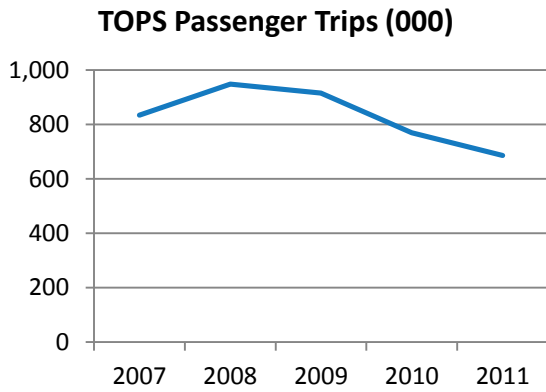
Table 3-16 includes the trend statistics for paratransit performance indicators. Performance, effectiveness, and efficiency measures are included for the noted time period and percent changes are calculated based on the change between 2007 and 2011. Figures 3-63 through Figure 3-73 present trends in service performance.

**Table 3-16  
TOPS Service Performance Indicators (2007–2011)**

Selected Performance Indicator	2007	2008	2009	2010	2011	% Change (2007-2011)
<b>Performance Measures</b>						
Passenger Trips	834,205	948,632	916,009	769,163	685,998	-17.80%
Revenue Miles	7,882,892	9,074,306	8,310,956	7,328,065	6,857,322	-13.00%
Vehicle Miles	9,114,807	10,386,904	9,649,073	8,442,217	7,882,936	-13.50%
Revenue Hours	545,232	612,021	551,813	466,159	423,456	-22.30%
Total Operating Expense	\$23,563,309	\$32,310,979	\$29,787,765	\$21,171,147	\$16,756,333	-28.90%
<b>Effectiveness Measures</b>						
Passenger Trips per Revenue Mile	0.11	0.1	0.11	0.1	0.1	-5.50%
Passenger Trips per Revenue Hour	1.53	1.55	1.66	1.65	1.62	5.90%
<b>Efficiency Measures</b>						
Operating Expense per Passenger Trip	\$28.25	\$34.06	\$32.52	\$27.52	\$24.43	-13.50%
Operating Expense per Revenue Mile	\$2.99	\$3.56	\$3.58	\$2.89	\$2.44	-18.30%
Operating Expense per Passenger Mile	\$2.62	\$3.12	\$3.04	\$2.87	\$2.44	-6.90%
Operating Expense per Revenue Hour	\$43.22	\$52.79	\$53.98	\$45.42	\$39.57	-8.40%

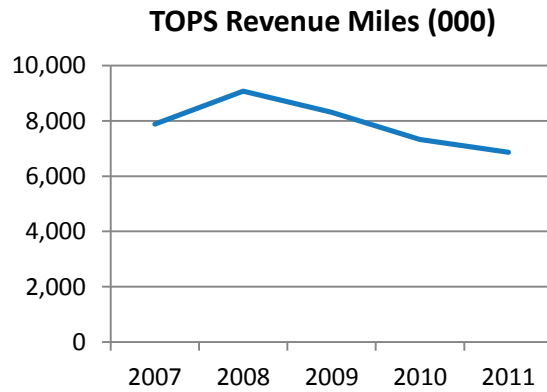
Source: INTDAS component from FTIS, Directly Operated Demand Response.

Figure 3-63



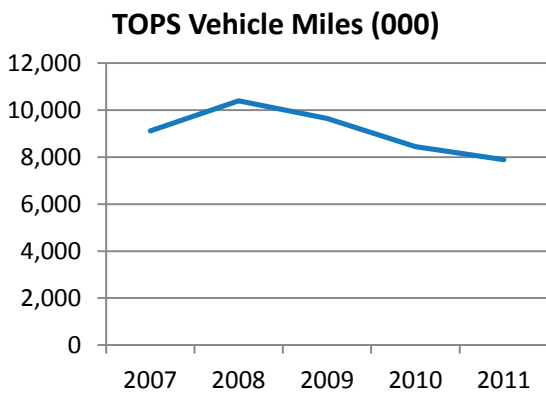
Source: National Transit Database

Figure 3-64



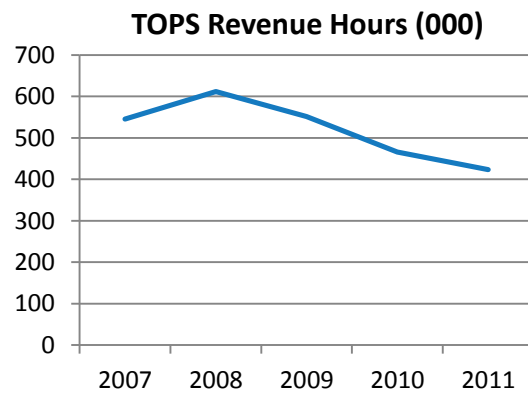
Source: National Transit Database

Figure 3-65



Source: National Transit Database

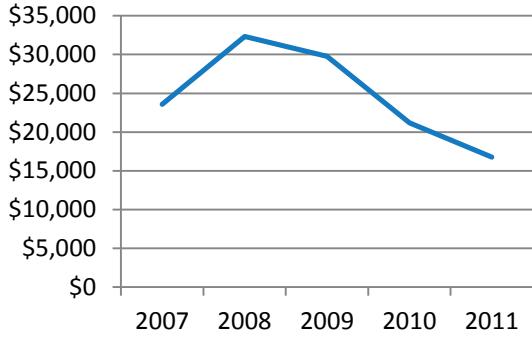
Figure 3-66



Source: National Transit Database

**Figure 3-67**

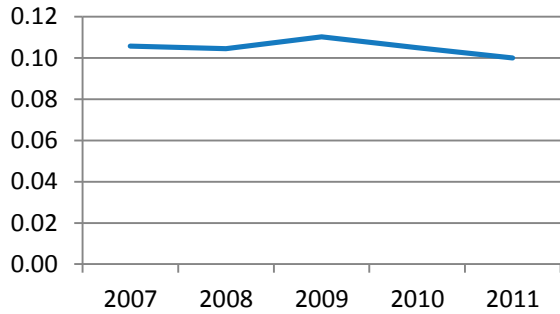
**TOPS Operating Expense (\$000)**



Source: National Transit Database

**Figure 3-68**

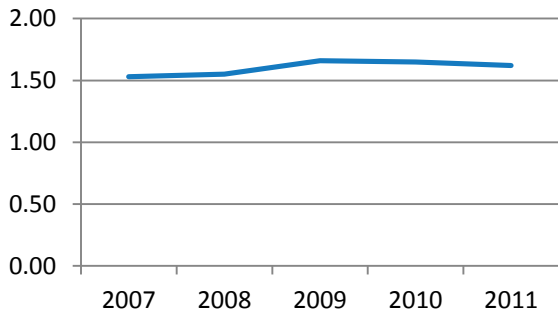
**TOPS Passenger Trips per Revenue Mile**



Source: National Transit Database

**Figure 3-69**

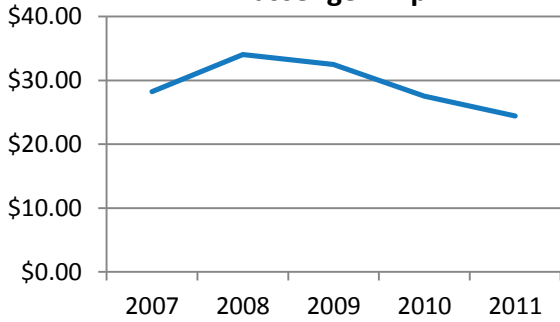
**TOPS Passenger Trips per Revenue Hour**



Source: National Transit Database

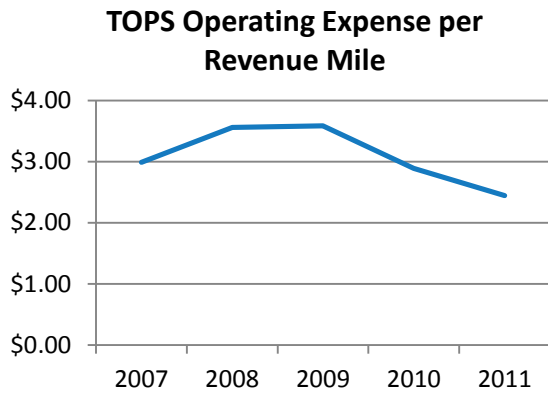
**Figure 3-70**

**TOPS Operating Expense per Passenger Trip**



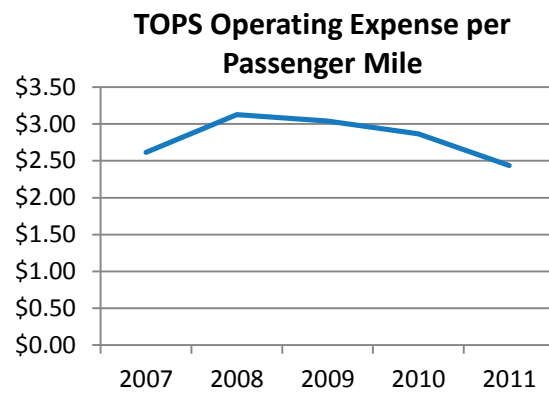
Source: National Transit Database

Figure 3-71



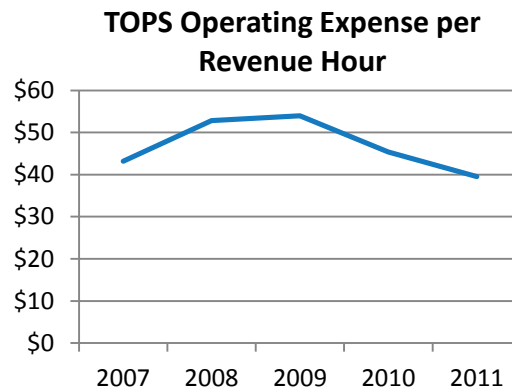
Source: National Transit Database

Figure 3-72



Source: National Transit Database

Figure 3-73



Source: National Transit Database

**Summary Results of TOPS Trend Analysis**

This section summarizes paratransit performance trends for BCT based on the trend analysis. Some of the key trends are described below.

- The number of total paratransit trips has decreased from 834,205 trips in 2007 to 685,998 trips in 2011, a decrease of 17.8 percent.
- Overall service supply experienced decreases in terms of revenue miles, vehicle miles, and revenue hours in varying degrees, ranging from 13.0 percent to 22.3 percent. When taking into consideration the decrease in passenger trips, passenger trips per revenue hour slightly

increased from 1.53 to 1.62, an increase of 5.9 percent, suggesting that the combined changes have resulted in improved productivity for service consumption.

- Paratransit operating costs decreased by approximately 29 percent over the trend analysis period. When taking into consideration the decrease in service supply, the four key efficiency measures—operating expense per passenger trip, operating expense per revenue mile, operating expense per passenger mile, and operating expense per revenue hour—experienced decreases of 13.5, 18.3, 6.9, and 8.4 percent, respectively. This indicates that the evident improvements in service utilization effectiveness have helped produce corresponding cost efficiency improvements.

### PEER REVIEW

The peer review provides an opportunity for BCT to compare its system-wide effectiveness and efficiency indicators with other peer transit systems to determine how well BCT is performing compared to similar transit agencies. The results of the peer review serve as a starting point for BCT to adjust its operations and/or policies to achieve better system cost efficiency and operating performance.

