

This final section of the TDP contains the financial information with regard to the improvements described in Section 7, Alternatives. The financial information is divided into two plans:

- Status Quo Plan: In this plan, the focus is maintaining current service levels.
- Vision Plan: The Vision Plan focuses on improving the system so that it truly meets the needs of the citizens of Broward County.

### **STATUS QUO PLAN**

The Status Quo Plan examines the financial impacts of operating a transit system similar in nature to today's system over the next 10 years. In order to maintain the current system, investments in infrastructure and operations will need to be made. Increasing demand for services will require further investment in additional services just to maintain current, published schedules. Operating costs are projected to continue to increase with inflation over the 10-year timeframe. Infrastructure is expected to reach the end of its useful life and need to be replaced.

### **STATUS QUO PLAN ASSUMPTIONS**

There are several assumptions being made in the Status Quo Plan:

- Current services are maintained.
- Increased demand may require additional service to be operated in order to maintain current, published schedules.
- Inflation will continue to increase the cost of operating the transit system.
- No new revenue streams will be added to the budget.
- Any shortfall between projected costs and revenues will be covered by an additional transfer from the General Fund (Ad Valorem).

### **STATUS QUO PLAN BUDGET ITEMS**

The following items are included in the Status Quo Plan:

- Maintenance of Existing Service: Under the Status Quo Plan, all of the services currently in operation are assumed to continue to operate.
- Reliability/Capacity Adjustments: As described in Section 7, several BCT routes are struggling with on-time performance due to congested roadways and overcrowded buses. It is assumed

that this issue will begin to affect other routes as demand for service and congestion increase. By adding service, BCT can begin to conform to its schedule and alleviate over-crowding situations. Funding for additional service to maintain current schedules is included in this plan.

- The Wave: Streetcar service in downtown Fort Lauderdale is added in the Status Quo plan in FY 2016 because the County Commission has committed to funding it.
- IT Improvements: The cry for IT improvements was particularly obvious during public outreach sessions. Passengers need to know when the next bus is coming so they can make educated decisions concerning their time. Operators need more information about bus running times, historical schedule adherence, and driver performance to make better management decisions. These improvements, as detailed in the IT Plan in Appendix K, are included in the Status Quo Plan.
- Plans: A number of studies and plans are scheduled to be undertaken under the Status Quo Plan. These plans allow BCT to investigate the need for improvements as well as the appropriate characteristics of the improvements.
- Infrastructure: There are several infrastructure improvements that are required during the 10-year period to keep BCT operating at its current level of service. The infrastructure projects to be included in the Status Quo Plan are listed in Table 8-1.

**Table 8-1  
Status Quo Plan Infrastructure Improvements**

| Infrastructure Improvement                                   | Implementation Year (FY) |
|--|--------------------------|
| Cypress Creek Tri-Rail Station Service - Access Improvements | 2014                     |
| Lauderhill Mall Transit Center                               | 2014-15                  |
| Miramar Park-and-Ride Lot                                    | 2014                     |
| Westgate Park-and-Ride Lot                                   | 2014                     |
| Copans Facility Rehabilitation/Upgrade                       | 2015-16                  |
| Copans Facility Administrative Building #4 Rehabilitation    | 2014                     |
| B-Cycle Expansion  | Ongoing                  |
| Bus Shelter/Stop Replacement                                 | Ongoing                  |

**STATUS QUO PLAN OPERATING COSTS**

The operating costs are divided into 12 categories. Each is described in the following bullets with the actual costs detailed by year in Table 8-2. Supporting documentation for the budget can be found in Appendix L.

- Personal Services: This figure was provided by Broward County’s Office of Management and Budget. It includes salaries and fringe benefits for all BCT staff at the current staffing levels.

- **Overtime:** This figure was provided by Broward County's Office of Management and Budget. It includes payment for all overtime accrued by drivers. Some overtime is planned overtime due to the demands of certain routes or schedules while other overtime is unscheduled to cover employees who are unable to work their shift.
- **Operating Expenses:** This figure was provided by Broward County's Office of Management and Budget. These expenses relate to operating BCT's services, but do not include fuel or contractual payments. They include utilities, minor supplies, etc.
- **Fuel:** This figure was provided by Broward County's Office of Management and Budget. It includes the costs for fueling the vehicles.
- **Paratransit Service:** This figure was provided by Broward County's Office of Management and Budget. This line item covers the contractual cost of paying a third party to operate paratransit services.
- **Other Contractual Services:** This figure was provided by Broward County's Office of Management and Budget. This also pertains to paratransit services, but it provides payment for the third-party operator who manages the eligibility of paratransit passengers.
- **Other Governmental Operators:** This figure was provided by Broward County's Office of Management and Budget. BCT provides annual funding to Tri-Rail and the Community Bus system through this line item.
- **Fuel and Other Reserves:** This figure was provided by Broward County's Office of Management and Budget. This line item assumes that the reserves captured in the revenue projections are spent in a manner consistent with their respective reserve funds.
- **Reliability/Capacity Adjustments:** These costs are based on improvements detailed in the Service Plan found in Appendix L. This cost provides more service to certain routes to increase their reliability and alleviate overcrowding situations. Broward County has already committed to funding the FY 2014 amount.
- **The Wave Streetcar:** These costs are associated with operating The Wave. FY 2016 operating costs were taken from the analysis done to seek funding for the system. It is assumed that costs increase by three percent annually, a figure based on the Consumer Price Index (CPI) calculated by the Bureau of Labor Statistics (BLS).
- **IT Improvements:** These costs were taken from the IT Plan provided in Appendix K. The costs cover all operating expenses associated with implementing the plan. It should be noted that all items scheduled for implementation in FY 2014 in the IT Plan were budgeted in FY 2015 in the TDP.

## **STATUS QUO PLAN OPERATING REVENUES**

There are 11 categories for operating revenues. Each is described in the following bullets with the actual revenues by year displayed in Table 8-2.

