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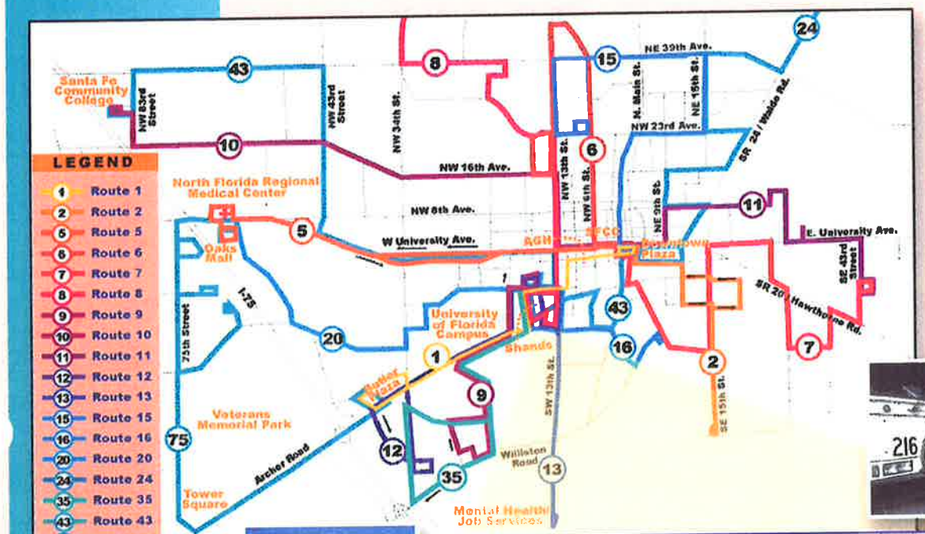
Gainesville Regional Transit System
Comprehensive Operational Analysis

Report of Findings Prepared for

- The City of Gainesville
- The University of Florida
- North Central Florida Regional Planning Council



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May 2002

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Chapter 1: Introduction

1.1 Project Background

The Regional Transit System (RTS) is a division of the City of Gainesville's Public Works Department. RTS currently operates a fleet of approximately 85 diesel buses for fixed route services and 7 vans, used for demand response transportation. Eighteen (18) fixed routes serve the City of Gainesville and contiguous portions of unincorporated Alachua County. Additional services are operated on the campus of the University of Florida (UF) under contract to the University. Currently, ATC/Intelitran provides ADA paratransit services to RTS under contract.

Figure 1-1
Project Study Area

Prior to 1998, RTS operated as a small urban transit system experiencing declining ridership and community support. Routes provided circuitous services at infrequent intervals. The University of Florida and the City of Gainesville then began a partnership to include transit services in the University's student fee. The fee was originally set at 19 cents per semester credit hour, increased to fifty cents per semester credit hour and in January of 2001, an increase in the student fee to two dollars per semester credit was approved. Since that partnership was formed, ridership on the system has increased from less than one million annual riders in 1996 to more than 6 million today.

The current system operates as a pulsed network, focused on the downtown city plaza, as demonstrated in Figure 1-2 on page 2. As a result of the City/UF partnership and a vigorous program of service expansion, RTS is currently experiencing overcrowded conditions on several of its fixed routes. This situation has resulted in many intending

riders being passed up on the street during periods of severe congestion and service demand.

The age of the operating fleet has also become a focus of concern, with limited vehicles available for "tripper" service. The increase in the student transportation fee has been used, in part, to expand services on many routes and to extend the span of service to 11 PM on the more heavily traveled regular routes and on the campus services.

The average age of the fleet is 14 years, more than the depreciated life customarily applied to urban transit vehicles and the fleet currently consists of coaches from six different manufacturers, greatly complicating parts management. Many smaller coaches, usually depreciated over a seven-year life, are in their fifth year of service and are scheduled for replacement over the next few years.

Many of the existing fixed-route coaches are not wheelchair-accessible, raising issues of accessibility of the system to the handicapped.

1.2 Project Objectives

A number of project objectives have been identified by the City of Gainesville. Those objectives include:

- To evaluate the system's administrative and operating organizational structure,
- To ensure the compatibility of system planning with other local and regional long-range planning efforts,
- To determine the feasibility of implementing expanded transit services and facilities in the Gainesville region,
- To determine the costs of such service and facility expansion,
- To identify approaches to improving system ridership productivity and service cost effectiveness and cost efficiency,
- To determine a future route network which will best meet anticipated demand for services,
- To improve system connections and transfer options and facilities,
- To identify additional options for system governance and control,
- To recommend a fleet replacement and expansion program, and
- To identify optimal locations for additional system facilities.

1.3 Major Issues

A number of major issues were identified as needing to be addressed during the conduct of this COA. A few of the most important issues are listed below:

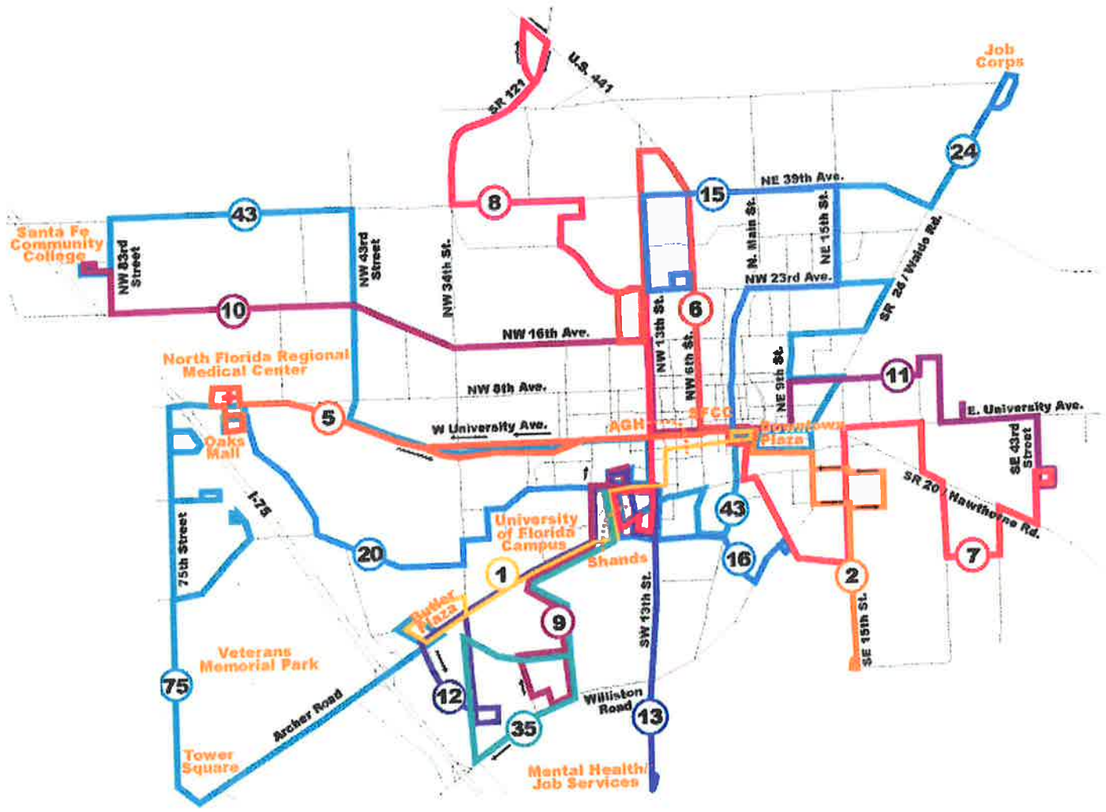


Figure 1-2
RTS Bus Route Network
Source: City of Gainesville RTS

1.3.1 Needs of Current Customers

In order to determine the adequacy of services to the citizens of the RTS service area, it is necessary to determine the public transportation needs of current riders and potential riders.

