



# TDP Update 2012

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November 2, 2012



## Ridership Trends

GRTC's overall ridership for FY 2012 increased 1.3 % over FY 2011. The biggest number gains were in regular (local route) service (0.81%) and VCU service ((3.85%). Other services for the most part incurred modest changes except CVAN (-27.65%), CARE (-6.66%), and the Kings Dominion Express (402.52%.) The Kings Dominion increase could be attributed to Kings Dominion management's subsidizing half their workers' fares. FY 2013's ridership is predicted to be significantly lower because of the discontinuation of the VCU contract on June 30, 2012.

Figure 1 shows ridership for FY10 through FY12. A decrease in ridership that began in FY10 because of service cuts and a fare increase has turned around with seven months showing an increase over the previous year.

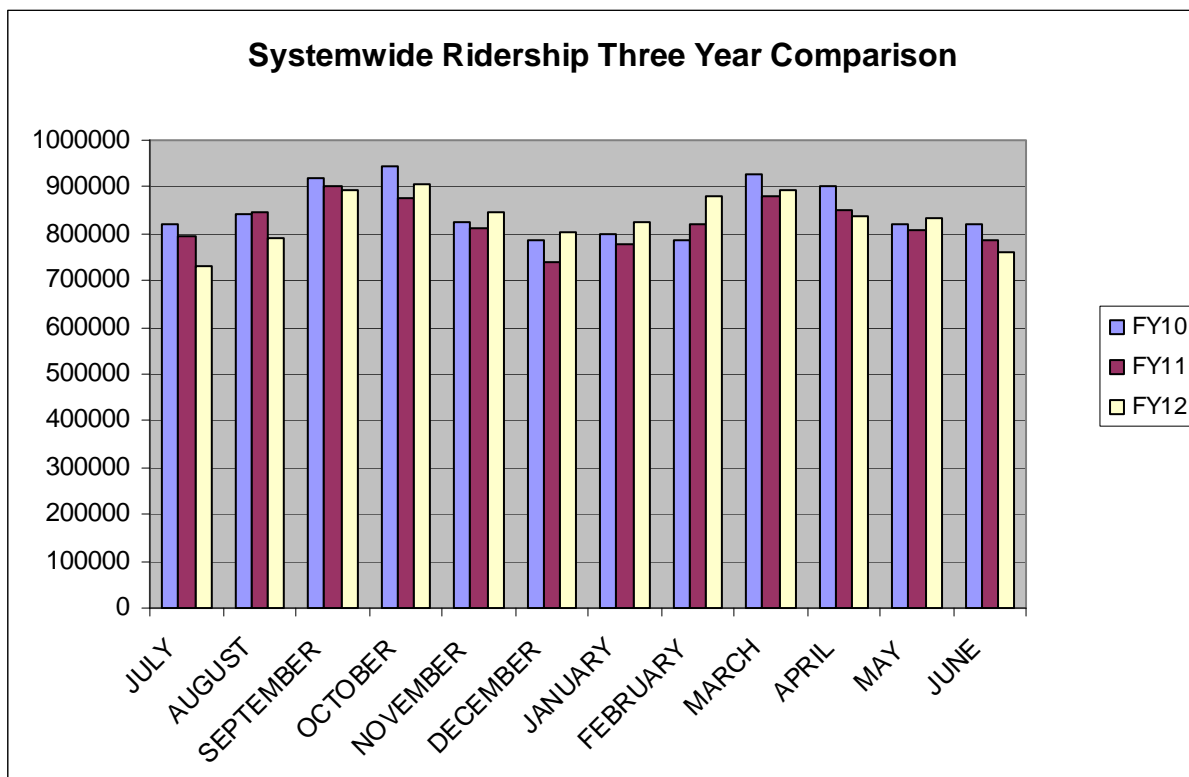


Figure 1 - Three Year Ridership Trends

To date in FY 2013 total ridership is down 3.15%, but, with VCU numbers not considered, ridership is up 6.06% (August 2012 FITS report.) Also significant in the current year is the reduction in service and increase in fare for the Petersburg Express which has resulted in ridership being reduced to half of previous numbers.