- **Farebox Revenues:** This figure was provided by Broward County’s Office of Management and Budget. There are three categories related to farebox revenues. This category represents the fares collected from current services without the addition of The Wave or the Reliability/Capacity Adjustments.
- **Farebox Revenues (The Wave Streetcar):** These farebox revenues are related to the implementation of the new streetcar service in downtown Fort Lauderdale. Using a conservative farebox recovery ratio of 30 percent, the streetcar is projected to recoup about 30 percent of its operating costs through the farebox.
- **Farebox Revenues (Reliability/Capacity Adjustments):** These farebox revenues are related to the implementation of the reliability/capacity adjustments planned for certain routes over the 10-year period. Using a conservative farebox recovery ratio of 30 percent, these new services are projected to recoup about 30 percent of their operating costs through the farebox.
- **General Fund (Ad Valorem):** The FY 2014 figure was provided by Broward County’s Office of Management and Budget. A conservative assumption that there is no growth in this revenue source was assumed for the 10-year timeframe. General fund revenues come from property taxes collected by Broward County.
- **Gas Tax:** This figure was provided by Broward County’s Office of Management and Budget. Revenues from gas taxes are projected to decrease over the 10-year timeframe. These revenues come from the taxes paid by purchasers of gasoline and other fuels.
- **Concurrency Fund:** This figure was provided by Broward County’s Office of Management and Budget. The Concurrency Fund is only projected to provide revenue for two years of the 10 years. Concurrency funds are collected from development impact fees and used to fund transportation improvements in the impacted areas.
- **Fuel and Other Reserves:** This figure was provided by Broward County’s Office of Management and Budget. Reserves were built up over the last several years and expected to be depleted by BCT in the next few years.
- **Applied Fund Balance:** This figure was provided by Broward County’s Office of Management and Budget.
- **State Grants:** The FY 2014 figure was provided by Broward County’s Office of Management and Budget. A conservative growth rate of one percent was then added annually. State grants are provided by FDOT on an annual basis to assist in funding transit services. These grants include block grants and TD funding.

- All Other Revenues: This figure was provided by Broward County's Office of Management and Budget. These revenues include those from advertising on buses as well as selling surplus vehicles.
- 5% Contingency Adjustment: This figure was provided by Broward County's Office of Management and Budget. This adjustment allows for a more conservative budgeting approach by assuming that revenues may have been overstated, but that costs have not.

### **STATUS QUO PLAN OPERATING CONCLUSIONS**

The following conclusions can be made from Table 8-2 with regards to the projected Status Quo Plan operating budget:

- BCT's projected total operating costs for the 10-year period exceed \$1.4 billion.
- BCT's projected total operating revenues for the 10-year period are projected to be over \$1.2 billion.
- BCT's budget is balanced for FY 2014.
- BCT's conservatively projected revenues indicate that BCT will need additional revenue beginning in FY 2015 from Broward County's General Fund (Ad Valorem) in order to balance its budget for the remaining nine years of the plan. In total, BCT would need approximately \$185 million in additional funds from the General Fund (Ad Valorem) to implement the Status Quo Plan.

### **STATUS QUO PLAN CAPITAL COSTS**

The capital costs are divided into 10 categories. Each is described in the following bullets with the actual costs detailed by year in Table 8-2.

- Fixed Route Vehicle Replacement: Each vehicle in the BCT fleet has a certain useful life and will need to be replaced when its useful life comes to a close. For the larger vehicles used on fixed route services, the useful life is about 14 years. Based on the age of BCT's current fleet and their replacement cycles, BCT developed annual cost estimates for replacing its current vehicle fleet.
- Community Bus Vehicle Replacement: For smaller vehicles used in the Community Bus system the useful life may only be five or six years. Based on the age of BCT's current Community Bus fleet and their replacement cycles, BCT developed annual cost estimates for replacing its current vehicle fleet. In cases where a Community Bus route is projected to reach over 24 PPH during the FY 2014-23 timeframe, the additional cost of purchasing 30-foot replacement vehicles for extra capacity is included.

- Paratransit Vehicle Acquisition: As described in Section 7, BCT is in the process of purchasing the vehicles for use by its third-party contractors that are operating the paratransit system. BCT determined the costs of purchasing these vehicles.
- Parts and Preventative Maintenance: Based on current purchasing levels, the cost of vehicle parts and preventative maintenance were projected. It is assumed that the third-party paratransit contractors will be responsible for maintenance of the paratransit vehicles.
- Tire Leasing: Based on current fleet numbers, BCT staff projected the cost of leasing tires for the fleet over the 10-year period. The cost is based on current costs and a three percent CPI-based escalation rate.
- Reliability/Capacity Adjustments – Vehicles: In order to implement the additional services needed to ensure the reliability of certain routes and alleviate over-crowding conditions, BCT will need to purchase several new vehicles. The cost of these new vehicles is projected in this line item. Vehicle purchases for this purpose only occur in the first three years of the plan.
- IT Improvements: As detailed in Appendix K, the IT plan has numerous capital costs associated with it. These costs are provided on an annual basis here.
- Concurrency Infrastructure and Bus Replacement Projects: These costs are associated with the concurrency revenues received annually. They are projected to remain constant throughout the 10-year period.
- Infrastructure: These costs support the infrastructure needs of the system as detailed in Table 8-1 over the 10-year period.
- Planning Studies: The costs of producing several studies needed during the 10-year period are included in this line item. Studies are often required to seek state and federal funding.

**STATUS QUO PLAN CAPITAL REVENUES**

The capital revenues are divided into two categories. Each is described in the following bullets with the actual revenues detailed by year in Table 8-2.

- Concurrency Fund: These revenues are assumed to remain constant throughout the 10-year period. Concurrency funds are collected from development impact fees and used to fund capital transportation improvements throughout the County.
- Federal 5307 for Capital: Funding is based on historical Federal 5307 funding levels. Escalation is assumed to be one percent annually.

On the capital side, there are also several grants that BCT has been awarded, but they have not been expended to date. These funds are noted as “carryover” in the capital analysis.

## STATUS QUO PLAN CAPITAL CONCLUSIONS

The following conclusions can be made from Table 8-2 with regards to the projected Status Quo Plan capital budget:

- BCT's capital budget is balanced in FY 2014.
- Federal and state grants that have carried over from prior years will cover the costs of funding needed in FY 2014.
- Beginning in FY 2015 and continuing through the entire timeframe, BCT's budgeted capital costs exceed its capital revenues.
- Over the 10-year timeframe, total capital costs exceed \$519 million.
- Over the 10-year timeframe, total capital revenues are projected to be approximately \$293 million plus carryover of approximately \$85 million.