Understanding the customer is the first step in providing services that will meet their transportation needs. The customers of the transit system are not only those who choose to ride public transit, but also those who receive benefits from system operations — in short, the entire community.

An on-board survey of riders was conducted, asking a variety of questions, determined with the cooperation of the client and local jurisdictional staff, relating to ridership behavior, attitudes toward services offered and identification of improvements that might improve their riding experience.

1.3.2 Opinion Leaders and Stakeholders

A second major issue is the extent to which community opinion leaders and stakeholders support, or can be persuaded to support, public transportation initiatives. This group includes elected officials, leaders of the local business community, educators and the media.

These opinion leaders were interviewed to determine their awareness and support of public transit services and initiatives and to determine the means by which public transit could help these people attain their goals and objectives, promoting their enlistment as transit advocates within the local area.

1.3.3 Unmet Transportation Needs

The transportation needs of citizens not currently being met by existing public transit operations has been a major focus of this project. In the absence of a random sample telephone survey, these were determined by interviews with project stakeholders, by comparing transit and general traffic origins and destinations and by examination of local area population demographic patterns.

Reviewing earlier transportation planning studies and local and regional transportation plans assisted in the identification of transportation needs and demand and the extent to which existing operations are meeting those needs.

A major question to be answered in this project was the extent to which system services ought to be designed to appeal to commuters, both workers and students, as opposed to the more traditional transit focus on lifeline services to the transit-dependent. Particular emphasis was placed upon both system design and programmatic approaches to increasing the role of public transportation in the lives of community residents and employees.

1.3.4 Existing Services

A thorough understanding of existing services, programs and plans was necessary to the development of recommendations for service improvements. This was accomplished both by on-site observation and an examination of system documents.

1.3.5 Financial Constraints

A major issue considered in the development of public transit recommendations was the ability of the system to finance additions to services or capital facilities. This was determined through consultation with the City of Gainesville's financial staff.

1.4 Project Report Overview

This chapter summarizes the information gained and developed during the conduct of the RTS Comprehensive Operations Analysis project. That effort has resulted in a determination of the existing conditions under which the RTS currently operates, a documentation of expectations for future RTS service, a comparison of RTS operations results with other public transit systems in the United States having similar service area populations, service area size and fleet size.

The remainder of this report is divided into chapters summarizing the results of a task or group of tasks within the COA project. A number of differing information sources have been employed in compiling this summary of project findings. Among those sources are:

- Interviews with stakeholders and opinion leaders in the Gainesville area,
- A review of previously-adopted plans, goals and objectives of Gainesville area agencies,
- Interviews with RTS bus drivers and supervisors,
- A review of existing RTS financial resources,
- A review of RTS peer transit agencies,
- An on-board survey of RTS weekday riders,
- Boarding and alighting counts of all RTS weekday services,
- A recording of actual RTS travel times between adopted system time points, and
- Observations of RTS operations.

The remainder of this document is organized into a number of individual chapters, documenting the findings of the tasks comprising the Comprehensive Operations Analysis. In general, the organization of this report is as follows:

- **Chapter 1** gives a short overview of the Comprehensive Operations Analysis (COA) project, including a short history and background of the RTS, and describes the organization of the remainder of the Project Report.
- **Chapter 2** describes the findings and conclusions developed from interviews with study stakeholders and RTS drivers, as well as a summary

of previously produced reports relating to transportation issues in the Greater Gainesville area.

- **Chapter 3** summarizes data analysis utilized to support the project recommendations, including a review of the RTS financial plan, the peer group review, the boarding and alighting counts, RTS firebox data and the on-board survey.
- **Chapter 4** describes the project recommendations based upon the data analyzed as described in Chapter 3, including individual route alignment and schedule changes, additional services required to help meet system service goals and objectives, capital facilities and infrastructure, fleet replacement and expansion, passenger amenities, regional service expansion and system governance.
- **Chapter 5** includes the implementation and financial programs, summarizing recommended implementation priorities and phasing, and identifies necessary funding to implement recommended actions.

Chapter 2: Study Inputs

2.1 Chapter Overview

This chapter will summarize many of the non-quantifiable data inputs into the Comprehensive Operations Analysis. These sources include project stakeholders, RTS drivers and a review of previously prepared transportation-related reports.

2.2 Stakeholder Interview Themes

Interviews were conducted with a number of stakeholders in order to identify issues and expectations concerning the conduct and results of the COA project. Stakeholders came from a number of groups, including:

- The City of Gainesville,
- Alachua County,
- The North Central Florida Regional Planning Council,
- The Chamber of Commerce,
- The Visitors and Convention Bureau, and
- The University of Florida

This section will summarize a number of themes, which recurred throughout those interviews, and will paraphrase individual comments of stakeholders where appropriate. The issues and expectations summarized here have served as input to the data gathering and recommendation phases of this project, which are described in following chapters. Subsequent sections will identify the major themes of those interviews.

2.2.1 Transit Friendly Services to Students

A number of stakeholders lauded RTS efforts in recent years toward providing pre-paid transit services designed around the needs of students. While this effort has focused on the University of Florida and its students, overtures have been made toward Santa Fe Community College to extend these benefits to SFCC students, staff and faculty as well.

The obvious advantages of this program, increased system ridership, reduced parking demand on the UF campus and reduced requirements for future parking facilities were mentioned by many stakeholders. In addition, many stakeholders noted that the expanded services, while primarily directed at students, have provided additional transportation options for non-students as well.

2.2.2 Equity Issues

While the focusing of system services on students is considered a positive action, many stakeholders have expressed concern that the transportation needs of other segments of the population may be getting insufficient attention. Several stakeholders, including a representative of the City of Gainesville's Department of Community Development, have stated that an increased focus on the needs of other segments of the community, notably the lower-income residents of the eastern region of the City, is overdue.