The 2013–2024 TDP took into account previous peers and also conducted two analyses—a TCRP framework and a methodology developed by Tindale-Oliver & Associates (TOA)—to determine peers. BCT examined the results of the two new analyses plus the prior peers in order to determine the set of eight peers to be used for this TDP. Table 3-17 displays the final peer selection. The process employed to develop the final list of peers is described in detail in Appendix C.

**Table 3-17**  
**BCT TDP Final Peers**

Transit Agency	Agency Abbreviation	Location
Alameda-Contra Costa Transit District	AC Transit	Oakland, CA
Board of County Commissioners, Palm Beach County, Palm Tran, Inc.	Palm Tran	West Palm Beach, FL
Central Florida Regional Transportation Authority	LYNX	Orlando, FL
Charlotte Area Transit System	CATS	Charlotte, NC
Miami-Dade Transit	MDT	Miami, FL
Santa Clara Valley Transportation Authority	VTA	San Jose, CA
Transportation District Commission of Hampton Roads, dba Hampton Roads Transit	HRT	Norfolk, VA
VIA Metropolitan Transit	VIA	San Antonio, TX

The peer review analysis was conducted using 2011 NTD data, the most recently validated dataset available for all transit agencies. Selected performance indicators, effectiveness measures, and



efficiency measures are summarized in the remainder of this section. The final peers are shown in Table 3-20.

### Performance Indicators

Selected performance indicators for the BCT fixed-route bus service are presented in this section. Categories of performance indicators include population, population density, ridership, revenue miles, and vehicles. Table 3-18 includes the performance statistics for the fixed-route peer group. Table 3-19 and Figures 3-74 through 3-80 present the performance indicators for BCT's peer review analysis. The following is a summary of the peer review analysis performance indicators.

- Service area population and population density for BCT are 9.2 and 20.9 percent above the peer group mean, respectively.
- Passenger trips for BCT are consistent with the peer group mean (1.0%). At the same time, revenue miles for BCT are below the peer group mean (-13.2%), and operating expenses are lower than the peer group average by more than 30 percent.
- Passenger fare revenues are generally in line with the peer group average (-2.0%).
- BCT's number of vehicles operated in maximum service is approximately 26 percent lower than the peer group average.

**Table 3-18**  
**Fixed-Route Peer Group Performance Statistics (2011)**

Transit Agency	Service Area Population	Service Area Population Density	Passenger Trips	Revenue Miles	Total Operating Expense	Passenger Fare Revenue	Vehicles Operated in Maximum Service
<b>BCT</b>	<b>1,748,066</b>	<b>4,264</b>	<b>35,943,338</b>	<b>13,461,475</b>	<b>\$100,025,185</b>	<b>\$30,429,058</b>	<b>245</b>
AC Transit	1,415,129	3,888	57,333,196	19,203,332	\$284,897,127	\$50,669,567	493
CATS	758,927	1,705	21,767,980	10,822,410	\$77,050,119	\$18,587,946	269
HRT	1,439,666	2,795	15,724,596	10,790,246	\$63,294,653	\$14,212,376	221
LYNX	1,837,359	724	26,996,158	14,714,555	\$84,196,278	\$24,539,515	225
MDT	2,496,435	8,158	75,723,805	28,860,941	\$305,311,580	\$82,454,846	694
PalM Tran	1,268,782	3,476	11,143,922	6,974,987	\$48,853,682	\$7,798,750	123
VTA	1,880,876	5,436	31,652,434	14,561,653	\$205,807,523	\$28,890,490	343
VIA	1,555,963	1,283	44,157,535	20,216,646	\$127,309,485	\$21,876,377	345

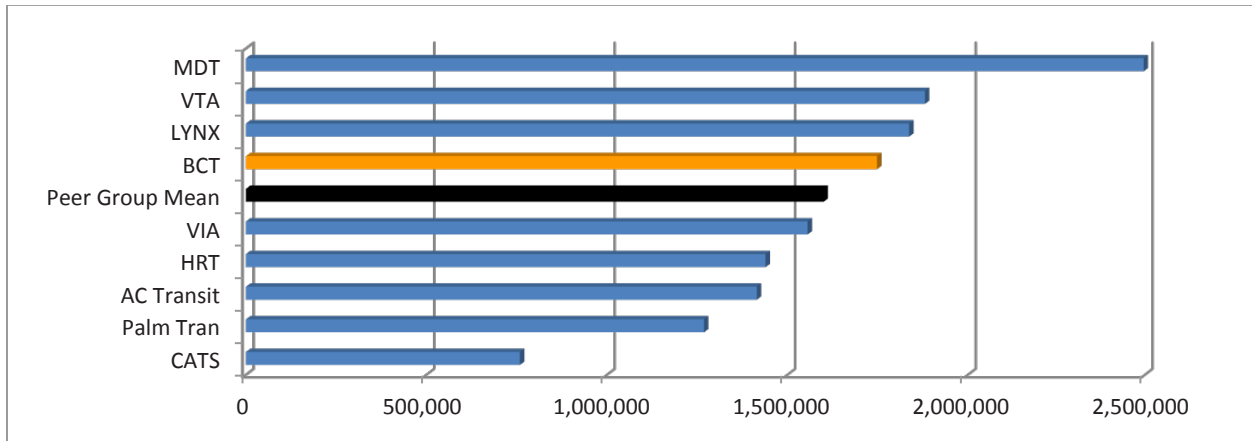
Source: National Transit Database

**Table 3-19**  
**Performance Indicators, BCT Peer Review Analysis (2011)**

Indicator	BCT	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	BCT % from Mean
Service Area Population	1,748,066	758,927	2,496,435	1,600,134	9.20%
Service Area Population Density	4,264	724	8,158	3,525	20.90%
Passenger Trips	35,943,338	11,143,922	75,723,805	35,604,774	1.00%
Revenue Miles	13,461,475	6,974,987	28,860,941	15,511,805	-13.20%
Total Operating Expense	\$100,025,185	\$48,853,682	\$305,311,580	\$144,082,848	-30.60%
Passenger Fare Revenue	\$30,429,058	\$7,798,750	\$82,454,846	\$31,050,992	-2.00%
Vehicles Operated in Maximum Service	245	123	694	329	-25.50%