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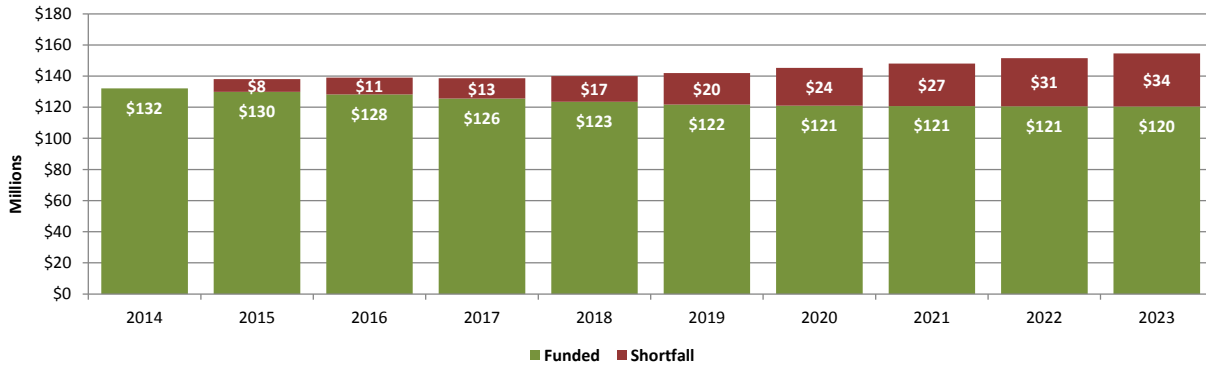
Table 8-2  
Status Quo Plan: Operating and Capital Budgets (FY 2014-2023)