## Goals and Objectives

GRTC made significant project with many goals and objectives. The original goals and objectives are listed below with accomplishments added in boldface:

### Goal 1 Promote GRTC Environmental Efficiency

*Objective 1.1:* Continue to pursue Green Building and Practices

- Continue Green initiative and pursuit of E3 (Exemplary Environmental Enterprise) designation
  - **Work to achieve E3 designation through Virginia DEQ's Environmental Excellence Program.**
- Convert fleet to CNG fuel
  - **Thirty-five CNG buses have been ordered for delivery in the fall of 2013 and a CNG fueling station will be constructed at the GRTC facility.**

### Goal 2 Promote Safety First, Service Always

All safety-related objectives are ongoing. The Safety First, Service Always program continues.

*Objective 2.1* Reduce accident frequency to less than 20 per month

*Objective 2.2* Keep Accident Rate per 100,000 miles to less than seven

- Maintain new hire training program
- Continue to require two-year refresher training for all operators
- Continue to recognize operators through Safety Rewards Program
- Conduct quarterly safety meeting

### Goal 3 Improve Customer Experience

*Objective 3.1* Work to ensure more comfortable, more efficient, and safer operations

- Continue to pursue a downtown transfer center location
  - **GRTC and the City of Richmond are actively working on the location of a downtown transfer center. Working with a steering committee and a consultant team several possible locations have been identified and must be narrowed down by employing a structured site selection process that compares and scores key criteria such as location relative to system routing, access, operational safety, size, and availability.**
- Implement more efficient route and schedule structure
  - **Several routes have been restructured and many schedules have been improved in a plan to systematically review all route structures and schedules.**
- Improve security for customers and employees

- **Improved security cameras are being installed on buses.**

**Objective 3.2** Improve communication with customers

- Provide schedule, route, and bus arrival information at bus stops
  - **Plans are being made to install new signage at bus stops with several kiosks offering bus arrival information and many stops having schedule information. All stops will display route information and the bus stop number to enable use of smartphone application.**
- Incorporate Social Media where appropriate
- Utilize web and smart phone bus arrival information
  - Seek opportunities for GRTC produced information
    - **The GRTC Bus Tracker Web application is to be rolled out in December 2012 to give customers real-time bus arrival information on their computers and web-enabled smartphones.**
  - Pursue opportunities with Third Party Developers providing applications to smart phones
    - **In January 2013 a smartphone app will be rolled out for iPhones with an Android app following later.**

**Objective 3.3** Diversify fare payment options

- Explore Daily, Weekly, and Monthly Passes

**Objective 3.4** Diversify services provided

- Continue to pursue Bus Rapid Transit on Broad Street Corridor
  - **NEPA work is still under way, Completion of the environmental assessment and alternatives analysis are yet to be determined. GRTC, the State and consultant team are pursuing the local match for construction and the needed additional operating funds from Henrico and City. No decision has been made on funding.**
- Investigate opportunities to provide Neighborhood Circulator service
- Explore E-Z Bus – Deviated Route service potential

## **Goal 4 Improve Operational Efficiency**

**Objective 4.1** Develop and maintain an on-going performance monitoring program

- **Tracking on-time performance using data collected by the CAD/AVL system has been determined to be feasible and will be used instead of the current manual method of reporting.**

**Objective 4.2** Review and assess system performance on a regular basis to determine if any corrective measures should be considered

**Objective 4.3** Utilize CAD/AVL to greatest extent possible

- **Run-time data collected by the CAD/AVL system is being used extensively to develop better route schedules**
- **Operations staff uses Clever CAD system to locate buses, to identify and correct bus bunching, to determine detours, to improve schedule adherence, etc.**

**Objective 4.4** Create Optimum Ride

- Right-Size Bus Fleet
  - Continue to implement Bus Replacement Program
    - **Bus replacements are continuing as funding allows.**
  - Continue to add mini-buses to fleet
    - **Seven new mini-buses have been added to the Fleet in the current year.**
  - Continue to work toward providing Coach buses on long-haul express routes

## **Goal 5 Improve GRTC Financial Efficiency**

**Objective 5.1** Reduce operational costs

- Consolidate operations to new GRTC Facility
  - **All operations have been consolidated to GRTC Belt Boulevard Facility. GRTC is negotiating to purchase adjacent property to park paratransit vehicles**
- Reduce cost of public schedules
  - **Public schedule costs were reduced by changing from color to monochrome. An RFP was issued for printing schedules and a contract was awarded at a reduced cost from the previous contract. Staff worked with the new printer to reduce costs further by making use of alternate printing methods, thus reducing minimum orders.**
- Explore other companywide cost saving measures
  - **Explores cost-savings measures with Henrico County and the City of Richmond to reduce costs of CARE service**