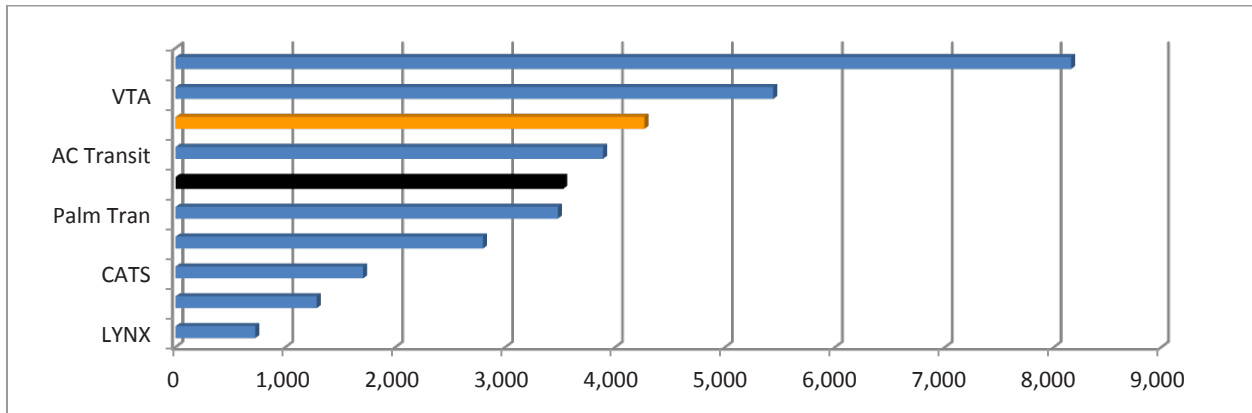
Source: National Transit Database

**Figure 3-74**  
**Fixed-Route Service Area Population (2011)**



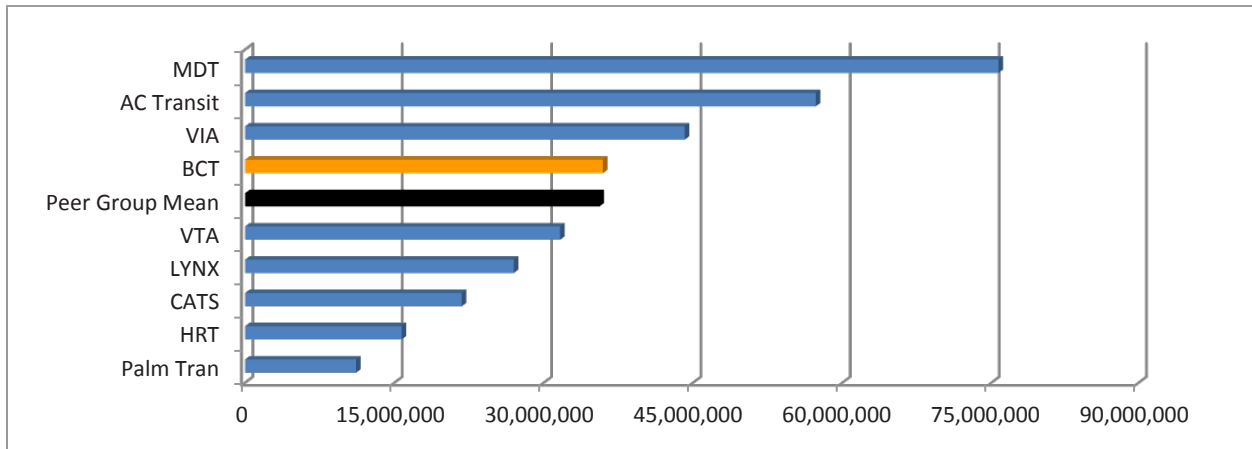
Source: National Transit Database

**Figure 3-75**  
**Fixed-Route Population per Square Mile of Service Area (2011)**



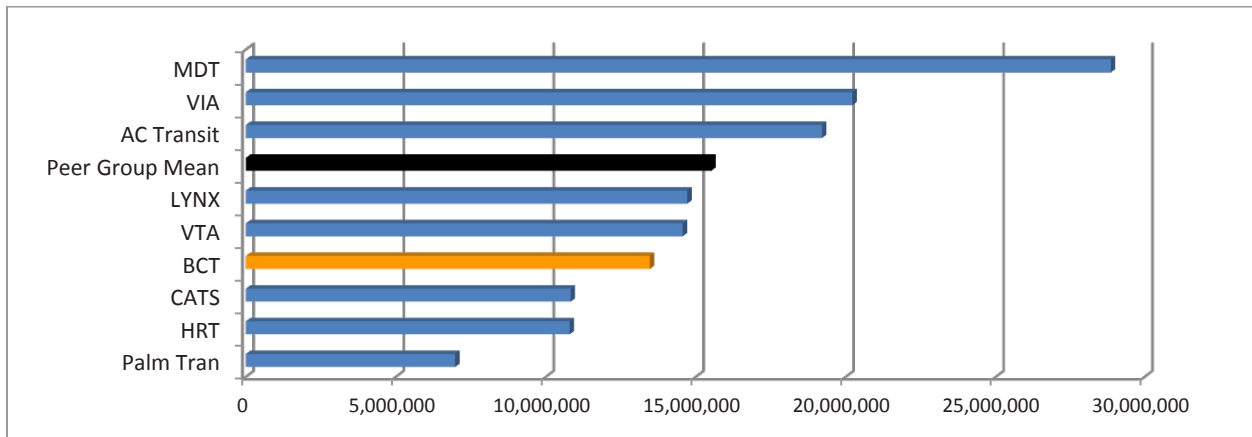
Source: National Transit Database

**Figure 3-76**  
**Fixed-Route Annual Passenger Trips (2011)**



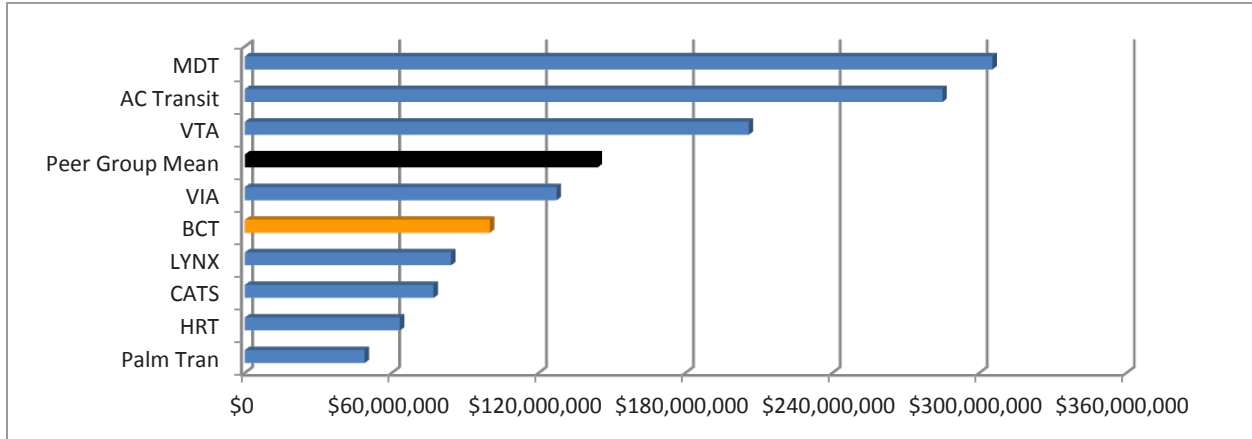
Source: National Transit Database

**Figure 3-77**  
**Fixed-Route Annual Revenue Miles (2011)**



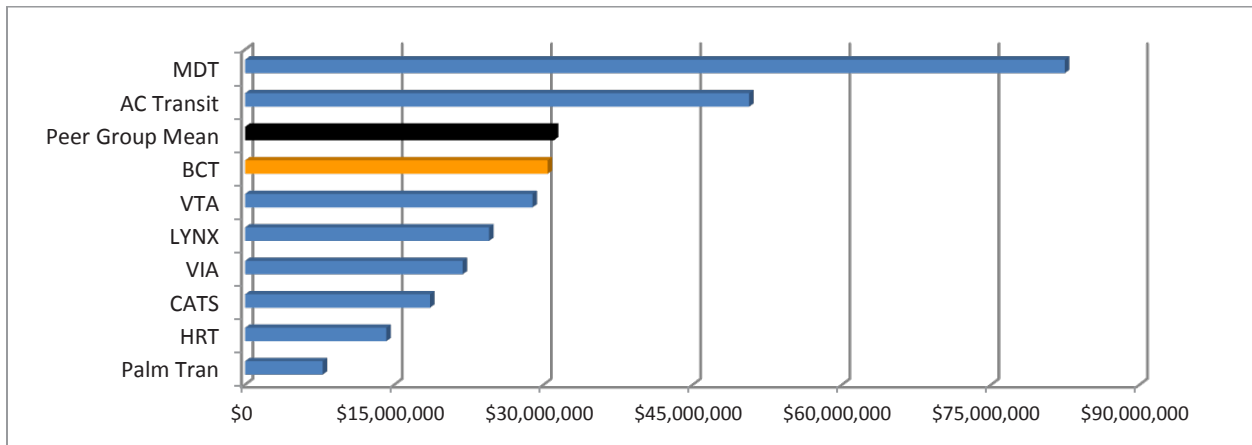
Source: National Transit Database

**Figure 3-78**  
**Fixed-Route Annual Operating Expense (2011)**



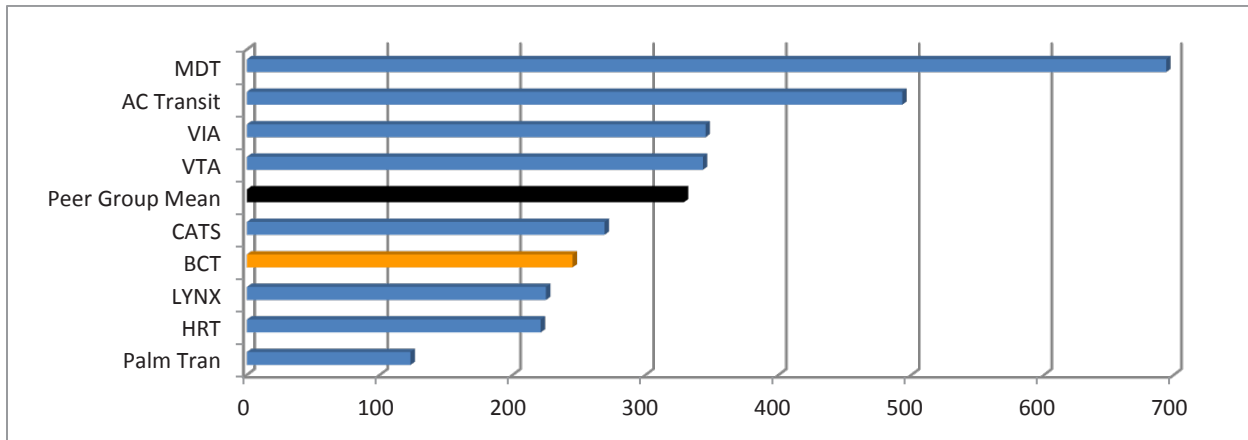
Source: National Transit Database

**Figure 3-79**  
**Fixed-Route Annual Passenger Fare Revenue (2011)**



Source: National Transit Database

**Figure 3-80**  
**Fixed-Route Vehicles Operated in Maximum Service (2011)**



Source: National Transit Database

### **Effectiveness Measures**

Effectiveness measures include service supply, service consumption, and quality of service. Each category is represented by variables including vehicle miles per capita, passenger trips per revenue mile, passenger trips per revenue mile, and revenue miles between failures. Table 3-20 includes the effectiveness statistics for the fixed-route peer group. Table 3-21 and Figures 3-81 through 3-84 present the effectiveness measures for BCT's peer review analysis. The following is a summary of the effectiveness measures for the peer review analysis for BCT.

- Vehicle miles per capita for BCT are 22 percent below the peer group mean. This fact indicates that BCT is providing less bus service per resident, on average, within its service area than its peer systems.
- Passenger trips per revenue hour and passenger trips per revenue mile for BCT are approximately 27 percent and 23 percent above the peer group mean, respectively, showing much higher productivity in the consumption of the service it provides as compared to its peer systems.
- BCT's number of revenue miles between failures represents the peer group maximum, at 29,201 miles. This number is 258.9 percent above the peer group mean, indicating that BCT is doing a commendable job with vehicle maintenance and vehicle replacement, as compared to its peers.

**Table 3-20**  
**Fixed-Route Peer Group Effectiveness Statistics (2011)**

Transit Agency	Vehicle Miles per Capita	Passenger Trips per Revenue Hour	Passenger Trips per Revenue Mile	Revenue Miles Between Failures
<b>BCT</b>	<b>8.75</b>	<b>36.5</b>	<b>2.67</b>	<b>29,201</b>
AC Transit	15.9	34.01	2.99	6,778
CATS	16.37	27.88	2.01	1,463
HRT	7.52	19.96	1.46	2,476
LYNX	8.98	26.22	1.83	14,041
MDT	13.74	31.24	2.62	1,909
Palm Tran	6.14	27.56	1.6	7,565
VTA	9.13	26.7	2.17	6,738
VIA	14.38	28.91	2.18	3,048

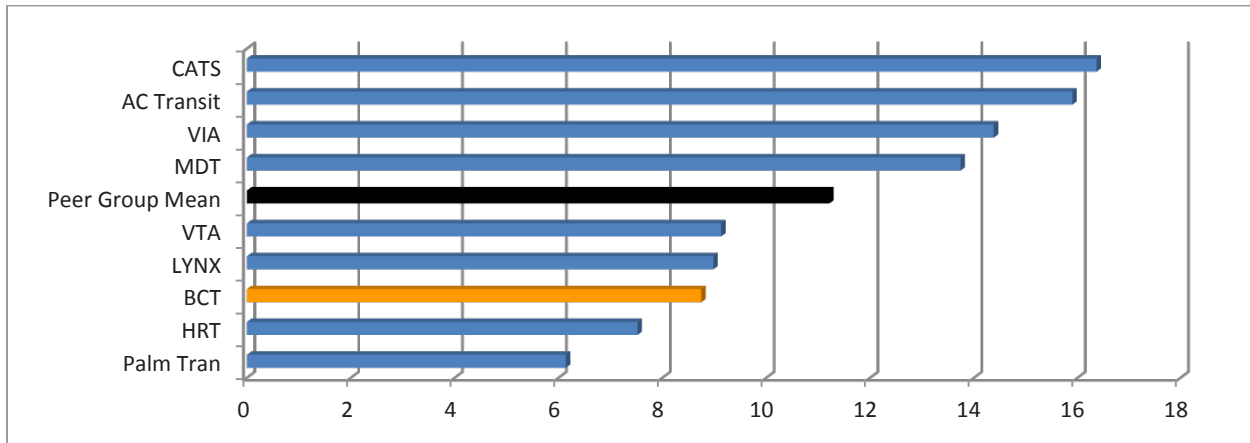
Source: National Transit Database

**Table 3-21**  
**Effectiveness Measures, BCT Peer Review Analysis (2011)**

Measure	BCT	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	BCT % from Mean
Vehicle Miles per Capita	8.75	6.14	16.37	11.21	-22.0%
Passenger Trips per Revenue Hour	36.50	19.96	36.50	28.78	26.9%
Passenger Trips per Revenue Mile	2.67	1.46	2.99	2.17	23.0%
Revenue Miles between Failures	29,201	1,463	29,201	8,136	258.9%