| OPERATING  |                      |                      |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|--|----------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Costs  | 2014                 | 2015                 | 2016                  | 2017                  | 2018                  | 2019                  | 2020                  | 2021                  | 2022                  | 2023                  | 10-Year Period         |
| Personal Services  | \$63,152,940         | \$65,687,070         | \$65,454,250          | \$67,081,230          | \$68,748,603          | \$70,457,367          | \$72,208,561          | \$74,003,221          | \$75,842,432          | \$77,727,297          | \$700,362,970          |
| Overtime   | \$5,520,110          | \$5,529,460          | \$5,658,110           | \$5,667,700           | \$5,799,560           | \$5,809,390           | \$5,944,550           | \$5,954,620           | \$6,093,160           | \$6,103,490           | \$58,080,150           |
| Operating Expenses                                       | \$9,911,230          | \$9,836,800          | \$10,082,720          | \$10,008,940          | \$10,259,170          | \$10,184,100          | \$10,438,710          | \$10,362,320          | \$10,621,390          | \$10,543,660          | \$102,249,040          |
| Fuel   | \$16,128,210         | \$16,704,800         | \$16,497,420          | \$17,283,400          | \$17,947,968          | \$18,089,716          | \$18,703,987          | \$19,282,464          | \$19,879,677          | \$20,466,859          | \$180,984,500          |
| Paratransit Service                                      | \$17,320,060         | \$17,527,900         | \$17,738,230          | \$17,951,090          | \$18,166,500          | \$18,384,500          | \$18,605,110          | \$18,828,370          | \$19,054,310          | \$19,282,960          | \$182,859,030          |
| Other Contractual Services                               | \$4,030,390          | \$4,100,920          | \$4,172,690           | \$4,245,710           | \$4,320,010           | \$4,395,610           | \$4,472,530           | \$4,550,800           | \$4,630,440           | \$4,711,470           | \$43,630,570           |
| Other Governmental Operators (i.e., Tri-Rail, Comm. Bus) | \$6,959,250          | \$6,780,740          | \$6,780,740           | \$6,799,830           | \$6,819,070           | \$6,838,450           | \$6,870,990           | \$6,903,940           | \$6,937,300           | \$6,971,080           | \$68,661,390           |
| Fuel and Other Reserves                                  | \$7,812,250          | \$5,979,250          | \$4,146,250           | \$2,313,250           | \$480,250             | \$0                   | \$0                   | \$0                   | \$0                   | \$0                   | \$20,731,250           |
| Reliability/Capacity Adjustments                         | \$1,242,680          | \$1,919,763          | \$1,965,848           | \$522,330             | \$538,016             | \$554,143             | \$570,765             | \$587,882             | \$605,000             | \$622,612             | \$9,129,039            |
| The Wave Streetcar                                       | \$0                  | \$0                  | \$2,500,000           | \$2,575,000           | \$2,652,250           | \$2,731,818           | \$2,813,772           | \$2,898,185           | \$2,985,131           | \$3,074,685           | \$22,230,840           |
| IT Improvements  | \$0                  | \$3,949,943          | \$4,073,905           | \$4,196,122           | \$4,322,006           | \$4,451,666           | \$4,585,216           | \$4,722,772           | \$4,864,455           | \$5,010,389           | \$40,176,473           |
| <b>Total Operating Costs</b>                             | <b>\$132,077,120</b> | <b>\$138,016,646</b> | <b>\$139,070,163</b>  | <b>\$138,644,602</b>  | <b>\$140,053,402</b>  | <b>\$141,896,758</b>  | <b>\$145,214,191</b>  | <b>\$148,094,574</b>  | <b>\$151,513,295</b>  | <b>\$154,514,502</b>  | <b>\$1,429,095,252</b> |
| Revenues   | 2014                 | 2015                 | 2016                  | 2017                  | 2018                  | 2019                  | 2020                  | 2021                  | 2022                  | 2023                  | 10-Year Period         |
| Farebox Revenues   | \$34,226,896         | \$35,118,700         | \$35,645,480          | \$36,180,160          | \$36,722,860          | \$37,702,140          | \$38,267,670          | \$38,841,680          | \$39,424,310          | \$40,015,670          | \$372,145,566          |
| Farebox Revenues (The Wave Streetcar)                    | \$0                  | \$0                  | \$750,000             | \$772,500             | \$795,675             | \$819,545             | \$844,132             | \$869,456             | \$895,539             | \$922,405             | \$6,669,252            |
| Farebox Revenues (Reliability/Capacity Adjustments)      | \$372,804            | \$575,929            | \$589,754             | \$156,699             | \$161,405             | \$166,243             | \$171,229             | \$176,365             | \$181,500             | \$186,784             | \$2,738,712            |
| General Fund (Ad Valorem)                                | \$21,162,900         | \$21,162,900         | \$21,162,900          | \$21,162,900          | \$21,162,900          | \$21,162,900          | \$21,162,900          | \$21,162,900          | \$21,162,900          | \$21,162,900          | \$211,629,000          |
| Gas Tax  | \$54,000,000         | \$52,920,000         | \$51,861,600          | \$50,824,370          | \$49,807,880          | \$48,811,720          | \$47,835,490          | \$46,878,780          | \$45,941,200          | \$45,022,380          | \$493,903,420          |
| Concurrency Fund   | \$622,120            | \$114,180            | \$0                   | \$0                   | \$0                   | \$0                   | \$0                   | \$0                   | \$0                   | \$0                   | \$736,300              |
| Fuel and Other Reserves                                  | \$7,812,250          | \$5,979,250          | \$4,146,250           | \$2,313,250           | \$480,250             | \$0                   | \$0                   | \$0                   | \$0                   | \$0                   | \$20,731,250           |
| Applied Fund Balance                                     | \$1,833,000          | \$1,833,000          | \$1,833,000           | \$1,833,000           | \$1,833,000           | \$480,250             | \$0                   | \$0                   | \$0                   | \$0                   | \$9,645,250            |
| State Grants   | \$13,007,640         | \$13,137,716         | \$13,269,094          | \$13,401,784          | \$13,535,802          | \$13,671,160          | \$13,807,872          | \$13,945,951          | \$14,085,410          | \$14,226,264          | \$136,088,694          |
| All Other Revenues                                       | \$810,000            | \$818,100            | \$826,280             | \$834,540             | \$842,890             | \$851,320             | \$859,830             | \$868,430             | \$877,110             | \$885,880             | \$8,474,380            |
| 5% Contingency Adjustment                                | (\$1,770,490)        | (\$1,796,840)        | (\$1,823,590)         | (\$1,850,740)         | (\$1,878,290)         | (\$1,927,670)         | (\$1,956,380)         | (\$1,985,510)         | (\$2,015,070)         | (\$2,045,080)         | (\$19,049,660)         |
| <b>Total Operating Revenues</b>                          | <b>\$132,077,120</b> | <b>\$129,862,935</b> | <b>\$128,260,768</b>  | <b>\$125,628,463</b>  | <b>\$123,464,372</b>  | <b>\$121,737,608</b>  | <b>\$120,992,743</b>  | <b>\$120,758,051</b>  | <b>\$120,552,899</b>  | <b>\$120,377,203</b>  | <b>\$1,243,712,164</b> |
| <b>Revenues Minus Costs</b>                              | <b>\$0</b>           | <b>(\$8,153,711)</b> | <b>(\$10,809,395)</b> | <b>(\$13,016,138)</b> | <b>(\$16,589,029)</b> | <b>(\$20,159,150)</b> | <b>(\$24,221,448)</b> | <b>(\$27,336,524)</b> | <b>(\$30,960,396)</b> | <b>(\$34,137,298)</b> | <b>(\$185,383,088)</b> |
| <b>Additional General Fund (Ad Valorem) Transfer</b>     | <b>\$0</b>           | <b>\$8,153,711</b>   | <b>\$10,809,395</b>   | <b>\$13,016,138</b>   | <b>\$16,589,029</b>   | <b>\$20,159,150</b>   | <b>\$24,221,448</b>   | <b>\$27,336,524</b>   | <b>\$30,960,396</b>   | <b>\$34,137,298</b>   | <b>\$185,383,088</b>   |
| <b>Surplus/Deficit</b>                                   | <b>\$0</b>           | <b>\$0</b>           | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>             |
| CAPITAL  |                      |                      |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| Costs  | 2014                 | 2015                 | 2016                  | 2017                  | 2018                  | 2019                  | 2020                  | 2021                  | 2022                  | 2023                  | 10-Year Period         |
| Fixed Route Vehicle Replacement                          | \$27,840,787         | \$29,543,010         | \$27,875,900          | \$23,969,742          | \$19,451,227          | \$23,876,380          | \$24,592,672          | \$25,330,452          | \$26,090,366          | \$26,873,077          | \$255,443,612          |
| Community Bus Vehicle Replacement                        | \$2,551,766          | \$3,369,843          | \$1,314,964           | \$1,130,729           | \$3,065,117           | \$1,205,449           | \$4,881,803           | \$1,394,892           | \$1,030,806           | \$2,037,050           | \$21,982,419           |
| Paratransit Vehicle Acquisition                          | \$14,235,915         | \$732,810            | \$784,839             | \$840,563             | \$900,243             | \$8,447,509           | \$9,581,218           | \$1,105,931           | \$1,027,696           | \$3,904,948           | \$41,561,671           |
| Parts and Preventative Maintenance                       | \$1,935,000          | \$3,000,000          | \$3,090,000           | \$3,182,700           | \$3,278,181           | \$3,376,526           | \$3,477,822           | \$3,582,157           | \$3,689,622           | \$3,800,310           | \$32,412,318           |
| Tire Leasing   | \$1,670,000          | \$1,720,100          | \$1,771,703           | \$1,824,854           | \$1,879,600           | \$1,935,988           | \$1,994,067           | \$2,053,889           | \$2,115,506           | \$2,178,971           | \$19,144,678           |
| Reliability/Capacity Adjustments - Vehicles              | \$6,126,826          | \$4,156,840          | \$6,957,509           | \$0                   | \$0                   | \$0                   | \$0                   | \$0                   | \$0                   | \$0                   | \$17,241,175           |
| IT Improvements  | \$11,373,000         | \$4,171,000          | \$11,370,000          | \$7,695,000           | \$1,365,000           | \$3,195,000           | \$2,345,000           | \$1,545,000           | \$945,000             | \$945,000             | \$44,949,000           |
| Concurrency Infrastructure and Bus Replacement Projects  | \$2,976,000          | \$2,976,000          | \$2,976,000           | \$2,976,000           | \$2,976,000           | \$2,976,000           | \$2,976,000           | \$2,976,000           | \$2,976,000           | \$2,976,000           | \$29,760,000           |
| Infrastructure (e.g., operations facilities)             | \$22,694,247         | \$6,480,000          | \$14,580,000          | \$1,580,000           | \$1,580,000           | \$1,580,000           | \$1,580,000           | \$1,580,000           | \$1,580,000           | \$1,580,000           | \$54,814,247           |
| Planning Studies   | \$500,000            | \$250,000            | \$500,000             | \$0                   | \$500,000             | \$500,000             | \$0                   | \$0                   | \$0                   | \$0                   | \$2,250,000            |
| <b>Total Capital Costs</b>                               | <b>\$91,903,541</b>  | <b>\$56,399,602</b>  | <b>\$71,220,915</b>   | <b>\$43,199,587</b>   | <b>\$34,995,366</b>   | <b>\$47,092,853</b>   | <b>\$51,428,583</b>   | <b>\$39,568,321</b>   | <b>\$39,454,996</b>   | <b>\$44,295,357</b>   | <b>\$519,559,120</b>   |
| Revenues   | 2014                 | 2015                 | 2016                  | 2017                  | 2018                  | 2019                  | 2020                  | 2021                  | 2022                  | 2023                  | 10-Year Period         |
| Concurrency Fund   | \$2,976,000          | \$2,976,000          | \$2,976,000           | \$2,976,000           | \$2,976,000           | \$2,976,000           | \$2,976,000           | \$2,976,000           | \$2,976,000           | \$2,976,000           | \$29,760,000           |
| Federal 5307 for Capital                                 | \$25,134,649         | \$25,385,996         | \$25,639,856          | \$25,896,254          | \$26,155,217          | \$26,416,769          | \$26,680,937          | \$26,947,746          | \$27,217,224          | \$27,489,396          | \$262,964,043          |
| <b>Total Capital Revenues</b>                            | <b>\$28,110,649</b>  | <b>\$28,361,996</b>  | <b>\$28,615,856</b>   | <b>\$28,872,254</b>   | <b>\$29,131,217</b>   | <b>\$29,392,769</b>   | <b>\$29,656,937</b>   | <b>\$29,923,746</b>   | <b>\$30,193,224</b>   | <b>\$30,465,396</b>   | <b>\$292,724,043</b>   |
| <b>Federal 5307 Carryover from Previous Year</b>         | <b>\$74,335,556</b>  | <b>\$21,446,498</b>  | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>N/A</b>             |
| <b>FTA and FDOT Capital Grants Carryover</b>             | <b>\$10,903,834</b>  | <b>\$0</b>           | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$10,903,834</b>    |
| <b>Total Capital Revenues Plus Carryover</b>             | <b>\$113,350,039</b> | <b>\$49,808,494</b>  | <b>\$28,615,856</b>   | <b>\$28,872,254</b>   | <b>\$29,131,217</b>   | <b>\$29,392,769</b>   | <b>\$29,656,937</b>   | <b>\$29,923,746</b>   | <b>\$30,193,224</b>   | <b>\$30,465,396</b>   | <b>\$377,963,433</b>   |
| <b>Surplus/Deficit</b>                                   | <b>\$21,446,498</b>  | <b>(\$6,591,108)</b> | <b>(\$42,605,060)</b> | <b>(\$14,327,333)</b> | <b>(\$5,864,149)</b>  | <b>(\$17,700,084)</b> | <b>(\$21,771,646)</b> | <b>(\$9,644,575)</b>  | <b>(\$9,261,772)</b>  | <b>(\$13,829,961)</b> | <b>(\$141,595,687)</b> |