The City and RTS recently increased service frequencies on several routes serving this area, which has been viewed approvingly by these stakeholders. However, the explosive growth of the UF student market and the difficulty experienced by the RTS in keeping pace with that growth has caused several stakeholders to question the relative priority given to these two very different groups. Representatives of the University of Florida have mentioned equity issues, as well, even as they focus on the needs of UF students.

St. Francis House has also expressed a desire to provide discounted travel for the homeless in an effort to aid in their search for employment throughout the community. The Mayor has expressed a concern about developing adequate funding for routes which do not serve the UF but which are extremely important to other communities.

2.2.3 Growth Expectations

Stakeholders frequently expressed concerns about the form and direction of future growth in the area. In general, this concern relates to the issues described above in subsection 2.2.2: the issue of equity of access to transit services. The general view is that growth continues to occur predominantly on the western side of the City of Gainesville and will continue to expand westward in the future.

This westward expansion creates a need for expanded transit services in this area, thereby, to some extent, undercutting RTS' ability to expand services in the eastern part of the City. Much of this growth is taking place, and is expected to continue to take place, outside of the City of Gainesville's corporate limits. Stakeholders have expressed the belief that a more regional approach to funding transit services will be needed to address the equity issues attendant with continued economic expansion to the west. (see subsection 2.2.10 below).

2.2.4 System Network Design

While the improved level of services implemented in recent years has resulted in shorter transfer waits and generally improved total trip times for many riders, many stakeholders believe that the focus on the UF campus has resulted in a network which has not addressed other, non-university-related trip patterns.

Several stakeholders remarked on the difficulty in making north-south trips in the western and eastern portions of the City of Gainesville and in making east-west trips in the northern and southern portions of the City. While the focus on the downtown and campus areas serves the needs of many RTS riders, it is felt that improved peripheral access could improve ridership and contribute to a more pedestrian/transit-friendly focus of development.

2.2.5 County-Wide Service

A number of stakeholders, primarily representatives of Alachua County, have expressed a desire for the extension of RTS services into unincorporated areas of Alachua County adjacent to the City of Gainesville and for the provision of service between the City and several smaller municipalities within the County, including Newberry and Archer.

County representatives have expressed an interest in expanding the funding base for RTS services to include Alachua County to help defray the costs of such service extensions. The desire expressed for such services has tended to be of a generic nature, with few details concerning the precise form this service or funding should take.

2.2.6 Service to Gainesville Airport

Several stakeholders have mentioned provision of service to the Gainesville Airport as a high priority for RTS. County Commissioner Robert Hutchinson particularly emphasized this in his discussion with the project team.

Among the suggestions for airport development include the operation of a commuter airline connection between Gainesville and nearby airports at Jacksonville, Tampa and Orlando. Suggestions were also made to identify a rail corridor for the long-range (20-year) future connecting Gainesville with those same cities. It has been opined that the development of rail service and the expansion of airline services out of the Gainesville Airport will significantly spur development in the region surrounding that facility.

2.2.7 Downtown Transit Operations

Several stakeholder comments focused on the pulsed transfer system currently in operation at the downtown Gainesville Plaza. During peak pulse times, six or seven buses customarily line up along the southern edge of the plaza, double-parking on SE 1st Avenue and causing pedestrian/vehicle conflicts at this site. While the present operation has continued to operate surprisingly safely and efficiently, there has been concern expressed concerning the safety issues associated with a continuation of this practice. Many stakeholders requested that a search for a safer transfer operation be included in the scope of services for the COA project.

The City has announced a plan to reduce the number of lanes on Main Street. The traffic calming of this major north-south arterial could impact the efficient operation of the Downtown Plaza Transit Center. The plan also calls for a reduction of lanes in a major transit corridor between downtown and the University of Florida.

The City' of Gainesville's efforts to promote a more pedestrian-friendly atmosphere in downtown Gainesville, including efforts to increase outdoor dining in the urban core, and the potential for conflict with increased transit operations in this area has also been mentioned.

2.2.8 Commuter Services

Several stakeholders also mentioned a need for improved commuter services to major employment centers as a major concern. Services focusing on the needs of non-student commuters to the UF area, the medical care facilities along Archer Road and to downtown Gainesville were most frequently mentioned.

It is felt by some stakeholders that the current focus on UF students does not always result in good commuter services for non-students.

2.2.9 Neighborhood Transit Operations

A few stakeholders mentioned increasing opposition by neighborhood residents to large buses "rumbling" through their neighborhoods. Most agreed, however, that such a problem presents a fundamental conflict: the balancing of the need for smaller vehicles to minimize neighborhood disruption against the need for larger vehicles to handle the increasing demand for transit services.

2.2.10 Funding and Governance

Also mentioned by stakeholders, although infrequently, is the belief that the increasingly regional nature of RTS services, and the prospects for future service expansions beyond the corporate limits of the City of Gainesville, will require a more regional approach to funding and operation of RTS services.

While City stakeholders have tended to focus on development impact fees as a mechanism to fund service expansion in the City, Alachua County representatives tend to focus on the use of local option gas tax revenues. It seems clear that any long-term approach to RTS funding must include both the City of Gainesville and Alachua County, as well as including other affected municipalities in the planning stages.

With a more regional funding base, and the necessity to balance the needs of many participating jurisdictions, many stakeholders offered the opinion that a countywide authority should assume responsibility for public transit operations.

2.2.11 Other Issues

A number of other issues, ideas and opinions were mentioned by smaller numbers of stakeholders. The following list briefly summarizes the most-frequently mentioned needs:

- More frequent service throughout the service area,
- Focus on alternative fuels and fuel sources,
- A high-frequency downtown to UF circulator/shuttle,
- Universal access for all members of the community,
- More revenue from Alachua County to fund services,
- Expansion of the RTS operating base,
- Alleviation of downtown parking and congestion, and
- Service to expanded student-housing areas outside of the City.

2.2.12 Contributing Stakeholders

The following stakeholders contributed to the COA project and their comments are reflected in the foregoing summary:

Robert Miller, University of Florida
Ralph Hilliard, City of Gainesville
Marlie Sanderson, NCFRPC
Wayne Bowers, City of Gainesville

Maria Savoia, City of Gainesville
Lynn Franson-Godfrey, NCFRPC
Kenneth McMurry, Alachua County
Bonnie Hinson, Alachua County
Conchi Ossa, City of Gainesville
Warren Nielsen, City of Gainesville
Pegeen Hanrahan, City of Gainesville
Dr. James Scott, University of Florida
Mike Byerly, Alachua County
Shenley Neely, City of Gainesville
John Barrow, City of Gainesville
Roland Loog, Visitors & Convention Bureau
Kenrick Pierre, Alachua County
Thomas Bird, City of Gainesville
Thomas Bussing, City of Gainesville
Bruce Pagel, City of Archer
Greg Du Bois, University of Florida
Charles Chestnut IV, City of Gainesville
Robert Hutchinson, Alachua County
Jesus Gomez, City of Gainesville

2.3 Driver Interview Themes

The first round of RTS driver interviews was held in the Drivers' Lounge area at RTS headquarters. While the focus of these interviews was on service-related opinions, suggestions and anecdotes, some drivers also chose to comment on personnel issues.