**Objective 5.2** Explore new revenue sources

- Examine opportunities for audio at bus stops
- Continue to pursue partnerships for new service

## Goal 6 Improve GRTC Public Image

*Objective 6.1* Make public aware of GRTC strengths

- Pursue ad campaign
  - **GRTC conducted a “Safety First, Service Always” ad campaign that included a GRTC produced video that won four awards: 2012 Telly Awards, 2012 Communicator Awards, 2011 International Davey Awards, 2011 International Summit Creative Awards**

## Goal 7 Improve Employee Experience

*Objective 7.1* Provide opportunities for improving and maintaining health

- Continue regularly scheduled health fairs
  - **At least three health fairs are conducted annually.**
- Investigate and conduct health-related programs

*Objective 7.2* Provide opportunities for operator input on schedules

- Provide liaison for operators to communicate with Planning and Schedules Department
  - **Two members of the Planning Department have weekly hours in the Operators’ Lounge and are always available to take operators’ comments and suggestions.**
  - **Union reps and operator representatives are included in the process of schedule development.**

## Goal 8 Improve Paratransit Operations

*Objective 8.1* Utilize technology to operate more efficiently

- **In FY 2013 GRTC will add two types of automation to increase efficiency and enhance customer experience. Both will use the technology of the RouteMatch scheduling software. Each vehicle will be equipped with a tablet that will serve as a Computer Aided Dispatch/Automated Vehicle Location system. Also being implemented is an Integrated Voice Response system that will place automated phone calls to customers to notify them of the arrival of their scheduled vehicle.**

*Objective 8.2* Utilize technology to enhance customer experience

- **See 8.1 above**

*Objective 8.3* Implement strategies to ensure capacity constraints are not encountered

*Objective 8.4* Explore opportunities to present fixed-route service as a viable mobility option

## **Improvements Completed**

### **FY 2012**

Reductions in VCU service were projected for FY 1012. The number of routes was reduced from five to three. At the end of FY 2012 VCU issued an RFP for its bus service and began service with another provider beginning July 1, 2012.

Also in 2012, Route 10 Riverview/Jefferson was split in the downtown area into Route 10 Riverview and Route 45 Jefferson. The recommendation to split the routes was originally planned for FY 2014.

Starting in 2012, GRTC began addressing on-time performance on a route by route basis. Changes begin by performing a thorough analysis of running times and then adjusting schedules. Running time information comes from automated systems and from on-board observations. Also included with schedule changes has been the addition of layover time at the ends of the line outside of the downtown area. To date routes 3, 4, 34, 70, and 71 have been changed with positive results.

In addition to on-time performance GRTC is improving meal breaks for operators. Traditionally meal breaks were incorporated into layovers at the end of the line. Very often variations in schedule caused operators to have abbreviated meal breaks or miss them altogether. The union contract stipulates a minimum ten minute meal break. Beginning in May 2012 GRTC, instituted a minimum 20 minute lunch break for eight hour duties and 30 minutes for ten hour duties. Rather than breaks occurring at a layover at the end of the line, most breaks now give the operator the opportunity to get off the bus. The new lunch breaks are looked upon as an improvement by operators.

## **Updates to Future Service and Facility Improvements**

### **FY 2013**

For 2013 the TDP recommended re-routing the express routes to increase coverage of the downtown area. Because the rerouting would increase the length of each trip and thus incur significant costs for the jurisdictions providing funding for the routes, it was deemed not feasible to make the changes until economic conditions are more favorable. In 2012, the six year state funding for the Route 82 – Swift Creek Express expired. Continued funding for Route 82 and for Route 81 was provided half by the state and half by Chesterfield County. The state funding is for one year only. Funding for the Chesterfield routes will need to be addressed again for FY 2014.

For May 2013, routes 1, 2, and 32 were analyzed to create new schedules. The analysis of routes 1 and 2 indicated a benefit in splitting the routes in the downtown area. While the TDP had recommended rerouting Route 1 to Carytown, analysis indicated that this rerouting would not be beneficial to the riders of Route 1 and that another solution would need to be found for providing enhanced bus service to Carytown.