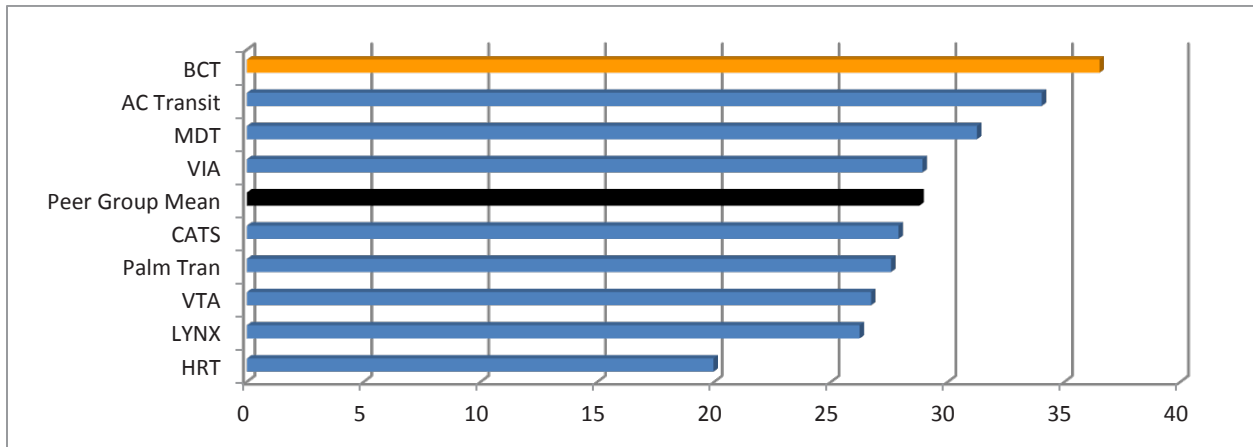
Source: National Transit Database

**Figure 3-81**  
**Fixed-Route Vehicle Miles per Capita (2011)**



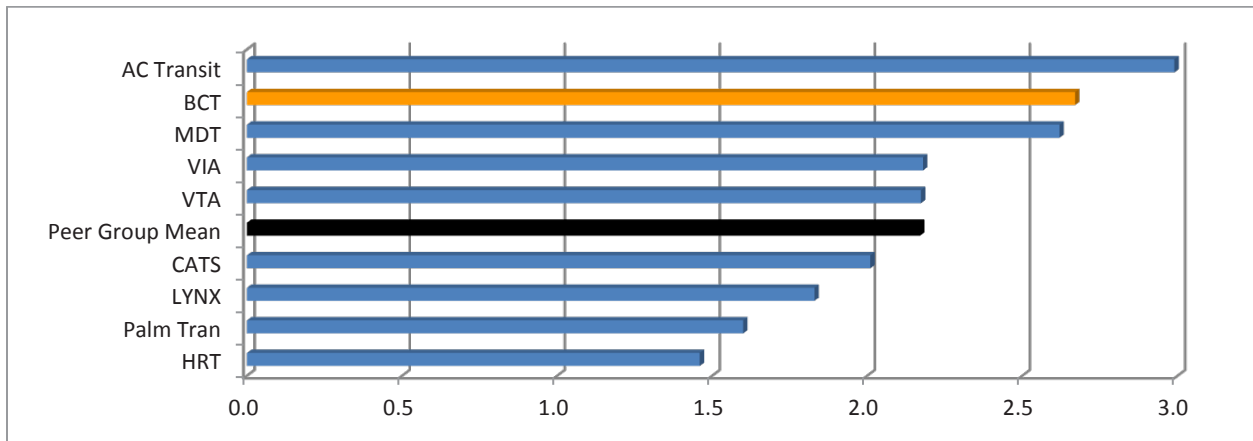
Source: National Transit Database

**Figure 3-82**  
**Fixed-Route Passenger Trips per Revenue Hour (2011)**



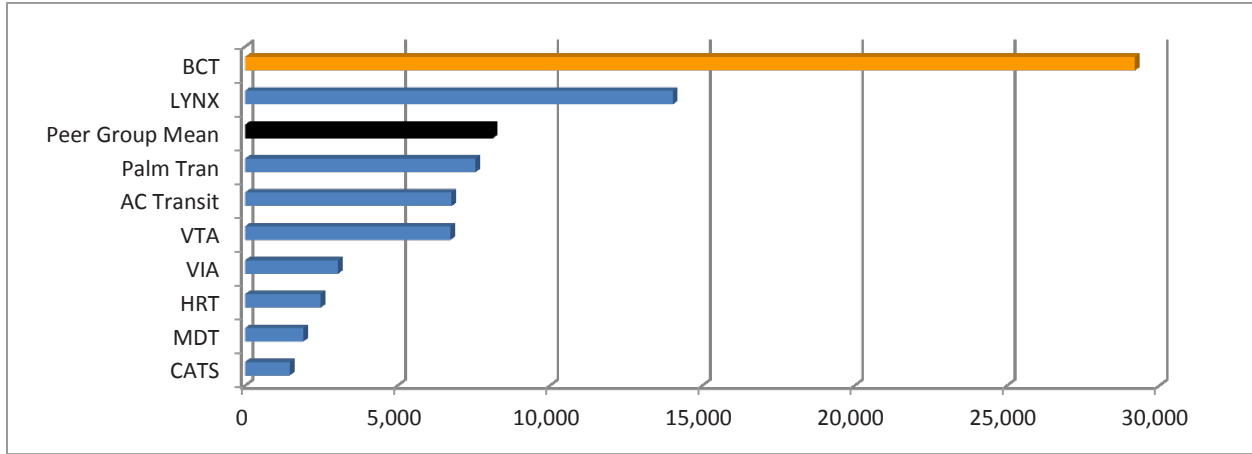
Source: National Transit Database

**Figure 3-83**  
**Fixed-Route Passenger Trips per Revenue Mile (2011)**



Source: National Transit Database

**Figure 3-84**  
**Fixed-Route Revenue Miles between Failures (2011)**



Source: National Transit Database

**Efficiency Measures**

Categories of efficiency measures include cost efficiency and operating ratios. Table 3-22 includes the efficiency statistics for the fixed-route peer group. Table 3-23 and Figures 3-85 through 3-92 present the efficiency measures for BCT’s peer review analysis. The following is a summary of salient issues from the efficiency measures peer review.

- BCT’s average fare is in line with the peer group average (0.3%). At the same time, BCT has the peer group maximum for farebox recovery, at 38.1 percent above the peer group average.
- Operating expense per capita, operating expense per revenue hour, operating expense per revenue mile, and operating expense per passenger trip for BCT are approximately 36, 12, 15, and 31 percent below the corresponding peer group means, respectively. This suggests that BCT has done a commendable job in controlling operating costs as compared to its peers.



**Table 3-22**  
**Fixed-Route Peer Group Efficiency Statistics (2011)**

Transit Agency	Operating Expense per				Farebox Recovery Ratio	Revenue Miles Per Vehicle Mile	Revenue Hours Per Employee FTE	Average Fare
	Capita	Revenue Hour	Revenue Mile	Passenger Trip				
<b>BCT</b>	<b>\$57.22</b>	<b>\$101.59</b>	<b>\$7.43</b>	<b>\$2.78</b>	<b>30.42%</b>	<b>0.88</b>	<b>1,065</b>	<b>\$0.85</b>
AC Transit	\$201.32	\$169.01	\$14.84	\$4.97	17.79%	0.85	1,032	\$0.88
CATS	\$101.53	\$98.68	\$7.12	\$3.54	24.12%	0.87	1,024	\$0.85
HRT	\$43.96	\$80.33	\$5.87	\$4.03	22.45%	1	1,115	\$0.90
LYNX	\$45.82	\$81.77	\$5.72	\$3.12	29.15%	0.89	1,135	\$0.91
MDT	\$122.30	\$125.95	\$10.58	\$4.03	27.01%	0.84	869	\$1.09
PalM Tran	\$38.50	\$120.80	\$7.00	\$4.38	15.96%	0.9	973	\$0.70
VTA	\$109.42	\$173.63	\$14.13	\$6.50	14.13%	0.85	1,027	\$0.92
VIA	\$81.82	\$83.34	\$6.30	\$2.88	17.18%	0.9	1,028	\$0.50

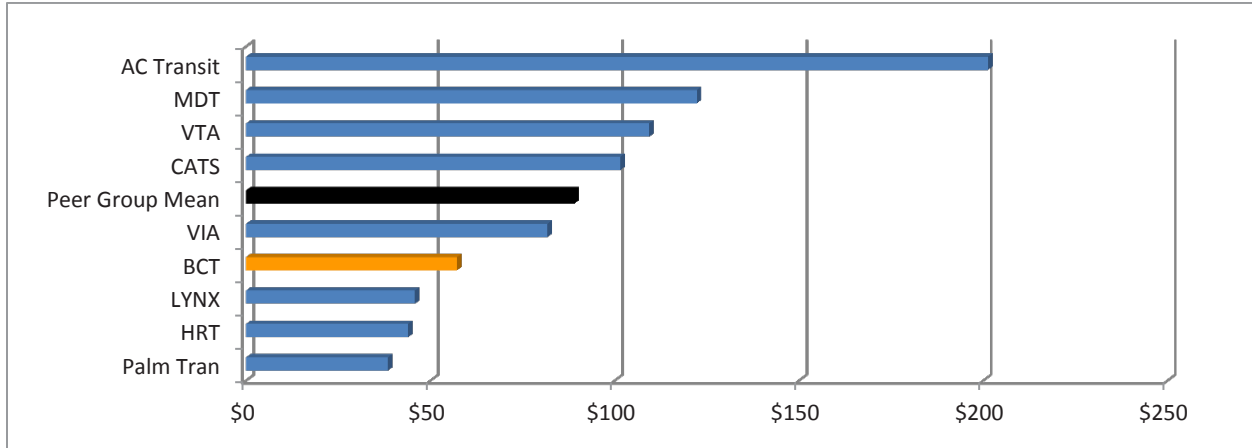
Source: National Transit Database

**Table 3-23**  
**Efficiency Measures, BCT Peer Review Analysis (2011)**

Measure	BCT	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	BCT % from Mean
Operating Expense per Capita	\$57.22	\$38.50	\$201.32	\$89.10	-35.8%
Operating Expense per Revenue Hour	\$101.59	\$80.33	\$173.63	\$115.01	-11.7%
Operating Expense per Revenue Mile	\$7.43	\$5.72	\$14.84	\$8.78	-15.3%
Operating Expense per Passenger Trip	\$2.78	\$2.78	\$6.50	\$4.03	-30.9%
Farebox Recovery	30.42%	14.13%	30.42%	22.02%	38.1%
Revenue Miles per Vehicle Mile	0.88	0.84	1.00	0.89	-0.7%
Revenue Hours per Employee FTE	1,065	869	1,135	1,030	3.4%
Average Fare	\$0.85	\$0.50	\$1.09	\$0.84	0.3%