2.3.1 Existing Services

Several routes were mentioned as having operating problems in need of correction. A short summary of those comments follows:

2.3.1.1 Route 1 Butler Plaza

A number of comments were made concerning this route including a perceived safety problem for pedestrians along Windmeadows Blvd., where traffic frequently operates well in excess of the posted limit, a difficulty seeing the intersection sign at Windmeadows Blvd. And SW 34th Street, and the fact that significant wheelchair usage causes schedule delays at Shands Hospital as well as by traffic attendant to the 4 PM and 5 PM work shift changes.

2.3.1.2 Route 2 Robinson Heights

Route 2 was described as having too little running time, resulting in off-schedule operation. These comments were gathered before Routes 2 and 7 were realigned, improving scheduled running times.

2.3.1.3 Route 7 Eastwood Meadows

This route was the subject of the most frequent comments from drivers. All of these mentions revolved around operations into the Health Department property off of SE 24th Street. The bus is required to pass under the portal above the entrance door. The driveway through this portal is quite narrow and when automobiles are parked in this area it is difficult or impossible for the bus to pass through. When this happens, the bus must wait for the car driver to move his vehicle before proceeding, often causing delays

of 5 to 10 minutes. This situation has been responsible for several incidents of late operation on Route 7.

2.3.1.4 Route 10 Santa Fe Community College

Route 10 was the subject of several driver comments concerning late operation. The majority of drivers felt that the schedule was inadequate for such a long route, which is subject to traffic delays along the route. Most Route 10 drivers felt that the schedule was a problem between 7 and 9 AM and that after 2:45 PM, it was no longer possible to operate this route within the allotted schedule running time.

2.4 Review of Existing Plans and Policy Documents

A number of local and regional plans and policy documents were reviewed to identify transit impacts identified or created by each. These documents are briefly summarized in the following subsections.

2.4.1 City of Gainesville Regional Transit System Transit Development Plan FYs 2002-2006

The RTS TDP places the highest priority on service enhancements such as greater system frequency, reliability (on-time performance), and weekday evening service. Specifically, it calls for the gradual improvement and equality of evening service levels at the system wide level. It also calls for studying the establishment of an authority status for RTS to reflect the regional nature of the transit system and calls for the implementation of a dedicated funding plan.

The TDP also calls for the continued replacement of existing buses with buses that meet all ADA standards, the purchase and use of alternative fuel buses, and the use of smaller buses on routes with low ridership. It recommends the implementation of a signal pre-emption system for buses, (possibly as part of a traffic mitigation program), and the investigation of the use of automatic passenger counters (APCs) to monitor route ridership. The plan also calls for the establishment of a commuter assistance program to provide ride matching and vanpool programs for commuters.

The TDP recommends the establishment of a Passenger Amenities Program including passenger shelters, information kiosks, street furniture, etc. It also calls specifically for the establishment of direct routing between high-density residential areas and the UF campus and for the construction of a new administration facility/transfer center in Downtown Gainesville, as well as a regional transfer center on or near the UF campus.

2.4.2 2020 Transportation Plan – Gainesville Metropolitan Transportation Planning Organization

2.4.2.1 Section 3 – Needs Plan

The Livable Community Reinvestment Plan includes the re-designation of SR 24 from Archer Road east of its intersection with SW 16th Avenue onto SW 16th Avenue. This

re-designation will allow for potential limited automobile access and development of a dedicated transit-way on Archer Road.

The first phase of the Archer Road Busway would operate for an approximate 1-mile segment between SW 16th Avenue and Shands Hospital, taking two of the existing four lanes and making them bus-only lanes, with increased service frequency of 10-20 minutes.

The second phase would extend busway operation west within the Archer Road corridor to the intersection of Tower Road (SW 75th Street) west of I-75, providing a continuous transit corridor of about 5 miles in length. The busway could operate within the road median, adjacent to existing travel lanes, or possibly within existing travel lanes, which have been rededicated as bus lanes.

Ultimately, it is desirable for the busway to continue east of Shands Hospital, across US 441 via the Depot Avenue rail-trail corridor, to connect UF with downtown using SW 6th street.

The Livable Community Reinvestment Plan also includes the expansion of RTS service into smaller towns of Alachua County, in response to requests received from several of the towns in Alachua County. This service is described as an express bus service with limited stops in conjunction with park and ride lots located along the routes. It calls for between two and four inbound morning and outbound afternoon trips. The most potentially effective routes evaluated were via US 441 connecting Alachua and High Springs with UF and downtown Gainesville, and SR 20 connecting Hawthorne with downtown and UF.

The Needs Plan recommends development of several intermodal centers located throughout the urbanized area to support expanded use of transit service. Intermodal centers could include park and ride lots, short- and long-term bicycle storage, information kiosks, shelters, benches, phones, restrooms, or other passenger amenities. The plan envisions these express routes as forming the trunk portion of a trunk and feeder system, tying together residential areas with the UF-downtown core area. Logical locations for intermodal centers identified in the plan include the Archer Road/ I-75 area, Butler Plaza, the Santa Fe Community College vicinity, the Depot Avenue corridor, the Gainesville Mall, and near the intersection of SR 20 and SR26, as well as outlying towns such as Alachua, High Springs, and Archer. An intermodal center has been proposed specifically for the Depot Avenue/South Main Street area. It would provide a transit connection from the intermodal center, downtown, and UF, and could potentially connect with the Archer Road busway in the Shands/VA Hospital area west of US 441. The Tower Road Charrette Projects include enhanced bus service in the Tower Road and SW 24th Avenue corridors.

PHASE	DESCRIPTION
Phase I	Annual enhanced transit funding Purchase right-of-way to construct the MTPO-approved 4-lane cross-section
Phase 1A	Bicycle/pedestrian trail Bicycle/pedestrian grade separation at SW 14th Street
Phase 1B	SW 34th Street right-turn lane at SW 20th Avenue SW 20th Avenue - construct bus bays, missing sidewalk, raised medians, roundabouts, transit "super stops" and turn lanes
Phase 2	SW 62nd Boulevard constructed to SW 43rd Street SW 62nd Boulevard / SW 43rd Street roundabout SW 24th Avenue constructed east to SW 34th Street SW 24th Avenue / SW 38th Terrace roundabout SW 24th Avenue constructed east to Archer Road SW 40th Terrace constructed SW 38th Terrace constructed
Phase 3	IF NEEDED, two-lane Hull Road constructed on Alternative 2-A alignment with street amenities, including wide sidewalks, bike lanes and streetscaping

source: Gainesville MTPO 2020 Transportation Plan

Figure 2-1
SW 20th Avenue Charrette Projects

2.4.2.2 Section 4 – Cost Feasible Plan

The top priority of the MTPO's 2020 Transportation Plan is to continue funding the projects identified through the SW 20th Avenue Charrette (see ***Figure 2-1***). In addition to the projects identified in Figure 2-1, ***Figure 2-2***, next page, identifies a number of transit improvements and identifies the estimated cost, and whether or not the project is cost-feasible.