Petersburg Express service was adjusted on July 1, 2012 to the funding level supplied by the City of Petersburg. Fares were increased to \$5.00 and trips were decreased to three in the morning and three in the afternoon. Ridership plummeted to half and plans are in place to reduce the fare to \$3.50 and reduce the number of trips to two in the morning and two in the afternoon to try to make the route operate in a cost-effective manner.

In FY2013 GRTC plans to implement automated NTD data reporting using data obtained from the Computer Aided Dispatch/Automatic Vehicle Location System (CAD/AVL). The current data collection and reporting system uses a Federal Transit Administration stipulated method. This method is labor intensive and requires a staff person (checker) to ride five bus trips every three days, counting passengers boarding and deboarding. The data is entered into a system that uses FTA supplied formulas to come up with annual numbers. The system requires significant time from one staffer person and also the time of two other staff people in addition to the checker. The coming automated system will be more accurate and require far less manpower.

In 2013 a new Ride Guide for CARE service is in development to communicate the current CARE policies and procedures and to enhance the rider's experience.

#### **FY 2014**

Route changes originally proposed for 2014 for Routes 1, 2, and 10 have been completed. Changes for routes 3 & 4 will be addressed in 2014 with the possible splitting of the routes and the re-routing of the western part of Route 4 to serve more of Carytown and the Cary Street and Main Street/Ellwood Avenue corridors. Analysis will be done for the western portion of Route 3 and Route 10 to determine if they should be combined as was the original recommendation.

Because no additional funding is foreseen for local routes, all modifications are being done with no net increase in costs.

#### **FY 2015-2018**

No changes to the original TDP recommendations are proposed. Many of the recommendations would result in increased service costs, however. Time will tell whether or not it will be feasible to make service changes that increase costs. GRTC will continue to analyze routes individually to improve on-time performance and routing within the bounds of current funding levels.

## Current Year Cost and Funding Sources

### GRTC Budget FY 2013

<b>Operating Revenue:</b>	BUDGET
Customer Revenue - Fixed Route	9,637,600
Customer Revenue - CARE	618,500
Charter Revenue	125,000
Advertising Revenue	390,000
Other Operating Revenue	32,000
VCU Shuttle	0
VCU Pass Program	375,000
City Contribution - Senior Fares	175,000
Total Operating Revenue	<u>11,353,100</u>
<b>Operating Expenses:</b>	
Equipment Maintenance & Garage	6,990,853
Transportation	17,903,744
Schedules & Marketing	759,739
Insurance & Safety	2,427,178
Administrative and General	9,371,863
Purchase of Service - van pool, CARE	5,328,000
Operating Expenses Before Taxes	<u>42,781,378</u>
Operating Taxes and Licenses	<u>1,472,872</u>
Total Operating Expenses	<u>44,254,250</u>
Net Operating Income (Loss)	(32,901,150)
<b>Other Income</b>	
Purchase of Service - Henrico Co.	3,291,422
Purchase of Service - Petersburg	200,000
Purchase of Service - Henrico Co. CARE	2,232,354
Purchase of Service - Chesterfield	311,925
Purchase of Service - City of Richmond	36,000
Purchased Service - CVAN	268,337
Ridefinders - leased personnel	386,441
Interest Income	12,600
Total Other Income	<u>6,739,078</u>
Gross Income (Loss)	<u>(26,162,072)</u>
<b>Operating Contributions</b>	
Federal Funds & Other Funds	6,942,991
State Funds	8,269,081
City of Richmond	10,950,000
Total Operating Contributions	<u>26,162,072</u>

## Financial Plan Update

Updated tables from the 2011 TDP's Financials section follow. All tables reflect current costs, revenues, expenditures, etc. Projections have been changed to reflect planned service changes. Noteworthy changes include:

- Costs and revenues associated with VCU service have been removed starting with FY 2013.
- Additional funding for bus purchases was accrued in FY 2013 to be spent when buses are received in FY 2014.
- Funding from Chesterfield County for express bus service began in FY 2013 along with increased support from the City of Petersburg.