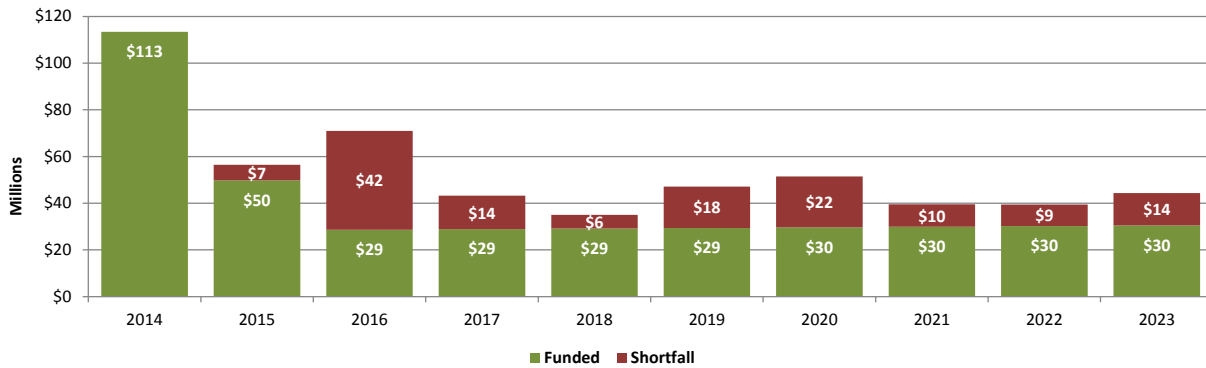
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Figures 8-1 and 8-2 display the operating and cost budgets for the Status Quo Plan in a slightly different manner. The figures show the amount of the Status Quo Plan that is funded and the shortfall in funding.

**Figure 8-1**  
**Status Quo Plan Operating Budget**



**Figure 8-2**  
**Status Quo Plan Capital Budget**



## VISION PLAN

While the Status Quo Plan focuses on continuing current levels of service, the Vision Plan focuses on implementing a number of additional services and infrastructure projects that are needed to improve the system. This plan offers a vision of what transit in Broward County could look like if additional funding sources were identified.

**VISION PLAN ASSUMPTIONS**

The following assumptions were made regarding the Vision Plan:

- All budget items included in the Status Quo Plan were carried over into the Vision Plan.
- All needed improvements, described in Section 7, were included in the Vision Plan.
- The only difference in assumed revenues between the Vision Plan and the Status Quo Plan were the addition of farebox revenues from new services implemented in the Vision Plan.

**VISION PLAN BUDGET ITEMS**

The following improvements are included in the Vision Plan.

- All current service needs identified in the Status Quo Plan are included in the Vision Plan.
- All of the new Fixed, Express, and Enhanced Bus routes included in the Service Plan (Appendix L) are included in the Vision Plan. The vehicles necessary to implement these improvements are also included in the Vision Plan.
- Service improvements that reduce all headways on the Community Bus system to a maximum of 60-minute headways are implemented beginning in FY 2018.
- Infrastructure: The infrastructure projects to be included in the Vision Plan are listed in Table 8-3.

**Table 8-3  
Vision Plan Infrastructure Improvements**

| Infrastructure Improvement            | Implementation Year (FY) |
|---------------------------------------|--------------------------|
| Downtown Intermodal Center            | 2015-16                  |
| Third Maintenance/Operations Facility | 2019-21                  |
| Park-and-Ride Lots                    | 2016-23                  |
| Transit Intermodal Centers            | 2018-19; 2022-23         |
| Bus Stops/Pedestrian Improvements     | Ongoing                  |

**VISION PLAN OPERATING COSTS**

The operating costs are divided into five categories. Each is described in the following bullets with the actual costs detailed by year in Table 8-4.