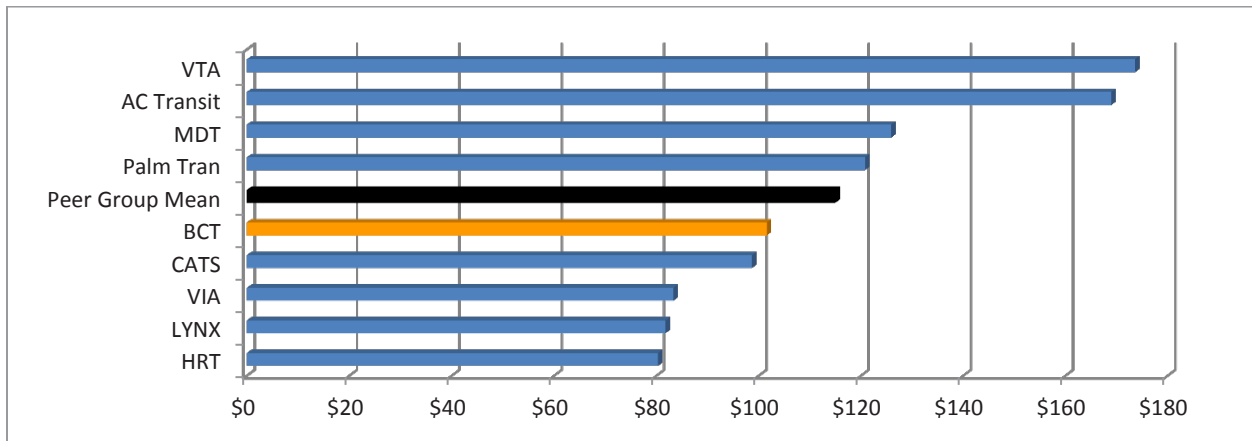
Source: National Transit Database

**Figure 3-85**  
**Fixed-Route Operating Expense per Capita (2011)**



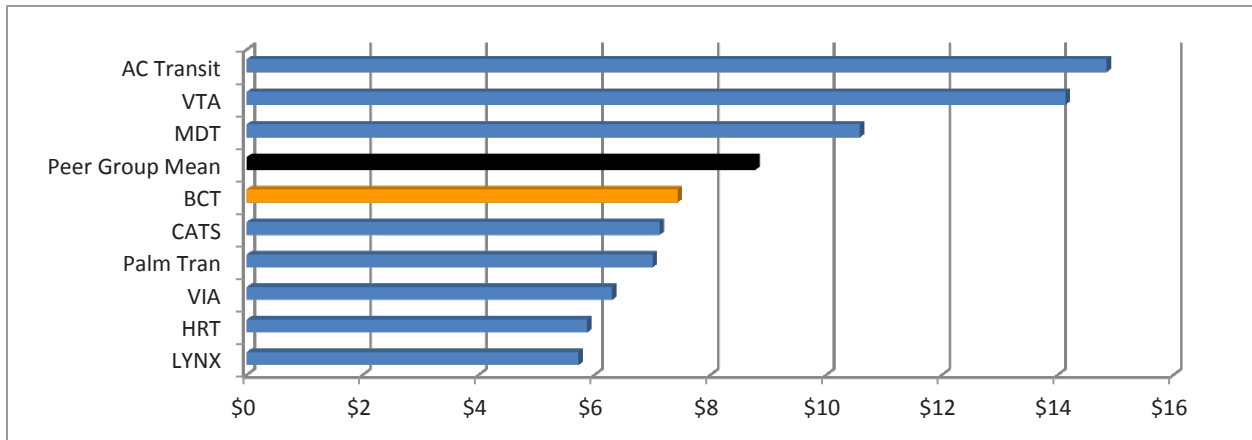
Source: National Transit Database

**Figure 3-86**  
**Fixed-Route Operating Expense per Revenue Hour (2011)**



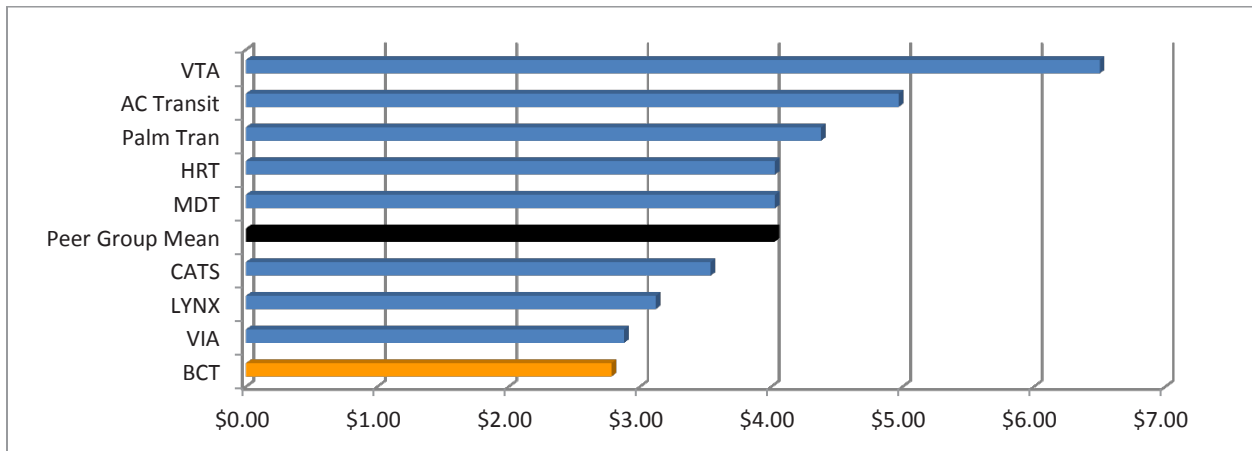
Source: National Transit Database

**Figure 3-87**  
**Fixed-Route Operating Expense per Revenue Mile (2011)**



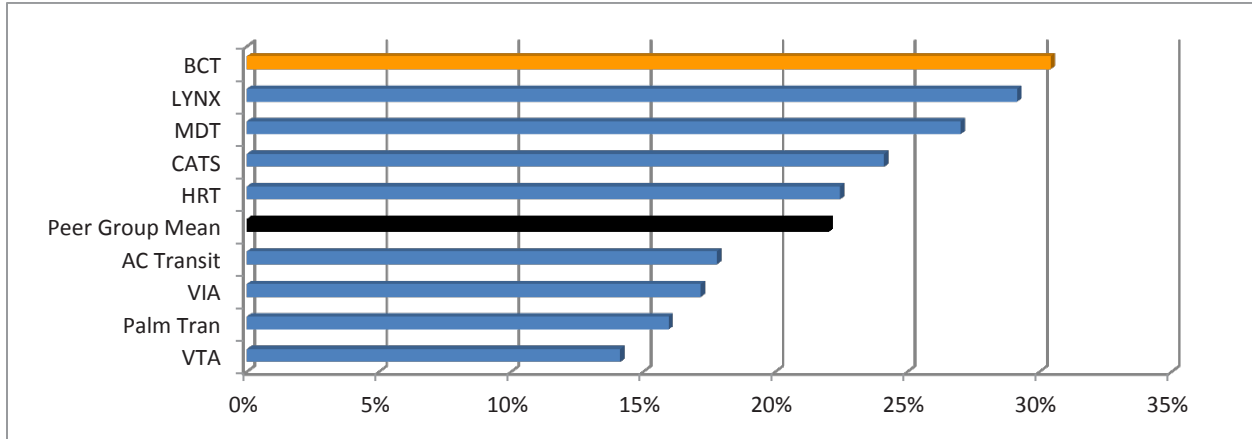
Source: National Transit Database

**Figure 3-88**  
**Fixed-Route Operating Expense per Passenger Trip (2011)**



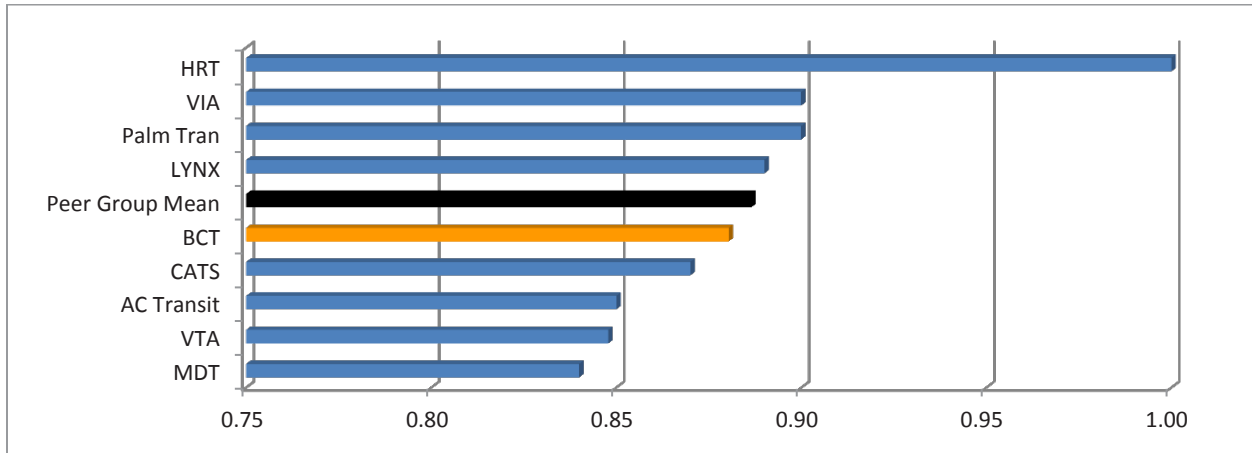
Source: National Transit Database

**Figure 3-89**  
**Fixed-Route Farebox Recovery Ratio (2011)**



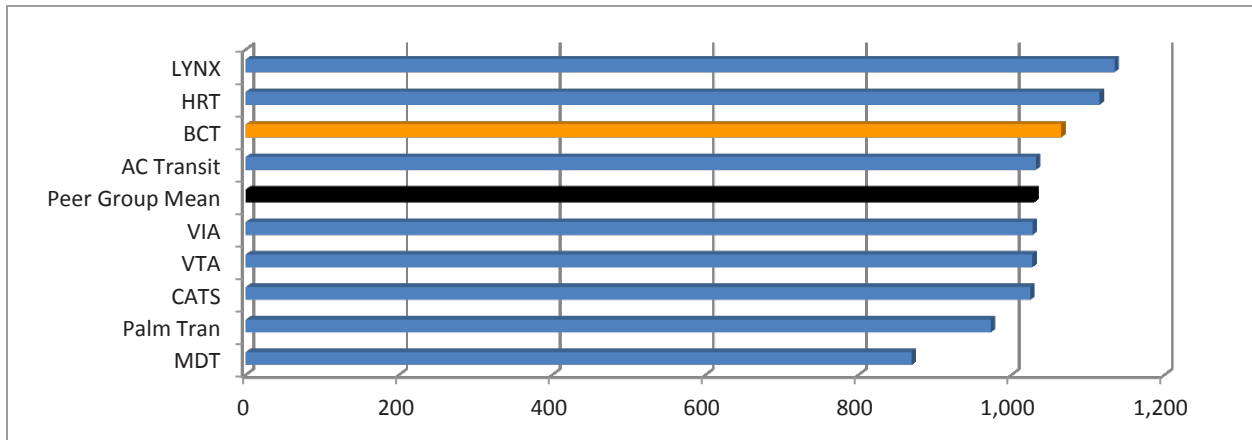
Source: National Transit Database

**Figure 3-90**  
**Fixed-Route Revenue Miles per Vehicle Mile (2011)**



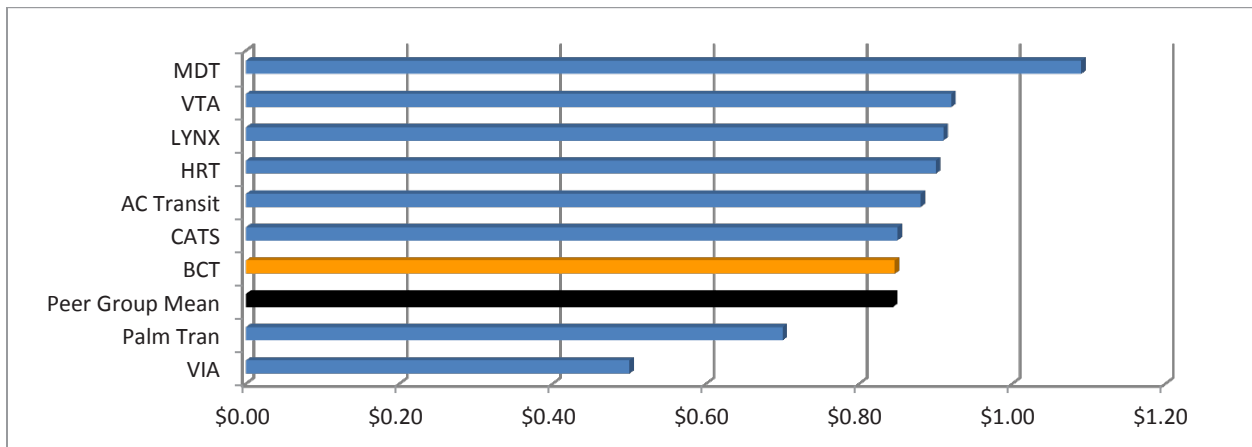
Source: National Transit Database

**Figure 3-91**  
**Fixed-Route Revenue Hours per Employee FTE (2011)**



Source: National Transit Database

**Figure 3-92**  
**Fixed-Route Average Fare (2011)**



Source: National Transit Database

**Summary Results of Fixed-Route Peer Review Analysis**

Table 3-24 provides a summary of the fixed-route peer review analysis for BCT's fixed-route system. The table includes each performance measure and BCT's standing within the peer group. The following strengths and opportunities were identified for BCT based on the peer review.

- **Service Supply** – Service supply is an area that provides BCT with an opportunity for improvement. BCT vehicle miles per capita are below the mean for the peer group.
- **Service Consumption** – BCT's passenger trips per revenue mile and passenger trips per revenue hour are well above the mean for service consumption.
- **Quality of Service** – This area is also indicated as a strength. BCT is above the mean in terms of the number revenue miles between roadcalls and failures.
- **Cost Efficiency** – This is noted as a strength, since operating expense per passenger trip, operating expense per revenue hour, and operating expense per revenue mile are below the mean for the peer group.
- **Operating Ratio and Fare** – BCT's farebox recovery ratio is also well above the mean (38%) for the peer group. BCT effectively maintains farebox revenues that support the level of services being provided while having an average fare in line with other peer systems.

**Table 3-24**  
**BCT Fixed-Route Peer Review Analysis Summary (2011)**

Performance Indicators/Measures	Percent Away From Mean	Indicator*
<b>Indicators</b>		
Service Area Population	9.20%	N/A
Service Area Population Density	20.90%	N/A
Passenger Trips	1.00%	o
Revenue Miles	-13.20%	-
Total Operating Expense	-30.60%	+
Passenger Fare Revenue	-2.00%	o
Vehicles Operated in Maximum Service	-25.50%	-