TDP Financial Plan for:							
Service O&M Costs	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY2018
<b>Fixed Route Annual Service-Miles</b>							
Richmond	4,065,984	4,054,242	4,033,654	4,041,757	4,128,947	4,132,786	4,132,786
Henrico	685,202	685,202	685,202	685,202	685,202	685,202	685,202
VCU	160,735	0	26,980	26,980	26,980	26,980	26,980
Chesterfield	100,843	135,324	135,324	135,324	135,324	135,324	135,324
Petersburg	152,175	75,891	61,992	61,992	61,992	61,992	61,992
Mechanicsville	31,170	12,300	0	0	0	0	0
<b>Total Fixed Route Transit Service-Miles</b>	<b>5,196,109</b>	<b>4,962,958</b>	<b>4,943,151</b>	<b>4,951,255</b>	<b>5,038,445</b>	<b>5,042,283</b>	<b>5,042,283</b>
Fixed Route Miles Change		(233,151)	(19,807)	8,103	87,190	3,839	0
<b>Total Fixed Route Costs:</b>	<b>\$ 38,711,011</b>	<b>\$ 38,214,779</b>	<b>\$ 39,204,134</b>	<b>\$ 40,446,452</b>	<b>\$ 42,393,462</b>	<b>\$ 43,698,533</b>	<b>\$ 45,009,489</b>
<b>BRT Annual Service - Miles</b>							
Broad Street BRT	0	0	0	591,058	591,058	591,058	591,058
<b>Total BRT Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,828,311</b>	<b>\$ 4,973,161</b>	<b>\$ 5,122,356</b>	<b>\$ 5,276,026</b>
<b>CARE Annual Service-Hours</b>							
Richmond - CARE	130,182	130,182	130,182	130,182	130,182	130,182	130,182
Henrico - CARE	64,293	64,293	64,293	64,293	64,293	64,293	64,293
<b>Total Paratransit Service Hours</b>	<b>194,474</b>	<b>194,474</b>	<b>194,474</b>	<b>194,474</b>	<b>194,474</b>	<b>194,474</b>	<b>194,474</b>
<b>Total Paratransit Costs</b>	<b>\$ 8,844,687</b>	<b>\$ 9,110,027</b>	<b>\$ 9,383,328</b>	<b>\$ 9,664,828</b>	<b>\$ 9,954,773</b>	<b>\$ 10,253,416</b>	<b>\$ 10,561,018</b>
<b>Projected Costs</b>	<b>\$ 47,555,698</b>	<b>\$ 47,324,806</b>	<b>\$ 48,587,462</b>	<b>\$ 54,939,591</b>	<b>\$ 57,321,395</b>	<b>\$ 59,074,304</b>	
<b>GRTC Operating &amp; Maintenance Costs</b>							
Broad Street BRT	\$ -	\$ -	\$ -	\$ 4,828,311	\$ 4,973,161	\$ 5,122,356	\$ 5,276,026
Richmond-Fixed	\$ 30,291,581	\$ 31,217,660	\$ 31,990,908	\$ 33,016,829	\$ 34,740,950	\$ 35,816,446	\$ 36,890,939
Richmond-CARE	\$ 5,920,656	\$ 6,098,276	\$ 6,281,224	\$ 6,469,661	\$ 6,663,751	\$ 6,863,663	\$ 7,069,573
Henrico - Fixed	\$ 5,104,752	\$ 5,276,053	\$ 5,434,334	\$ 5,597,364	\$ 5,765,285	\$ 5,938,244	\$ 6,116,391
Henrico - CARE	\$ 2,924,030	\$ 3,011,751	\$ 3,102,104	\$ 3,195,167	\$ 3,291,022	\$ 3,389,753	\$ 3,491,445
VCU	\$ 1,197,478	\$ -	\$ 213,978	\$ 220,398	\$ 227,010	\$ 233,820	\$ 240,835
Chesterfield	\$ 751,280	\$ 1,041,995	\$ 1,073,255	\$ 1,105,452	\$ 1,138,616	\$ 1,172,774	\$ 1,207,958
Petersburg	\$ 1,133,704	\$ 584,361	\$ 491,659	\$ 506,408	\$ 521,601	\$ 537,249	\$ 553,366
Mechanicsville	\$ 232,216	\$ 94,710	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Projected O&amp;M Costs</b>	<b>\$ 47,555,698</b>	<b>\$ 47,324,806</b>	<b>\$ 48,587,462</b>	<b>\$ 54,939,591</b>	<b>\$ 57,321,395</b>	<b>\$ 59,074,304</b>	<b>\$ 60,846,533</b>