The funds available to the MTPO are flexible, and may be applied to roadway construction projects on the state highway system, bus service, traffic signals, or bicycle/pedestrian facilities. The available revenue represents the amount of money available to use in adding capacity to the transportation system or funding an increased level of public transit operations beyond the existing RTS service.

METROPOLITAN PLANNING ORGANIZATION
FOR THE GAINESVILLE URBANIZED AREA

YEAR 2020 LIVEABLE COMMUNITY REINVESTMENT COST FEASIBLE PLAN
DECEMBER 14, 2000
(shaded area not cost feasible)

PRIORITY RANKING	FACILITY/PROJECT NAME	FROM	TO	DESCRIPTION	1998 EST. COST (MILLIONS)
1	SW 20TH Avenue Charrette projects (excluding committed projects and priorities 2 and 22)				$12.1
2	SW 24th Avenue extension	SW 34th Street	Archer Road	New 2-lane divided road	$1.8
3	SE 16th Avenue	Main Street	Williston Road	Corridor capacity enhancements	$2.1
4	SE Connector	Williston Road	SE 27th Street	Charrette & corridor planning study	$0.3
5	Depot Avenue Corridor	SW 13th Street	Williston Road	Reconstruct 2LD w/bike lanes & sidewalks	$6.0
6	Archer Road	At 16th Avenue		Realign intersection	$1.4
		SW 16th Avenue	Shands Hospital	Limit vehicular access at SW 16th Avenue and create dedicated bus lanes	
7	University Avenue	W 13th Street	Waldo Road	Reduce to 2-lane divided w/ bus bays	$0.8
8	W 6th Street	SW 4th Avenue	NW 8th Avenue	Enhanced multi-modal capacity	$2.8
9	Archer Rd/SW 23rd Ter. Rail-Trail	SR 121-Depot Avenue Trail/SR 331 - SR 24		Off-road bike/pedestrian trail	$0.5
10	Bicycle Master Plan	Countywide		Placeholder for $3.7 million in dedicated bike / pedestrian projects	$3.7
11	Intermodal Center	Archer Road @ I-75		Transit transfer facility with park-and-ride lot	$0.1
12	Archer Road Enhanced Transit	Interstate 75	Shands / VA area	Increased transit headways	$6.2
13	NW 34th Street	NW 16th Avenue	US 441	Widen to add center turn lane	$10.7
14	Park-and-Ride Express Bus - Alachua	City of Alachua	NW 43rd Street	Express bus to transfer facilities in GMA	$7.7
15	Park-and-Ride Express Bus - Archer	City of Archer	Tower Square IC	Express bus to transfer facilities in GMA	$6.5
16	NW 83rd Street	NW 23rd Avenue	NW 39th Avenue	Corridor capacity enhancements	$0.4
17	NW 83rd Street extension	NW 39th Avenue	Milhopper Road	New 2-lane divided road	$3.6
18	Park-and-Ride Express Bus - Hawthorne	City of Hawthorne	SE 50th Street	Express bus to transfer facilities in GMA	$8.0
19	Park-and-Ride Express Bus - Newberry	City of Newberry	Jonesville	Express bus to transfer facilities in GMA	$6.2
20	Park-and-Ride Express Bus - Waldo	City of Waldo	NE 50th Avenue	Express bus to transfer facilities in GMA	$8.0
21	Tower Road Enhanced Transit	Archer Road	Newberry Road	Increased transit headways	$6.0
22	Hull Road extension	SW 62nd Blvd.	SW 34th Street	New 2-lane divided road (if needed)	$5.3
23	SW 40th Blvd. extension	Archer Road	SW 62nd Blvd.	New 2-lane divided road	$1.8
24	Transit-Town/Village Center (TV) Transit Projects (excluding priorities 11, 14, 15, 18, 19, 20 and 21)				$123.0
25	Tower Road Charrette projects (except for the Tower Road enhanced transit service)				$22.7
26	NW 24th Blvd. extension	NW 31st Avenue	NW 39th Avenue	New 2-lane divided road	$1.8
27	NW 8th Avenue	NW 31st Drive	NW 23rd Street	Reduce to 2-lane divided road	$0.4
28	E 27th Street extension	Hawthorne Road	NW 39th Avenue	New 2-lane divided road	$10.7
TOTAL					**$260.6**

Source: Gainesville MTPO 2020 Transportation Plan

Figure 2-2
Liveable Community Cost Feasible Plan

2.4.3 Proposed 2000-2010 City of Gainesville Comprehensive Plan

The Gainesville Comprehensive Plan calls for the City to continue to coordinate with FDOT, MTPO, the Community Traffic Safety Team, and Alachua County to improve transportation system management and enhance safety by the continued expansion and upgrade of the traffic signal system and timing, and by installing traffic signal pre-emption for emergency vehicles and buses.

The Comprehensive Plan also calls for an increase in transit ridership to 8 million riders per year by 2005 and 10 million riders per year by 2010. The City shall strive to provide main bus service within ¼ mile of 80% of all medium and high-density residential areas identified on the Future Land Use Map of the Comprehensive Plan within the RTS service area.

The plan also calls for bus service to be enhanced to improve reliability and expand weekday evening and weekend service. The City shall also continue to equip each bus to carry bicycles, and provide bicycle parking facilities at all major transit stops and transfer points within city limits. RTS shall continue to equip buses to carry people with disabilities.

2.4.3.1 Concurrency Management Element

Within Zone B, mitigation standards for new developments require that developers provide non-SOV travel options. The number of standards met varies with the number of new trips generated daily (ADT). Developments with more than 5000 net new ADT must be located on a transit line or provide funding for a new transit line. Other transit-oriented mitigation requirements include the construction of bus shelters, bus turn-out facilities, provision of bus passes by contract with RTS, or direct payment to RTS for either increased service frequency or additional bus service.

2.4.3.2 Urban Design Element

The City shall implement urban design policies for University Avenue from West 6th Street to West 13th Street, installing bus shelters where appropriate.

2.4.4 Appendix for the Gainesville Metropolitan Area Long Range Plan Update –2020 Forecast of State and Federal Revenues for Statewide and Metropolitan Plans

This report outlines funding sources for transportation improvement projects.

Chapter 3: Data Analysis

Chapter 3 summarizes the gathering and analysis of data used in the development of the project recommendations. Some of that data was gathered from other sources, while other data was generated as part of the COA project.

3.1 The City of Gainesville Financial Plan

The City of Gainesville budget is organized on the basis of funds, each of which is a separate budgetary and accounting entity. Resources are allocated to individual funds based upon the purpose for which they are to be spent for the purpose of controlling the disbursement of resources, which are restricted for specific purposes.