- Status Quo Plan: This line item is the total operating cost from the Status Quo Plan. It includes all of the operating items that were included in the Status Quo Plan.
- New Service Implementation – Fixed Route: This line item covers the costs of implementing all of the fixed route service improvements detailed in the service plan found in Appendix L. Costs were based on a fully allocated operating cost per revenue hour.
- New Service Implementation – Express: Express service is to be extended along I-75 into Miami’s Brickell District and the MIC. This line item covers the operating costs of extending this service. Costs were based on a fully allocated operating cost per revenue hour.
- New Service Implementation – Enhanced Bus: There are eight new routes to be implemented under the Vision Plan. Details are provided in Section 7 and the Service Plan in Appendix L. Costs were based on a fully allocated operating cost per revenue hour.
- New Service Implementation – Community Bus: Operating costs for improvements to the Community Bus system are listed in this line item. Costs were based on a fully allocated operating cost per revenue hour.

### **VISION PLAN OPERATING REVENUES**

The operating revenues are divided into two categories. Each is described in the following bullets with the actual revenues detailed by year in Table 8-4.

- Status Quo Plan: All of the revenues projected to be available under the Status Quo Plan are also projected to be available under the Vision Plan.
- Farebox Revenues (New Fixed Route, Express, and Enhanced Bus): A conservative 30 percent farebox recovery rate was assumed for the new Fixed Route, Express, and Enhanced Bus services. No farebox recovery was assumed for community bus services as that revenue is collected by the respective community operators.

### **VISION PLAN OPERATING CONCLUSIONS**

The following conclusions can be made from Table 8-4 with regards to the projected Vision Plan operating budget:

- The same level of transfer from the General Fund (Ad Valorem) was assumed as in the Status Quo Plan.
- The FY 2014 operating budget is balanced under the Vision Plan.

- A total of approximately \$143 million in operating costs are projected beyond the Status Quo Plan to operate the Vision Plan.

## VISION PLAN CAPITAL COSTS

The capital costs are divided into seven categories. Each is described in the following bullets with the actual costs detailed by year in Table 8-4.

- Status Quo Plan: This line item is the total capital cost from the Status Quo Plan. It includes all of the capital items that were included in the Status Quo Plan.
- New Service Vehicles – Fixed Route: This line item includes the purchase of all vehicles necessary to implement the new fixed route services detailed in the Service Plan in Appendix L.
- New Service Vehicles – Express: This line item includes the purchase of all vehicles necessary to implement the new express services detailed in the Service Plan in Appendix L.
- New Service Vehicles – Enhanced Bus: This line item includes the purchase of all vehicles necessary to implement the new Enhanced Bus services detailed in the Service Plan in Appendix L.
- New Service Vehicles – Community Bus: This line item includes the purchase of all vehicles necessary to implement the new community bus services such as increased frequencies.
- Infrastructure: This line item totals the costs of the infrastructure improvements detailed in Table 8-3. More detail on the cost of individual facilities can be found in Appendix L.
- Enhanced Bus Infrastructure: In addition to the vehicles necessary to implement this new layer of Enhanced Bus service, other infrastructure such as TSP installation, station and stop infrastructure (design and construction), land acquisition for the stations (does not include guideway), and pedestrian connectivity improvements is required. Based on recent Rapid Bus construction efforts in Kansas City and Tampa, these costs are estimated to be \$2 million per mile.

## VISION PLAN CAPITAL REVENUES

The capital revenues are divided into two categories. Each is described in the following bullets with the actual revenues detailed by year in Table 8-4.

- Status Quo Plan: All of the revenues projected to be available under the Status Quo Plan are also projected to be available under the Vision Plan.

- **New Revenues:** At present, no new revenues have been identified for the capital projects under the Vision Plan. It is possible BCT will pursue local, state, and federal funding for certain projects, but no assumptions as to their award has been made in the capital Vision Plan.

### **VISION PLAN CAPITAL CONCLUSIONS**

The following conclusions can be made from Table 8-4 with regards to the projected Vision Plan capital budget:

- The FY 2014 capital budget is balanced under the Vision Plan.
- The total 10-year capital costs in the Vision Plan are projected at \$1,049 million.
- To fund the capital portion of the Vision Plan, it would take approximately \$529 million beyond the Status Quo Plan.

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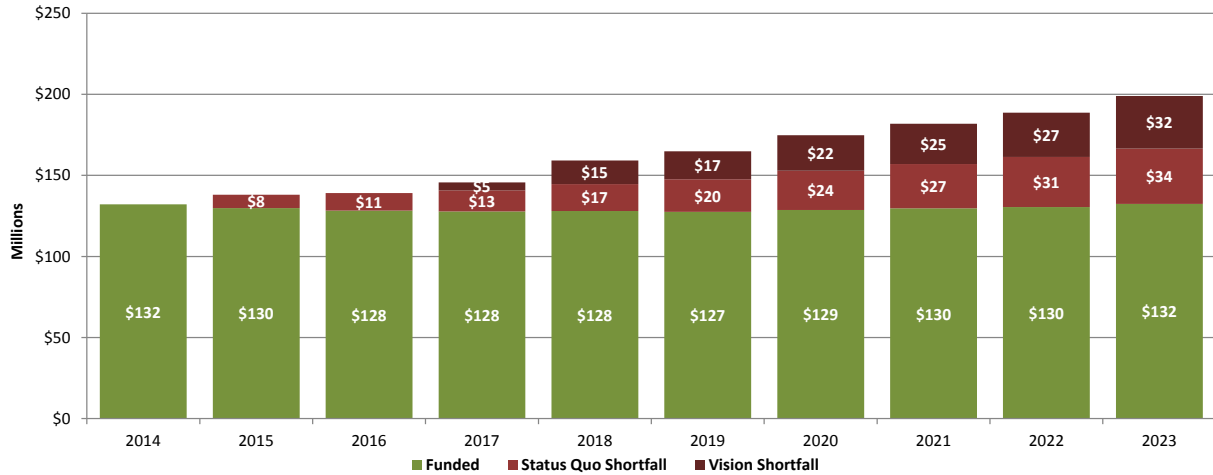
Table 8-4  
Vision Plan: Operating and Capital Budgets (FY 2014-2023)