TDP Financial Plan for:							
Fleet Replacement and Expansion	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY2018
<b>Number of Vehicles</b>							
Replacement Fixed Route	13	8	44	36	0	0	0
Replacement Fixed Route - Mini		6					
Replacement Paratransit	20	15	15	15	15	15	15
Replacement Coach Buses							
Expansion	0	0	0	0	4	5	5
Service/Pool Vehicles	0	0	0	0	0	0	0
<b>Total Vehicles</b>	<b>33</b>	<b>29</b>	<b>59</b>	<b>51</b>	<b>19</b>	<b>20</b>	<b>20</b>
<b>Vehicle Costs</b>							
Replacement Fixed Route	\$ 5,421,000	\$ 4,203,938	\$ 18,564,172	\$ 16,846,917	\$ -	\$ -	\$ -
Replacement Paratransit	\$ 1,600,000	\$ 1,236,000	\$ 1,273,080	\$ 1,311,272	\$ 1,350,611	\$ 1,391,129	\$ 1,391,129
Replacement Coach Buses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expansion	\$ -	\$ -	\$ -	\$ -	\$ 1,965,474	\$ 2,579,684	\$ 2,579,684
Service/Pool Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1
<b>Total Projected Vehicle Costs</b>	<b>\$ 7,021,000</b>	<b>\$ 5,439,938</b>	<b>\$ 19,837,252</b>	<b>\$ 18,158,189</b>	<b>\$ 3,316,084</b>	<b>\$ 3,970,813</b>	<b>\$ 3,970,814</b>
<b>Anticipated Funding Sources</b>							
FTA 5307 (80%)	\$ 5,616,800	\$ 6,601,939	\$ 2,408,266	\$ 2,418,737	\$ 2,778,549	\$ 2,828,191	\$ 2,837,811
State (Capital Assistance Grant) (15%)	\$ 1,053,150	\$ 1,237,864	\$ 361,240	\$ 362,811	\$ 416,782	\$ 424,229	\$ 425,672
Federal State of Good Repair	\$ -	\$ 3,376,630	\$ -	\$ -	\$ -	\$ -	\$ -
MPO -RSTP	\$ -	\$ 7,339,130	\$ -	\$ -	\$ -	\$ -	\$ -
Local/Other Grants (5%)	\$ 351,050	\$ 330,097	\$ 120,413	\$ 120,937	\$ 138,927	\$ 141,410	\$ 141,891
<b>Total Vehicle Revenues</b>	<b>\$ 7,021,000</b>	<b>\$ 18,885,659</b>	<b>\$ 2,889,920</b>	<b>\$ 2,902,485</b>	<b>\$ 3,334,259</b>	<b>\$ 3,393,829</b>	<b>\$ 3,405,373</b>