The Regional Transit System is financed by the City through Fund 450/451. ***Figure 3-1*** on the following page depicts historical and planned revenues and disbursements to and from Fund 450/451 over the period FY 1999-FY 2002.

The City of Gainesville Financial and Operating Plan for FY 2000-2001/2001-2002 includes the RTS Mission Statement:

> *To continue to be a premier university and community transportation system that provides a variety of flexible transportation services promoting accessibility, comfort, a sense of fun and community pride.*

In support of that mission statement, a number of major goals have been identified for the 2000-2002 biennium:

- Fulfill the adopted mission statement,
- Communicate the role of transit in the Gainesville community,
- Increase service availability,
- Enhance the presence of transit through fixed facilities and customer amenities,
- Utilize technology and innovative approaches in the provision of transit services,
- Continue to focus the Regional Transit System on customer service improvements and be responsive to changing service needs,
- Purchase replacement buses for the aging fleet,
- Provide improved public information for public transit services, and
- Continue commuter assistance programs in cooperation with the Florida Department of transportation.

In addition to these stated goals, four specific objectives for the system's FY 2001/2002 are adopted:

- Increase passenger boardings on city routes by 20% for the coming year,
- Improve vehicle maintenance services as measured by a 50% reduction in road calls,

- Initiate programs to ensure transportation equity for all residents of Gainesville,
- Improve service to the University of Florida campus to meet the transportation needs of 45,000 students and 17,000 faculty, staff and other personnel who work at the University and Shands Medical Center,

RTS FINANCIAL SUMMARY - FY 01			
	Actual Expenditures	Actual Revenue	Difference
6810 - ADMINISTRATION			
Total	$1,828,192		
6820 - GARAGE			
Total	$1,698,298		
6830 - MAIN BUS OPERATIONS			
Total	$4,011,814		
Total 6810	$7,538,304	$9,208,373	$1,670,069
SERVICE DEVELOPMENT GRANTS			
6811 - COMMUTER ASSISTANCE GRANT			
Total	$231,195	$95,791	($135,405)
6812 - LATER GATOR			
Total	$185,840	$199,869	$14,029
6814 - UF CIRCULATOR BUS			
Total	$137,715	$137,619	($96)
6815 - EMPLOYEE PASS PROGRAM			
Total	$66,983	$66,983	$0
6816 - JPA IMPROVED CUSTOMER SERVICE TRAINING			
Total	$34,655	$41,394	$6,739
6817 - INCREASED RIDERSHIP			
Total	$12,396	$11,560	($836)
6818 - VEHICLE DOWN TIME			
Total	$6,089	$6,089	$0
6819 - ROUTE 35			
Total	$369,155	$401,271	$32,116
6831 - ROUTE 6, 11, 15			
Total	$0	$36,935	$36,935
6832 - JPA COMPREHENSIVE OPERATIONAL ANALYSIS			
Total	$42,957	$21,479	($21,479)
TOTAL SERVICE DEVELOPMENT GRANTS	$717,831	$580,783	($137,048)
DEPARTMENT GRAND TOTAL	$8,256,135	$9,789,156	$1,533,021
Depreciation	$1,143,000	$0	($1,143,000)
DEPARTMENT GRAND TOTAL w/depreciation	$9,399,135	$9,789,156	$390,021

Figure 3-1
RTS FY 2001 Revenues and Expenses

- Conduct a Comprehensive Operational Analysis (COA) of the RTS,
- As part of the COA, investigate a new governing authority for public transit in the Gainesville Area that reflects participation by the City of Gainesville, Alachua County, the University of Florida and the Florida Department of Transportation and includes a dedicated funding source,
- Reduce air pollution through the acquisition of buses using clean diesel fuel and improved engine technology, and investigate the use of appropriate alternative fuels,
- Work with others to promote commercial and residential development in downtown Gainesville that can be the focus of transit services, and
- Continue to work with the City of Gainesville, Alachua County, University of Florida and FDOT to improve service throughout the RTS service area

The following table, ***Figure 3-2***, Depicts the ridership and ridership productivity of the RTS system as reported by the City of Gainesville.

Performance Indicator	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
Passengers	2,110,209	2,174,840	2,948,150	4,412,773	5,180,872	6,306,241
Passengers per Hour	20.1	20.1	25.0	27.0	34.0	46.1

Figure 3-2
RTS Ridership and Productivity, FY 1996 to FY 1999

According to information submitted to the Federal transit Administration for FY 1999-2000, RTS operations are funded from the following sources in the proportions indicated:

- Fares – 9%
- Federal Transit Administration – 13%
- Florida Department of Transportation – 15%
- Local Sources – 61% (includes U of F contributions)
- Other – 1%

The City of Gainesville receives revenue from a variety of sources, including:

The City's receives a share of the 6 cents per gallon gasoline tax levied in Alachua County. RTS funding currently comes exclusively from the local option gasoline tax funds. Even though legislative authorization permits up to an additional 5 cents per gallon for this tax, no plans are currently active for Alachua County to take advantage of this additional taxing authority at this time.

This additional authority does provide, however, a potential source of additional local funds, should such local funding become necessary in the future.

3.2 Peer Group Review

The performance of the Gainesville RTS, vis-à-vis a selected group of peer agencies was carried out in order to give some context to the system wide ridership, efficiency and productivity measures. In order to accomplish this task, a nationwide sample of systems serving areas of similar population, and having similar-sized operating fleets, was selected and compared to RTS.

While this analysis compares a number of transit systems based upon information provided by each agency to the Federal Transit Administration for their annual reporting program, this comparison provides only a "thumbnail" description of each agency. This examination does not purport to offer a detailed analysis of each agency's operation and characteristics.

3.2.1 Federal Transit Administration Transit Database

The current peer group information has been extracted from the Transit Profiles based upon the Federal Transit Administration's 2000 and 1998 Transit Databases, the 2000 Database was the most recent year currently available at the time this report was prepared.

While the Federal Transit Administration has been studying ways to improve the National Transit Database reporting system, the timely updating of operating information has lagged. The 2000 information was released in late November, 2001.

To put the recent service expansion at RTS in perspective, a number of tables contrasting changes in operating results between 1998 and 2000 have been prepared and included in this project report.