<b>Service Supply</b>		
Vehicle Miles per Capita	-22.00%	-
<b>Service Consumption</b>		
Passenger Trips per Revenue Mile	26.90%	+
Passenger Trips per Revenue Hour	23.00%	+
<b>Quality of Service</b>		
Revenue Miles between Failures	258.90%	+
<b>Cost Efficiency</b>		
Operating Expense per Capita	-35.80%	+
Operating Expense per Revenue Hour	-11.70%	+
Operating Expense per Revenue Mile	-15.30%	+
Operating Expense per Passenger Trip	-30.90%	+
<b>Operating Ratio</b>		
Farebox Recovery	38.10%	+
<b>Vehicle Utilization</b>		
Revenue Miles per Vehicle Mile	-0.70%	o
<b>Labor Productivity</b>		
Revenue Hours per Employee FTE	3.40%	o
<b>Fare</b>		
Average Fare	0.30%	o

\*Indicates a positive (+), negative (-), neutral (o), or not applicable (N/A) standing within the selected peer group. A result less than 5 percent from the peer group mean was considered neutral.

### TOPS SERVICE PEER REVIEW

The TOPS peer review was conducted using the same peers selected for the fixed-route service peer review. NTD data from 2011 were used to analyze performance indicators for each peer system's demand-response service. Statistics for both PT and DO demand-response services, as applicable, were compiled to conduct the analysis. Table 3-25 includes the demand-response performance statistics for all of the peers in the fixed-route peer group.

**Table 3-25**  
**Paratransit Peer Group Performance Statistics (2011)**

Transit Agency	Passenger Trips	Revenue Miles	Revenue Hours	Operating Expense
<b>BCT</b>	<b>685,998</b>	<b>6,857,322</b>	<b>424,532</b>	<b>\$16,756,333</b>
AC Transit	752,693	6,365,949	411,335	\$33,500,787
CATS	229,146	2,445,175	130,588	\$7,353,614
HRT	346,200	2,992,991	194,220	\$9,545,758
LYNX	821,169	8,597,624	516,283	\$24,704,331
MDT	1,593,806	13,232,539	978,336	\$46,939,524
Palm Tran	913,057	8,598,446	508,405	\$25,588,096
VTA	824,813	6,010,766	319,914	\$24,648,704
VIA	1,051,099	9,203,155	483,497	\$31,232,458

Source: National Transit Database

Table 3-26 summarizes the paratransit peer group analysis performance statistics noted in Table 3-28. For each measure, the table provides BCT’s performance, the maximum value among the peer group, the minimum value among the peer group, the mean of the peer group, and BCT’s percent difference from the mean value. Peer rankings for each performance indicator are illustrated in Figures 3-93 through 3-96.

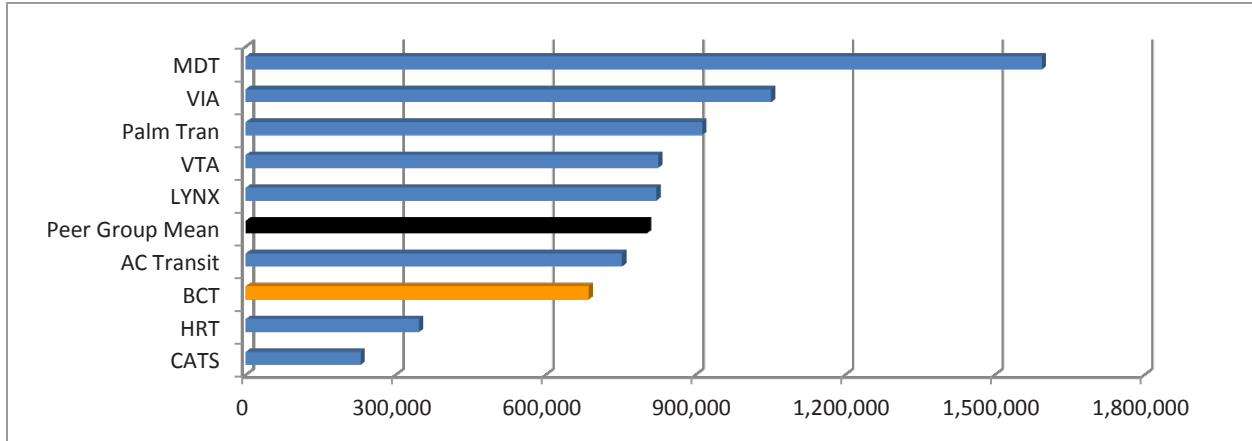
**Table 3-26**  
**Paratransit Peer Review – Performance Indicators (2011)**

Measure	BCT	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	BCT: Percent Deviation from Mean
Passenger Trips	685,998	229,146	1,593,806	801,998	-14.50%
Revenue Miles	6,857,322	2,445,175	13,232,539	7,144,885	-4.00%
Revenue Hours	424,532	130,588	978,336	440,790	-3.70%
Total Operating Expense	\$16,756,333	\$7,353,614	\$46,939,524	\$24,474,401	-31.50%