TDP Financial Plan for:								
Service O&M Revenues								
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY2018	
<b>Anticipated Funding Sources</b>								
<i>GRTC</i>								
<b>Federal</b>	\$ 7,350,146	\$ 6,942,991	\$ 7,363,429	\$ 7,510,697	\$ 7,660,911	\$ 7,814,129	\$ 7,814,130	
Federal Funds & Prior Surplus	\$ 7,035,146	\$ 6,857,991	\$ 7,363,429	\$ 7,510,697	\$ 7,660,911	\$ 7,814,129	\$ 7,814,130	
CMAQ (Mechanicsville Express)	\$ 315,000	\$ 85,000						
<b>State</b>	\$ 8,223,029	\$ 8,269,081	\$ 8,368,856	\$ 8,842,295	\$ 9,160,937	\$ 9,491,060	\$ 9,491,061	
State Funds	\$ 8,223,029	\$ 8,269,081	\$ 8,368,856	\$ 8,842,295	\$ 9,160,937	\$ 9,491,060	\$ 9,491,061	
<b>Farebox Revenues</b>	\$ 10,036,243	\$ 10,256,099	\$ 10,608,714	\$ 12,088,116	\$ 12,624,798	\$ 13,011,434	\$ 12,969,324	
Farebox Revenues - Fixed Route	\$ 9,390,839	\$ 9,637,600	\$ 9,924,006	\$ 10,237,429	\$ 10,718,590	\$ 11,048,040	\$ 10,918,777	
Farebox Revenues - BRT	\$ -	\$ -	\$ -	\$ 1,145,438	\$ 1,179,801	\$ 1,215,195	\$ 1,279,902	
Farebox Revenues - CARE	\$ 645,404	\$ 618,500	\$ 684,709	\$ 705,250	\$ 726,407	\$ 748,200	\$ 770,646	
<b>Other Operating Revenues</b>	\$ 3,750,372	\$ 2,108,462	\$ 2,131,042	\$ 2,169,775	\$ 2,210,238	\$ 2,252,511	\$ 2,252,511	
Richmond Contribution - Senior Fare	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	
Charter Revenue	\$ 125,000	\$ 125,000	\$ 137,813	\$ 144,703	\$ 151,938	\$ 159,535	\$ 159,535	
Advertising Revenue	\$ 390,000	\$ 390,000	\$ 429,975	\$ 451,474	\$ 474,047	\$ 497,750	\$ 497,750	
Other Operating Revenue	\$ 12,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000	
Other Interest/Non Transportation Income	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	
VCU Shuttle Revenue	\$ 1,675,880	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
VCU Pass Program	\$ 325,000	\$ 375,000	\$ 344,793	\$ 355,136	\$ 365,790	\$ 376,764	\$ 376,764	
Purchase of Service - CVAN	\$ 500,022	\$ 500,022	\$ 500,022	\$ 500,022	\$ 500,022	\$ 500,022	\$ 500,022	
Ridefinders	\$ 422,470	\$ 386,441	\$ 386,441	\$ 386,441	\$ 386,441	\$ 386,441	\$ 386,441	
<b>Local Contributions for O&amp;M</b>	\$ 16,150,000	\$ 16,985,701	\$ 16,985,701	\$ 20,668,574	\$ 20,779,061	\$ 20,892,862	\$ 20,981,825	
Broad Street BRT	\$ -	\$ -	\$ -	\$ 3,682,874	\$ 3,793,360	\$ 3,907,161	\$ 3,996,124	
Richmond-Fixed/CARE	\$ 11,000,000	\$ 10,950,000	\$ 10,950,000	\$ 10,950,000	\$ 10,950,000	\$ 10,950,000	\$ 10,950,000	
Henrico - Fixed	\$ 3,272,190	\$ 3,291,422	\$ 3,291,422	\$ 3,291,422	\$ 3,291,422	\$ 3,291,422	\$ 3,291,422	
Henrico - CARE	\$ 1,727,810	\$ 2,232,354	\$ 2,232,354	\$ 2,232,354	\$ 2,232,354	\$ 2,232,354	\$ 2,232,354	
Chesterfield	\$ -	\$ 311,925	\$ 311,925	\$ 311,925	\$ 311,925	\$ 311,925	\$ 311,925	
Petersburg	\$ 150,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	
Mechanicsville	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1	
<b>Local Funds/Other Grants (Need)</b>	\$ -	\$ -	\$ 3,129,720	\$ 3,660,132	\$ 4,885,450	\$ 5,612,307	\$ 7,337,680	
<b>Total Projected Operating Revenues</b>	\$ 45,509,789	\$ 44,562,334	\$ 48,587,462	\$ 54,939,591	\$ 57,321,395	\$ 59,074,304	\$ 60,846,533	