3.2.2 National Peer Group

The national peer group is made up of 18 other public transit operating agencies serving areas of comparable size and population to the Gainesville service area. The systems included with Gainesville RTS in the national peer group are:

1 Ann Arbor, MI
2 Boise, ID
3 Champaign-Urbana, IL
4 Erie, PA
5 Fort Wayne, IN
6 Green Bay, WI
7 Knoxville, TN
8 Little Rock, AR
9 Livermore, CA
10 Modesto, CA
11 Reading, PA
12 Rockford, IL
13 Salem, OR
14 Santa Barbara, CA

15 South Bend, IN
16 Stamford, CT
17 Tallahassee, FL
18 Winston-Salem, NC

In addition, three additional systems were chosen because of their services with and to major universities, even though their service areas are significantly greater than the Gainesville RTS service area. The Jacksonville Transportation Authority was also chosen to provide some regional perspective. These additional systems, listed below, are shown in the top four lines of Figures 6 through 13, but are not used to calculate rankings or the peer group summary statistics shown at the bottom of each figure. These systems are:

- Capital Metro, Austin, Texas, University of Texas
- Regional Transit District, Denver, Colorado, University of Colorado
- City of Phoenix Public Transportation Department, Phoenix, Arizona, Arizona State University
- Jacksonville Transportation Authority, Jacksonville, Florida

3.2.3 Service Area

Figure 3-3 summarizes the metropolitan areas in which the peer group systems operate as well as the actual service areas of the transit agencies included in the analysis, noting population, population rank and geographic area. UZAs (Urbanized Areas) are standard statistical areas defined by the Bureau of the Census for their data aggregation and the UZA rankings are based on the entire country. The service area population rankings are based on the peer group only.

The RTS service area population falls close to the bottom of the peer group, ranking 18th of the 19 peer agencies, while the service area is roughly in the middle, with 7 of the peers serving a larger geographic area than the RTS.

System		Environmental								
		UZA			Service Area					
					Population		Area		Density	
UZA	State	Population	Rank	Area	Value	Rank	Value	Rank	Value	Rank
Austin	*TX*	*562,008*	*54*	*273*	*604,621*		*572*		*1,057*	
Denver	*CO*	*1,517,977*	*22*	*459*	*2,400,000*		*2,406*		*998*	
Jacksonville	*FL*	*738,413*	*44*	*508*	*834,337*		*242*		*3,448*	
Phoenix	*AZ*	*2,006,239*	*14*	*741*	*1,350,000*		*476*		*2,836*	
Stamford	CT	187,200	133	79	243,771	1	89	5	2,739	7
Santa Barbara	CA	182,163	138	49	195,000	2	49	16	3,980	3
Modesto	CA	230,609	112	52	190,000	3	41	17	4,634	1
Ann Arbor	MI	222,061	114	76	189,205	4	71	9	2,665	8
Erie	PA	177,668	143	58	187,814	5	80	7	2,348	10
Fort Wayne	IN	248,424	104	104	186,588	6	61	13	3,059	6
Reading	PA	186,267	135	60	186,267	7	52	15	3,582	5
Rockford	IL	207,826	123	91	185,000	8	85	6	2,176	14
Winston-Salem	NC	185,184	136	121	173,530	9	108	2	1,607	17
Knoxville	TN	304,466	86	219	162,161	10	98	3	1,655	16
Livermore	CA	3,629,516	6	874	161,250	11	40	18	4,031	2
Little Rock	AR	305,353	85	199	160,350	12	118	1	1,359	19
Salem	OR	157,079	158	57	160,000	13	70	10	2,286	12
South Bend	IN	237,932	110	120	154,346	14	68	11	2,270	13
Green Bay	WI	161,931	151	100	151,408	15	60	14	2,523	9
Boise	ID	167,941	148	71	148,600	16	65	12	2,286	11
Tallahassee	FL	155,884	160	89	147,490	17	98	3	1,505	18
Gainesville	**FL**	**126,215**	**182**	**61**	**140,000**	**18**	**73**	**8**	**1,918**	**15**
Champaign-Urbana	IL	115,524	197	30	115,524	19	30	19	3,851	4
Maximum		3,629,516		874	243,771		118		4,634	
Minimum		115,524		30	115,524		30		1,359	
Average		378,381		132	170,437		71		2,656	

Figure 3-3
Peer Group Population and Geographic Area, 2000
Listed in Order of Service Area Population

3.2.4 Service Provided

Figure 3-4 summarizes the revenue miles and hours of service operated by the peer agencies. As this figure demonstrates, RTS ranked in the upper third of peer agencies in terms of fixed route service hours operated but was near the bottom of the peer group in terms of demand response service provided, ranking 17th. This fact is likely due to the very young population in the RTS service area.

System		Service Provided							
		Revenue Miles				Revenue Hours			
UZA	State	FR	Rank	DR	Rank	FR	Rank	DR	Rank
Austin	*TX*	*13,064,516*		*2,609,028*		*1,021,132*		*162,596*	
Denver	*CO*	*34,543,571*		*1,458,759*		*2,272,119*		*108,187*	
Jacksonville	*FL*	*7,252,625*		*2,297,992*		*541,654*		*130,098*	
Phoenix	*AZ*	*11,259,373*		*2,756,099*		*756,010*		*194,583*	
Champaign-Urbana	IL	2,537,930	1	237,590	11	216,932	1	22,102	9
Ann Arbor	MI	2,393,595	2	1,437,892	1	172,367	2	105,109	1
Knoxville	TN	2,351,260	4	259,798	10	168,350	3	16,996	11
Little Rock	AR	2,390,131	3	392,066	6	167,645	4	21,315	10
Santa Barbara	CA	2,219,696	5	0	0	166,533	5	0	0
Gainesville	**FL**	**1,855,587**	**7**	**97,476**	**17**	**152,474**	**6**	**6,756**	**17**
Tallahassee	FL	1,678,460	9	312,491	8	142,888	7	24,633	7
Salem	OR	2,089,009	6	282,970	9	139,802	8	22,592	8
South Bend	IN	1,555,928	10	151,090	16	125,588	9	13,322	15
Winston-Salem	NC	1,362,276	13	371,044	7	121,618	10	29,742	6
Erie	PA	1,463,537	12	1,036,869	2	113,829	11	77,115	2
Livermore	CA	1,778,407	8	234,943	12	112,862	12	16,052	12
Modesto	CA	1,501,195	11	510,430	5	110,787	13	34,251	5
Reading	PA	1,304,348	14	538,415	4	103,718	14	44,461	4
Stamford	CT	1,182,998	16	0	0	102,046	15	0	0
Fort Wayne	IN	1,166,747	17	208,938	13	84,627	16	14,087	14
Green Bay	WI	1,269,035	15	622,271	3	81,537	17	49,832	3
Rockford	IL	1,041,451	18	198,688	14	80,565	18	15,338	13
Boise	ID	932,633	19	156,296	15	69,001	19	11,920	16
Maximum		34,543,571		2,756,099		2,272,119		194,583	
Minimum		932,633		0		69,001		0	
Average		4,269,318		703,093		305,395		48,743	

Figure 3-4
Peer Group Service Provided, 2000
Listed in Order of Fixed Route Revenue Hours Operated

3.2.5 Ridership

Figure 3-5 summarizes the transit ridership generated by the peer group operators. As this table shows, the ridership on RTS services rank third among the peer group for the fixed route system and near the bottom for demand response ridership.