| <b>OPERATING</b>  |                      |                       |                       |                       |                       |                       |                        |                       |                       |                       |                        |
|---|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|-----------------------|------------------------|
| <b>Costs</b>  | <b>2014</b>          | <b>2015</b>           | <b>2016</b>           | <b>2017</b>           | <b>2018</b>           | <b>2019</b>           | <b>2020</b>            | <b>2021</b>           | <b>2022</b>           | <b>2023</b>           | <b>10-Year Period</b>  |
| Status Quo Plan   | \$132,077,120        | \$138,016,646         | \$139,070,163         | \$138,644,602         | \$140,053,402         | \$141,896,758         | \$145,214,191          | \$148,094,574         | \$151,513,295         | \$154,514,502         | \$1,429,095,252        |
| New Service Implementation - Fixed Route                      | \$0                  | \$0                   | \$0                   | \$3,969,224           | \$7,592,247           | \$9,102,980           | \$13,758,846           | \$15,673,787          | \$17,711,240          | \$19,945,712          | \$87,754,037           |
| New Service Implementation - Express                          | \$0                  | \$0                   | \$0                   | \$0                   | \$1,196,460           | \$1,232,354           | \$1,269,324            | \$1,307,404           | \$1,346,626           | \$1,387,025           | \$7,739,194            |
| New Service Implementation - Enhanced Bus                     | \$0                  | \$0                   | \$0                   | \$3,049,137           | \$6,580,434           | \$8,780,372           | \$10,551,062           | \$12,665,207          | \$13,886,051          | \$18,687,164          | \$74,199,426           |
| New Service Implementation - Community Bus                    | \$0                  | \$0                   | \$0                   | \$0                   | \$3,768,053           | \$3,881,094           | \$3,997,527            | \$4,117,453           | \$4,240,977           | \$4,368,206           | \$24,373,309           |
| <b>Total Operating Costs</b>                                  | <b>\$132,077,120</b> | <b>\$138,016,646</b>  | <b>\$139,070,163</b>  | <b>\$145,662,963</b>  | <b>\$159,190,595</b>  | <b>\$164,893,558</b>  | <b>\$174,790,951</b>   | <b>\$181,858,425</b>  | <b>\$188,698,189</b>  | <b>\$198,902,608</b>  | <b>\$1,623,161,218</b> |
| <b>Revenues</b>   | <b>2014</b>          | <b>2015</b>           | <b>2016</b>           | <b>2017</b>           | <b>2018</b>           | <b>2019</b>           | <b>2020</b>            | <b>2021</b>           | <b>2022</b>           | <b>2023</b>           | <b>10-Year Period</b>  |
| Status Quo Plan   | \$132,077,120        | \$129,862,935         | \$128,260,768         | \$125,628,463         | \$123,464,372         | \$121,737,608         | \$120,992,743          | \$120,758,051         | \$120,552,899         | \$120,377,203         | \$1,243,712,164        |
| Farebox Revenues (New Fixed Route, Express, and Enhanced Bus) | \$0                  | \$0                   | \$0                   | \$2,105,508           | \$4,610,742           | \$5,734,712           | \$7,673,770            | \$8,893,919           | \$9,883,175           | \$12,005,970          | \$50,907,797           |
| <b>Total Operating Revenues</b>                               | <b>\$132,077,120</b> | <b>\$129,862,935</b>  | <b>\$128,260,768</b>  | <b>\$127,733,972</b>  | <b>\$128,075,114</b>  | <b>\$127,472,320</b>  | <b>\$128,666,513</b>   | <b>\$129,651,970</b>  | <b>\$130,436,075</b>  | <b>\$132,383,174</b>  | <b>\$1,294,619,961</b> |
| <b>Revenues Minus Costs</b>                                   | <b>\$0</b>           | <b>(\$8,153,711)</b>  | <b>(\$10,809,395)</b> | <b>(\$17,928,991)</b> | <b>(\$31,115,481)</b> | <b>(\$37,421,238)</b> | <b>(\$46,124,438)</b>  | <b>(\$52,206,455)</b> | <b>(\$58,262,114)</b> | <b>(\$66,519,434)</b> | <b>(\$328,541,257)</b> |
| <b>General Fund Transfer (Cost Feasible)</b>                  | <b>\$0</b>           | <b>\$8,153,711</b>    | <b>\$10,809,395</b>   | <b>\$13,016,138</b>   | <b>\$16,589,029</b>   | <b>\$20,159,150</b>   | <b>\$24,221,448</b>    | <b>\$27,336,524</b>   | <b>\$30,960,396</b>   | <b>\$34,137,298</b>   | <b>\$185,383,088</b>   |
| <b>Surplus/Deficit</b>  | <b>\$0</b>           | <b>\$0</b>            | <b>\$0</b>            | <b>(\$4,912,853)</b>  | <b>(\$14,526,451)</b> | <b>(\$17,262,088)</b> | <b>(\$21,902,990)</b>  | <b>(\$24,869,932)</b> | <b>(\$27,301,719)</b> | <b>(\$32,382,136)</b> | <b>(\$143,158,169)</b> |
| <b>CAPITAL</b>  |                      |                       |                       |                       |                       |                       |                        |                       |                       |                       |                        |
| <b>Costs</b>  | <b>2014</b>          | <b>2015</b>           | <b>2016</b>           | <b>2017</b>           | <b>2018</b>           | <b>2019</b>           | <b>2020</b>            | <b>2021</b>           | <b>2022</b>           | <b>2023</b>           | <b>10-Year Period</b>  |
| Status Quo Plan   | \$91,903,541         | \$56,399,602          | \$71,220,915          | \$43,199,587          | \$34,995,366          | \$47,092,853          | \$51,428,583           | \$39,568,321          | \$39,454,996          | \$44,295,357          | \$519,559,120          |
| New Service Vehicles - Fixed Route                            | \$0                  | \$0                   | \$0                   | \$8,268,735           | \$10,220,148          | \$6,433,020           | \$6,626,004            | \$4,963,480           | \$7,023,566           | \$5,256,952           | \$48,791,905           |
| New Service Vehicles - Express                                | \$0                  | \$0                   | \$0                   | \$0                   | \$3,552,870           | \$0                   | \$0                    | \$0                   | \$0                   | \$0                   | \$3,552,870            |
| New Service Vehicles - Enhanced Bus                           | \$0                  | \$0                   | \$0                   | \$6,323,878           | \$7,105,740           | \$2,439,636           | \$1,256,412            | \$3,882,318           | \$1,997,697           | \$8,223,720           | \$31,229,401           |
| New Service Vehicles - Community Bus                          | \$2,551,766          | \$3,369,843           | \$1,314,964           | \$1,130,729           | \$3,065,117           | \$1,205,449           | \$4,881,803            | \$1,394,892           | \$1,030,806           | \$2,037,050           | \$21,982,419           |
| Infrastructure (e.g., operations facilities)                  | \$0                  | \$3,300,000           | \$33,450,000          | \$4,500,000           | \$5,550,000           | \$24,300,000          | \$39,550,000           | \$17,400,000          | \$10,850,000          | \$11,900,000          | \$150,800,000          |
| Enhanced Bus Infrastructure (not including vehicles)          | \$0                  | \$0                   | \$0                   | \$59,000,000          | \$32,000,000          | \$26,000,000          | \$53,000,000           | \$16,000,000          | \$30,000,000          | \$57,000,000          | \$273,000,000          |
| <b>Total Capital Costs</b>                                    | <b>\$94,455,307</b>  | <b>\$63,069,444</b>   | <b>\$105,985,880</b>  | <b>\$122,422,929</b>  | <b>\$96,489,241</b>   | <b>\$107,470,957</b>  | <b>\$156,742,802</b>   | <b>\$83,209,011</b>   | <b>\$90,357,065</b>   | <b>\$128,713,079</b>  | <b>\$1,048,915,715</b> |
| <b>Revenues</b>   | <b>2014</b>          | <b>2015</b>           | <b>2016</b>           | <b>2017</b>           | <b>2018</b>           | <b>2019</b>           | <b>2020</b>            | <b>2021</b>           | <b>2022</b>           | <b>2023</b>           | <b>10-Year Period</b>  |
| Status Quo Plan   | \$28,110,649         | \$28,361,996          | \$28,615,856          | \$28,872,254          | \$29,131,217          | \$29,392,769          | \$29,656,937           | \$29,923,746          | \$30,193,224          | \$30,465,396          | \$292,724,043          |
| New Revenues  | \$0                  | \$0                   | \$0                   | \$0                   | \$0                   | \$0                   | \$0                    | \$0                   | \$0                   | \$0                   | \$0                    |
| <b>Total Capital Revenues</b>                                 | <b>\$28,110,649</b>  | <b>\$28,361,996</b>   | <b>\$28,615,856</b>   | <b>\$28,872,254</b>   | <b>\$29,131,217</b>   | <b>\$29,392,769</b>   | <b>\$29,656,937</b>    | <b>\$29,923,746</b>   | <b>\$30,193,224</b>   | <b>\$30,465,396</b>   | <b>\$292,724,043</b>   |
| <b>Federal 5307 Carryover from Previous Year</b>              | <b>\$74,335,556</b>  | <b>\$18,894,732</b>   | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>             | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>N/A</b>             |
| <b>FTA and FDOT Capital Grants Carryover</b>                  | <b>\$10,903,834</b>  |                       |                       |                       |                       |                       |                        |                       |                       |                       | <b>\$10,903,834</b>    |
| <b>Total Capital Revenues Plus Carryover</b>                  | <b>\$113,350,039</b> | <b>\$47,256,728</b>   | <b>\$28,615,856</b>   | <b>\$28,872,254</b>   | <b>\$29,131,217</b>   | <b>\$29,392,769</b>   | <b>\$29,656,937</b>    | <b>\$29,923,746</b>   | <b>\$30,193,224</b>   | <b>\$30,465,396</b>   | <b>\$377,963,433</b>   |
| <b>Revenues Minus Costs</b>                                   | <b>\$18,894,732</b>  | <b>(\$15,812,716)</b> | <b>(\$77,370,024)</b> | <b>(\$93,550,675)</b> | <b>(\$67,358,024)</b> | <b>(\$78,078,188)</b> | <b>(\$127,085,865)</b> | <b>(\$53,285,265)</b> | <b>(\$60,163,841)</b> | <b>(\$98,247,683)</b> | <b>(\$670,952,282)</b> |
| <b>Surplus/Deficit</b>  | <b>\$18,894,732</b>  | <b>(\$15,812,716)</b> | <b>(\$77,370,024)</b> | <b>(\$93,550,675)</b> | <b>(\$67,358,024)</b> | <b>(\$78,078,188)</b> | <b>(\$127,085,865)</b> | <b>(\$53,285,265)</b> | <b>(\$60,163,841)</b> | <b>(\$98,247,683)</b> | <b>(\$670,952,282)</b> |