Source: National Transit Database

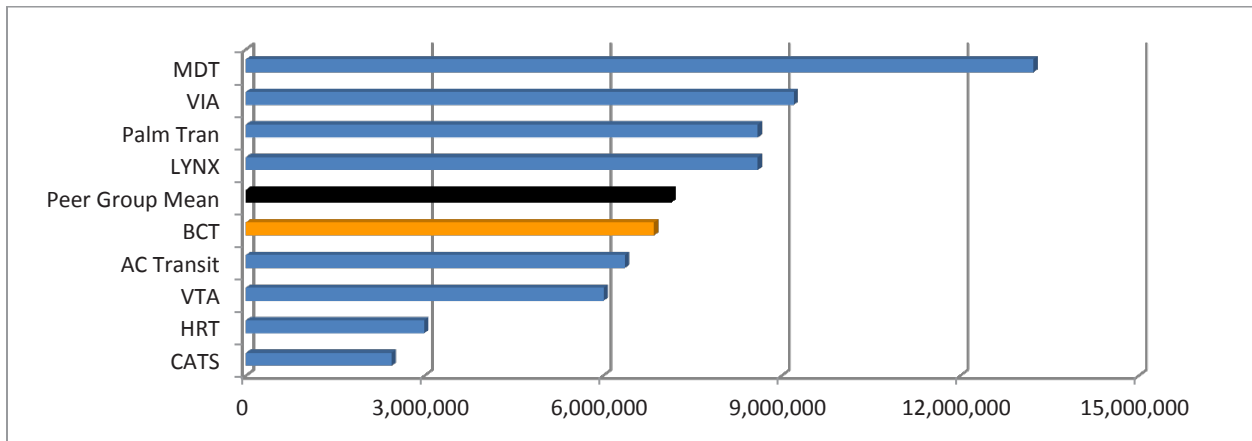


**Figure 3-93**  
**Paratransit Annual Passenger Trips (2011)**



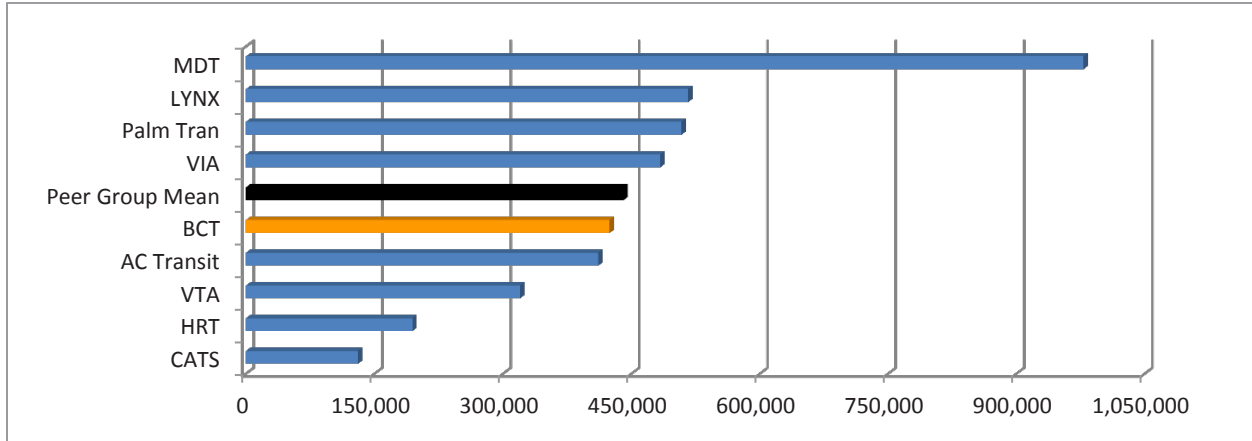
Source: National Transit Database

**Figure 3-94**  
**Paratransit Annual Revenue Miles (2011)**



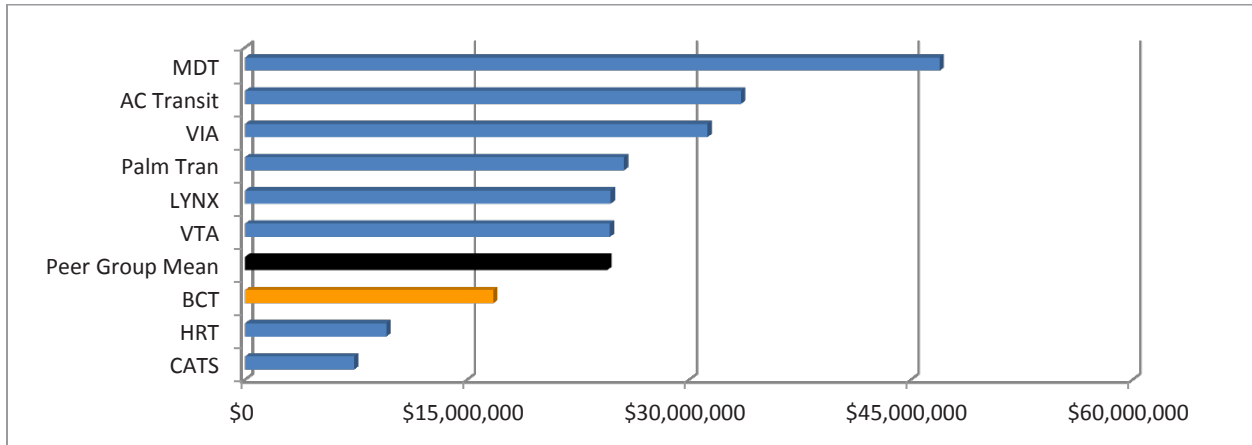
Source: National Transit Database

**Figure 3-95**  
**Paratransit Annual Revenue Hours (2011)**



Source: National Transit Database

**Figure 3-96**  
**Paratransit Annual Operating Expense (2011)**



Source: National Transit Database

Financial and operational performance measures were selected to provide a good indicator of overall system performance. Table 3-27 presents the peer group statistics for the selected financial and operational measures.

**Table 3-27**  
**Paratransit Peer Group Financial & Operational Measures (2011)**

Transit System	Operating Expense per Revenue Hour	Operating Expense per Revenue Mile	Operating Expense per Passenger Trip	Passenger Trips per Revenue Mile	Passenger Trips per Revenue Hour
BCT	\$39.47	\$2.44	\$24.43	0.1	1.62
AC Transit	\$81.44	\$5.26	\$44.51	0.12	1.83
CATS	\$56.31	\$3.01	\$32.09	0.09	1.75
HRT	\$49.15	\$3.19	\$27.57	0.12	1.78
LYNX	\$47.85	\$2.87	\$30.08	0.1	1.59
MDT	\$47.98	\$3.55	\$29.45	0.12	1.63
Palm Tran	\$50.33	\$2.98	\$28.02	0.11	1.8
VTA	\$77.05	\$4.10	\$29.88	0.14	2.58
VIA	\$64.26	\$3.39	\$29.63	0.12	2.18

Source: National Transit Database

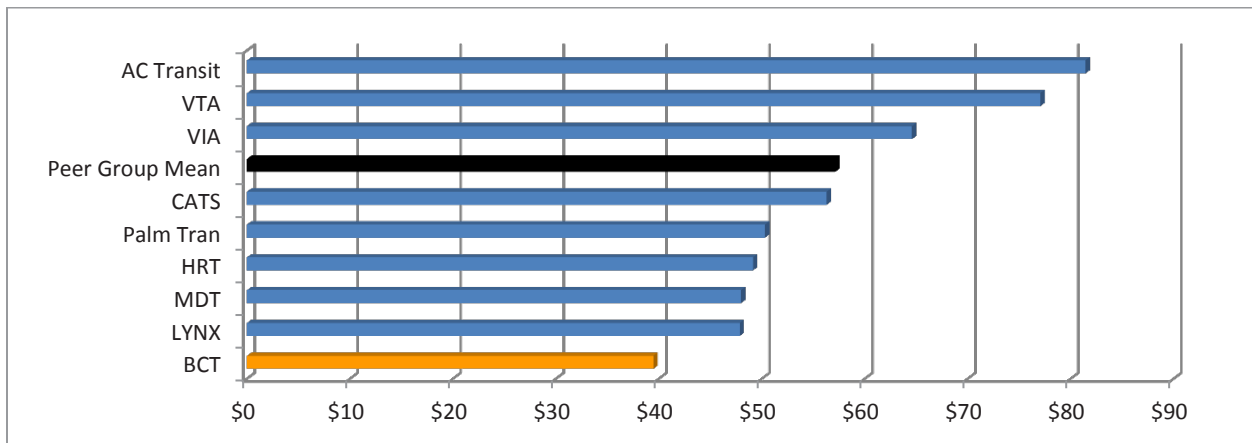
Table 3-28 summarizes the peer group analysis for the financial and operational measures noted in Table 3-29. Peer rankings for each financial and operational measure are illustrated in Figures 3-97 through 3-101.

**Table 3-28**  
**Paratransit Peer Review – Financial & Operational Indicators (2011)**

Measure	BCT	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	BCT: % Deviation from Mean
Operating Expense per Revenue Hour	\$39.47	\$39.47	\$81.44	\$57.13	-30.90%
Operating Expense per Revenue Mile	\$2.44	\$2.44	\$5.26	\$3.42	-28.60%
Operating Expense Per Passenger Trip	\$24.43	\$24.43	\$44.51	\$30.64	-20.30%
Passenger Trips per Revenue Mile	0.1	0.09	0.14	0.11	-10.10%
Passenger Trips per Revenue Hour	1.62	1.59	2.58	1.86	-13.20%