Capital Improvements		FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017		
<b>Major Capital Improvements</b>									
CNG Retrofit Maintenance Facility		\$ -	\$ 1,350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CNG Fueling Facility		\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Modification of GRTC Facility		\$ 1,250,000	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Broad Street BRT (Includes BRT Vehicles)		\$ -	\$ -	\$ -	\$ 70,000,000	\$ -	\$ -	\$ -	\$ -
DT Transfer Center		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000,000	\$ -	\$ -
<b>Total Major Capital Expenses</b>		<b>\$ 1,250,000</b>	<b>\$ 5,350,000</b>	<b>\$ -</b>	<b>\$ 70,000,000</b>	<b>\$ -</b>	<b>\$ 30,000,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Anticipated Funding Sources</b>									
<b>Federal</b>		<b>\$ 800,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
5309 (Small Starts)		\$ -	\$ -	\$ -	\$ 35,000,000	\$ -	\$ -	\$ -	\$ -
Other Federal		\$ 800,000	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>State</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Capital Assistance Grant		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Local/Other Grants</b>		<b>\$ 450,000</b>	<b>\$ 5,350,000</b>	<b>\$ -</b>	<b>\$ 35,000,000</b>	<b>\$ -</b>	<b>\$ 30,000,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Major Capital Revenues</b>		<b>\$ 1,250,000</b>	<b>\$ 5,350,000</b>	<b>\$ -</b>	<b>\$ 70,000,000</b>	<b>\$ -</b>	<b>\$ 30,000,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Projected Facility, Equipment, and Other Capital Improvements</b>									
Preventive Maintenance		\$ 5,700,000	\$ 5,700,000	\$ 6,032,242	\$ 6,092,564	\$ 6,153,490	\$ 6,215,025	\$ 6,277,175	\$ 6,277,175
ADA Administration		\$ 1,196,996	\$ 1,236,000	\$ 1,267,278	\$ 1,279,950	\$ 1,292,750	\$ 1,305,677	\$ 1,318,734	\$ 1,318,734
Capital Cost of Contracting	*	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Project Administration		\$ 239,399	\$ 250,946	\$ 253,456	\$ 255,990	\$ 258,550	\$ 261,135	\$ 263,747	\$ 263,747
ADP Hardware	*	\$ 80,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
ADP Software	*	\$ 275,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Miscellaneous Support Equipment	*	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Transit Enhancements	*	\$ 119,700	\$ 125,473	\$ 126,728	\$ 127,995	\$ 129,275	\$ 130,568	\$ 131,873	\$ 131,873
Transit Security	*	\$ 119,700	\$ 125,473	\$ 126,728	\$ 127,995	\$ 129,275	\$ 130,568	\$ 131,873	\$ 131,873
Management Training		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Shop Tools & Equipment	*	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CNG Facility - Payment to City									
<b>Total Projected Capital Expenses</b>		<b>\$ 7,945,794</b>	<b>\$ 8,622,892</b>	<b>\$ 8,991,431</b>	<b>\$ 9,069,495</b>	<b>\$ 8,798,340</b>	<b>\$ 8,877,973</b>	<b>\$ 8,958,403</b>	<b>\$ 8,958,403</b>
<b>Anticipated Capital Funding Sources</b>									
<b>Federal</b>		<b>\$ 6,755,000</b>	<b>\$ 6,931,579</b>	<b>\$ 7,070,211</b>	<b>\$ 7,211,615</b>	<b>\$ 7,355,847</b>	<b>\$ 7,502,964</b>	<b>\$ 7,653,023</b>	<b>\$ 7,653,023</b>
FTA 5307		\$ 6,755,000	\$ 6,931,579	\$ 7,070,211	\$ 7,211,615	\$ 7,355,847	\$ 7,502,964	\$ 7,653,023	\$ 7,653,023
CMAQ		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Freedom		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
JARC		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>State**</b>		<b>\$ 605,000</b>	<b>\$ 633,747</b>	<b>\$ 615,729</b>	<b>\$ 650,562</b>	<b>\$ 674,005</b>	<b>\$ 698,294</b>	<b>\$ 698,294</b>	<b>\$ 698,294</b>
Capital Assistance Grant		\$ 605,000	\$ 633,747	\$ 615,729	\$ 650,562	\$ 674,005	\$ 698,294	\$ 698,294	\$ 698,294
<b>Local/Other Grants</b>		<b>\$ 585,794</b>	<b>\$ 1,057,566</b>	<b>\$ 1,305,491</b>	<b>\$ 1,207,318</b>	<b>\$ 768,487</b>	<b>\$ 676,715</b>	<b>\$ 607,086</b>	<b>\$ 607,086</b>
<b>Total Other Capital Revenues</b>		<b>\$ 7,945,794</b>	<b>\$ 8,622,892</b>	<b>\$ 8,991,431</b>	<b>\$ 9,069,495</b>	<b>\$ 8,798,340</b>	<b>\$ 8,877,973</b>	<b>\$ 8,958,403</b>	<b>\$ 8,958,403</b>