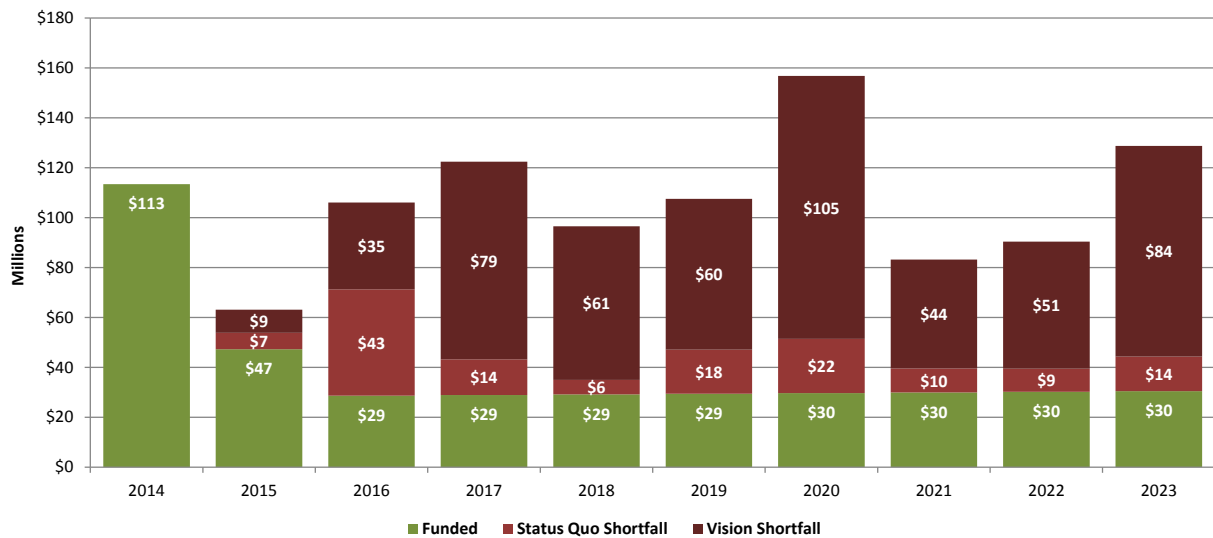
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Figures 8-3 and 8-4 display the operating and cost budgets for the Vision Plan in a slightly different manner. The figures show the amount of the Vision Plan that is funded and the shortfall in funding.

**Figure 8-3  
Vision Plan Operating Budget**



**Figure 8-4  
Vision Plan Capital Budget**



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