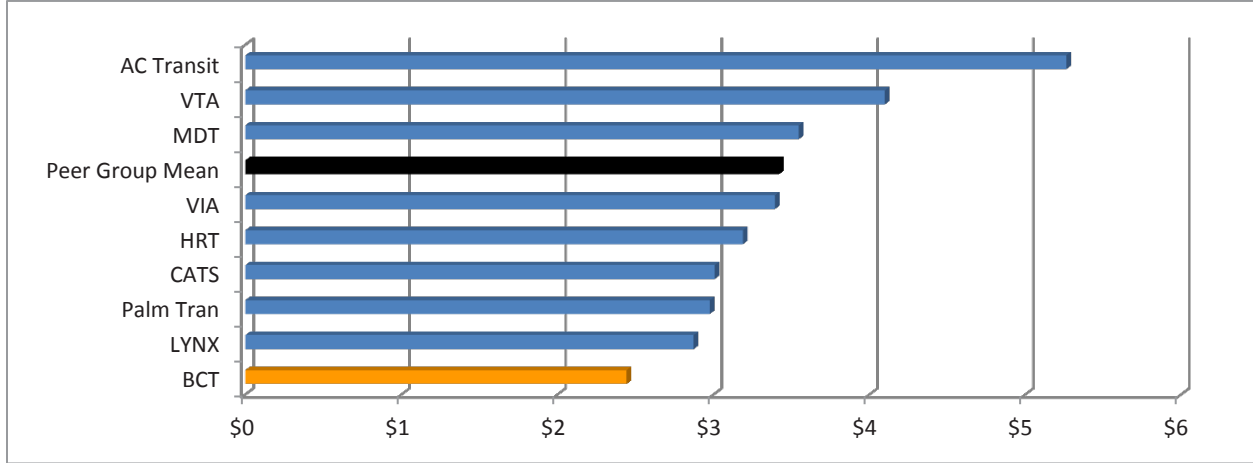
Source: National Transit Database

**Figure 3-97**  
**Paratransit Operating Expense per Revenue Hour (2011)**



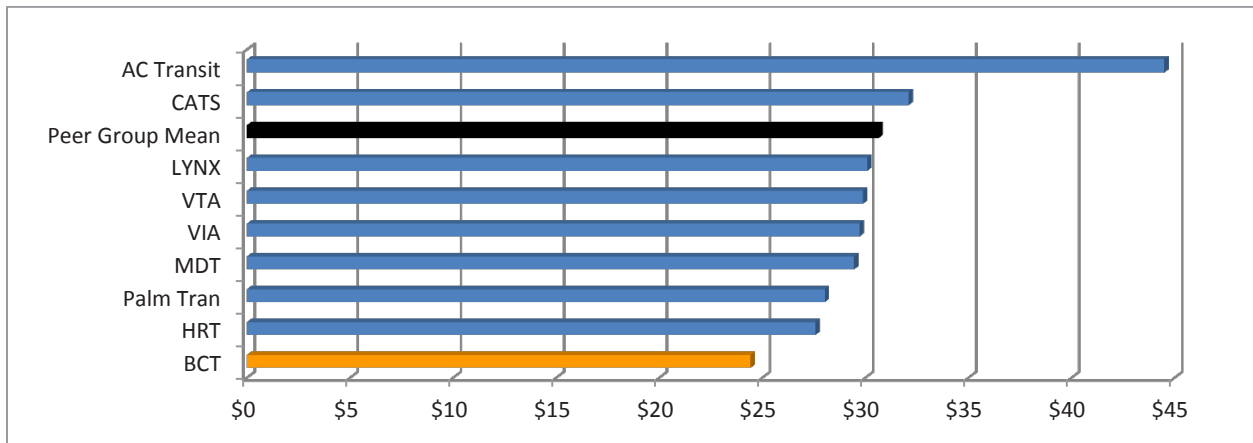
Source: National Transit Database

**Figure 3-98**  
**Paratransit Operating Expense per Revenue Mile (2011)**



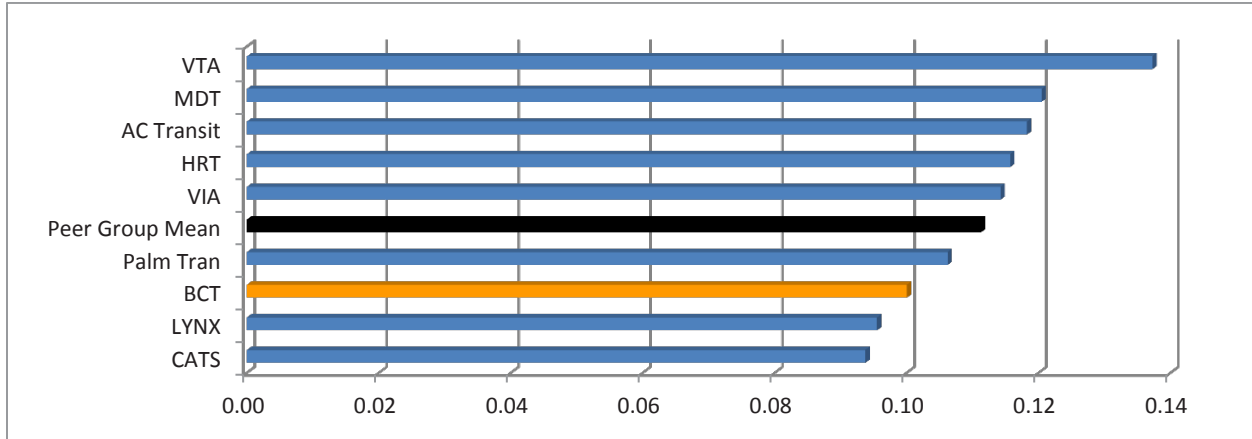
Source: National Transit Database

**Figure 3-99**  
**Paratransit Operating Expense per Passenger Trip (2011)**



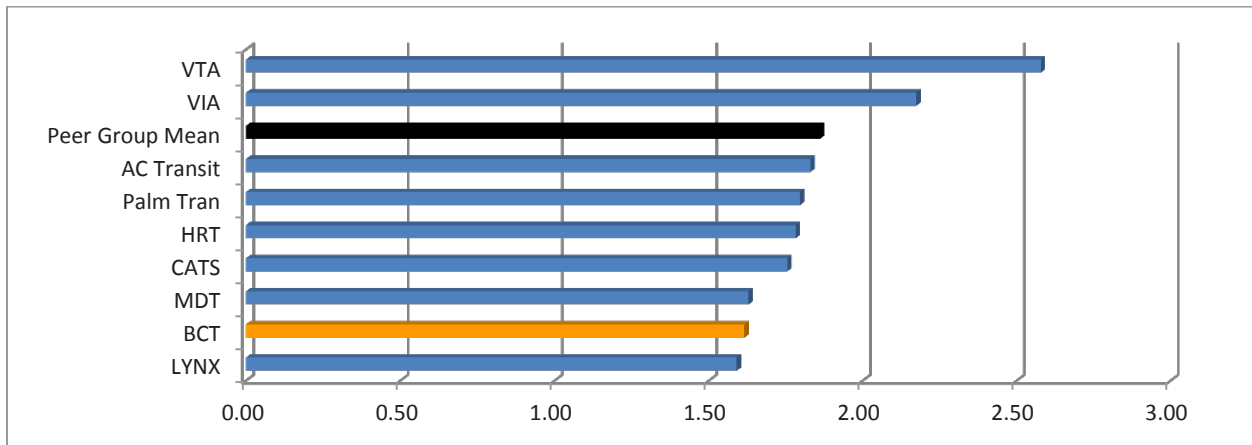
Source: National Transit Database

**Figure 3-100**  
**Paratransit Passenger Trips per Revenue Mile (2011)**



Source: National Transit Database

**Figure 3-101**  
**Paratransit Passenger Trips per Revenue Hour (2011)**



Source: National Transit Database

**Summary Results of Paratransit Service Peer Review Analysis**

Highlights from the paratransit service peer review analysis are summarized below. Table 3-29 provides a summary of the paratransit service peer review analysis.

**Table 3-29  
TOPS Paratransit Peer Review Analysis Summary (2011)**

Performance Indicators/Measures	Percent Deviation From Mean	Indicator*
<b>Indicators</b>		
Passenger Trips	-14.50%	N/A**
Revenue Miles	-4.00%	o
Revenue Hours	-3.70%	o
Total Operating Expense	-31.50%	+
<b>Cost Efficiency</b>		
Operating Expense per Revenue Hour	-30.90%	+
Operating Expense per Revenue Mile	-28.60%	+
Operating Expense per Passenger Trip	-20.30%	+
<b>Service Consumption</b>		
Passenger Trips per Revenue Mile	-10.10%	-
Passenger Trips per Revenue Hour	-13.20%	-

\*Indicates a positive (+), negative (-), neutral (o), or not applicable (N/A) standing within the selected peer group. A result less than 5% from the peer group mean was considered neutral.

\*\*A positive, negative, or neutral indicator could not be determined for passenger trips based on the data analyzed.

- The number of paratransit passenger trips provided by BCT in 2011, 685,998, was 14.5 percent below the peer group mean of 801,998 trips. Additionally, BCT was below the mean for revenue miles and revenue hours of service (about 4% each, respectively). Given that all of the peers have similar service area sizes, these figures suggest that BCT may be experiencing a greater level of success in encouraging paratransit passengers who are able to do so to use fixed-route transit services.
- At the same time, BCT’s total operating cost was 31.5 percent below the mean, as was the case for all of the related financial measures. Operating expense per revenue hour, per revenue mile, and per passenger trip were 31, 29, and 20 percent below the corresponding peer group means, respectively, indicating that BCT is providing comparatively more cost-effective paratransit service than many of its peers.
- BCT has some room for improvement when considering the two selected service consumption measures, passenger trips per revenue mile and per revenue hour. BCT is 10 and 13 percent below the corresponding peer group means for these measures.

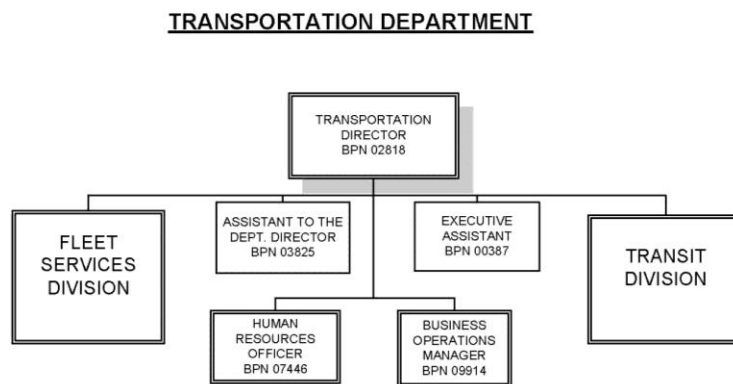
## ORGANIZATION AND GOVERNANCE ASSESSMENT

As part of the BCT *Connected* process, a general assessment of BCT’s organizational structure was completed in order to ensure that staffing levels are sufficient to support enhancements to the transit network as identified in the 10-year vision. BCT’s staffing levels were compared with previously identified peer agencies. The organizational assessment includes a general review of current staffing levels by major employment category as identified per NTD reporting requirements.

### ORGANIZATIONAL STRUCTURE

BCT operates as a department of Broward County government. According to 2011 NTD data, BCT has a total of 918 employees. As a County department, BCT is governed by the Broward County Board of County Commissioners (BCC), which serves as the transit agency’s oversight board. The BCC consists of nine Commissioners elected by district in partisan elections. The BCC appoints the County’s Chief Executive Officer, called the County Administrator in Broward County, who implements BCC-approved programs and directs the functions of County government. Figure 3-102 displays Broward County’s organizational structure and where BCT fits into the overall structure. A detailed organizational chart can be found in Appendix D.

**Figure 3-102**  
**Broward County Organizational Structure**



Source: Broward County

### ORGANIZATIONAL PEER ANALYSIS

A peer review of staffing levels was performed to compare BCT’s staffing levels with other transit agencies of similar size. The peer group used to perform the review was derived from the fixed-route

peer agencies identified as part of the transit development planning process. This group, which was verified for appropriateness based on the most recent validated NTD information from the Federal Transit Administration (FTA), consists of both Florida and non-Florida transit agencies. Using the same peers as shown in Table 3-20, the number of full-time equivalent administrative, vehicle maintenance, and operational staff were obtained for each agency from the 2011 NTD. The 2011 NTD is the most recent validated data currently available.

This analysis is completed with the same set of peers as in the peer review. Because of variability in system size, in order to more fairly compare the number of staff employed by the peer group members and BCT, it was necessary to normalize the number of staff in each employee category using a transit service performance statistic. Typical variables used to compare transit agency service performance characteristics include peak vehicles, revenue hours of service, and revenue miles of service. For the purposes of this peer review, the service performance statistics were tied to staff categories as follows:

- Peak vehicles and administrative staff
- Revenue hours and operations staff
- Revenue miles and vehicle maintenance staff

Table 3-30 shows the performance statistics and staffing levels for the eight peer transit agencies and the corresponding data for BCT. Also included in that table are the average and standard deviation for each variable. Table 3-31 compares BCT staffing levels in each staff category to the peer system averages. Table 3-32 shows that BCT is operating with fewer staff in each staff category than the peer system average. In the operating category, BCT is operating with 35 fewer FTEs than it would be if it were on par with the peer agency average. In the maintenance category, BCT is operating with 27 fewer FTEs than it would be if it were on par with the peer agency average. In the administrative category, BCT is operating with 3 fewer FTEs than it would be if it were on par with the peer agency average. In other words, BCT has a very lean and efficient staff composition as compared to the peer group average.



**Table 3-30**  
**BCT Staffing Level Peer Review**

Transit Agency	Revenue Hours	Revenue Miles	Peak Vehicles	Operating Employees FTEs	Maintenance Employees FTEs	Administrative Employees FTEs
BCT	984,624	13,461,475	245	653	178	87
AC Transit	1,685,688	19,203,332	493	1,104	336	193
Palm Tran	404,415	6,974,987	123	295	91	30
LYNX	1,029,676	14,714,555	225	643	167	97
CATS	780,795	10,822,410	269	526	153	83
MDT	2,424,028	28,860,941	694	2,032	523	234
VTA	1,185,310	14,561,653	343	764	259	115
HRT	787,888	10,790,246	221	501	118	87
VIA	1,527,506	20,216,646	345	1,030	298	158
<b>Average</b>	<b>1,201,103</b>	<b>15,511,805</b>	<b>329</b>	<b>839</b>	<b>236</b>	<b>121</b>
<b>Standard Deviation</b>	<b>601,615</b>	<b>6,489,081</b>	<b>172</b>	<b>514</b>	<b>135</b>	<b>63</b>

**Table 3-31**  
**BCT Staffing versus Peer System Staffing**

Employee Category	Employee FTEs	Operational Characteristics		FTE per Operational Characteristic	
<b>BCT</b>					
Operating	653	984,624	Revenue Hours	6.63	10,000 Revenue Hours
Maintenance	178	13,461,475	Revenue Miles	1.32	100,000 Revenue Miles
Administrative	87	245	Peak Vehicles	3.55	10 Peak Vehicles
<b>Peer System Average</b>					
Operating	839	1,201,103	Revenue Hours	6.98	10,000 Revenue Hours
Maintenance	236	15,511,805	Revenue Miles	1.52	100,000 Revenue Miles
Administrative	121	329	Peak Vehicles	3.67	10 Peak Vehicles

**Table 3-32**  
**BCT Staff Shortfall and Surplus**

Employee Category	BCT Current Employee FTEs	Projected BCT FTEs Based on Peer System Average	BCT Shortfall/ Surplus versus Peer System Average
Operating	653	688	-35
Maintenance	178	205	-27
Administrative	87	90	-3

***Organizational Assessment Summary***

The organizational analysis shows that BCT has fewer employees than many of its peer agencies. While fewer employees can indicate a more efficient operation, it can also be indicative of an agency that is understaffed. BCT management will review staffing levels to ensure that they are appropriate.