The rides per capita values demonstrate the extent to which the community as a whole is supporting transit operations, measuring the average number of rides taken annually by the average resident of the transit system's service area. In 2000, RTS ranked slightly below the middle of the group for fixed route services and at the bottom for demand response services among services reporting demand response ridership. Rides per capita ranks second among peer group fixed route services but 17th among demand response operators.

System		Riders							
		Unlinked Passenger Trips				Rides per Capita			
UZA	State	FR	Rank	DR	Rank	FR	Rank	DR	Rank
Austin	*TX*	*37,506,289*		*377,444*		*62.0*		*0.6*	
Denver	*CO*	*70,041,406*		*6,675,202*		*29.2*		*2.8*	
Jacksonville	*FL*	*8,173,304*		*217,840*		*9.8*		*0.3*	
Phoenix	*AZ*	*31,838,093*		*398,068*		*23.6*		*0.3*	
Champaign-Urbana	IL	8,724,038	1	76,696	7	75.5	1	0.7	4
Santa Barbara	CA	7,070,701	2	0		36.3	3	0.0	
Gainesville	**FL**	**5,180,872**	**3**	**22,349**	**17**	**37.0**	**2**	**0.2**	**17**
Ann Arbor	MI	4,274,143	4	251,107	1	22.6	6	1.3	1
Salem	OR	4,155,557	5	50,941	8	26.0	5	0.3	9
Tallahassee	FL	3,922,150	6	49,180	9	26.6	4	0.3	8
Stamford	CT	3,915,166	7	0	0	16.1	10	0.0	0
Little Rock	AR	3,546,492	8	35,703	12	22.1	7	0.2	12
Modesto	CA	3,297,412	9	101,320	4	17.4	8	0.5	7
Reading	PA	2,991,545	10	181,185	3	16.1	11	1.0	2
Winston-Salem	NC	2,712,180	11	96,368	5	15.6	12	0.6	6
Erie	PA	2,682,018	12	181,563	2	14.3	13	1.0	3
Rockford	IL	2,484,116	13	48,069	10	13.4	14	0.3	10
South Bend	IN	2,479,199	14	26,790	15	16.1	9	0.2	15
Knoxville	TN	1,908,750	15	30,446	14	11.8	15	0.2	13
Livermore	CA	1,835,778	16	35,950	11	11.4	16	0.2	11
Fort Wayne	IN	1,313,026	17	30,875	13	7.0	19	0.2	16
Green Bay	WI	1,125,615	18	94,057	6	7.4	17	0.6	5
Boise	ID	1,069,068	19	25,949	16	7.2	18	0.2	14
Maximum		8,724,038		251,107		75.5		1.3	
Minimum		1,069,068		0		7.0		0.0	
Average		3,404,622		70,450		21.0		0.4	

Figure 3-5
Peer Group Ridership, 2000
Listed in Order of Fixed Route Unlinked Passenger Trips

3.2.6 Ridership Productivity

As shown in ***Figure 3-6***, RTS ranked fourth in terms of the ridership productivity on the fixed route system, registering 34.0 riders per revenue hour compared with the peer group average of 25.6 and reporting 2.8 riders per revenue mile compared to the average of 2.0 in 2000. The RTS ranked near the middle of the peer group in fixed route riders per mile and per hour in the 1998 Transit Database.

Demand response productivities actually turned up in the upper third of the peer group despite lower ridership, reflecting the much lower level of service provided.

System		Ridership Productivity							
		Riders per Revenue Hour				Riders per Revenue Mile			
UZA	State	FR	Rank	DR	Rank	FR	Rank	DR	Rank
Austin	*TX*	*36.7*		*2.3*		*2.9*		*0.1*	
Denver	*CO*	*30.8*		*61.7*		*2.0*		*4.6*	
Jacksonville	*FL*	*15.1*		*1.7*		*1.1*		*0.1*	
Phoenix	*AZ*	*42.1*		*2.0*		*2.8*		*0.1*	
Santa Barbara	CA	42.5	1	0.0	0	3.2	3	0.0	0
Champaign-Urbana	IL	40.2	2	3.5	2	3.4	1	0.3	2
Stamford	CT	38.4	3	0.0	0	3.3	2	0.0	0
Gainesville	**FL**	**34.0**	**4**	**3.3**	**3**	**2.8**	**4**	**0.2**	**5**
Rockford	IL	30.8	5	3.1	5	2.4	5	0.2	4
Modesto	CA	29.8	6	3.0	6	2.2	8	0.2	6
Salem	OR	29.7	7	2.3	9	2.0	10	0.2	7
Reading	PA	28.8	8	4.1	1	2.3	7	0.3	1
Tallahassee	FL	27.4	9	2.0	14	2.3	6	0.2	12
Ann Arbor	MI	24.8	10	2.4	7	1.8	12	0.2	10
Erie	PA	23.6	11	2.4	8	1.8	11	0.2	9
Winston-Salem	NC	22.3	12	3.2	4	2.0	9	0.3	3
Little Rock	AR	21.2	13	1.7	17	1.5	14	0.1	17
South Bend	IN	19.7	14	2.0	13	1.6	13	0.2	8
Livermore	CA	16.3	15	2.2	10	1.0	17	0.2	13
Fort Wayne	IN	15.5	16	2.2	11	1.1	16	0.1	15
Boise	ID	15.5	17	2.2	12	1.1	15	0.2	11
Green Bay	WI	13.8	18	1.9	15	0.9	18	0.2	14
Knoxville	TN	11.3	19	1.8	16	0.8	19	0.1	16
Maximum		42.5		4.1		3.4		0.3	
Minimum		11.3		0.0		0.8		0.0	
Average		25.6		2.3		2.0		0.2	

Figure 3-6
Peer Group Ridership Productivity, 2000
Listed in Order of Fixed Route Riders per Revenue Hour

3.2.7 Operating Revenues

***Figure* 3-7** shows the operating revenues generated by each peer group agency and the source from which that funding was received in the 2000 database. RTS' total revenues of $7.55 million were slightly below the peer group average revenues of $7.9 million. However, fare revenues of $705,000 were only slightly above one-third the peer group average of $2.02 million and the fare box recovery ratio (fare box revenue as a percent of total costs) of 9% was the lowest of the peer group, well below the group average of 24%.

System		Revenue and Funding							
		Fares		Source of Expended Operating Funds					
UZA	State	Total	Rank	Total	Fares	Local	State	Federal	Other
Austin	*TX*	*$ 8,820,151*	*3*	*$ 88,756,286*	*$ 8,820,151*	*$ 69,193,099*	*$ -*	*$ -*	*$ 10,743,036*
Denver	*CO*	*$ 45,474,675*	*1*	*$ 232,095,225*	*$ 45,474,675*	*$ 128,316,965*	*$ -*	*$ 27,221,469*	*$ 31,082,116*
Jacksonville	*FL*	*$ 6,295,364*	*4*	*$ 34,494,321*	*$ 6,295,364*	*$ 21,794,360*	*$ 3,272,697*	*$ 2,425,848*	*$ 706,052*
Phoenix	*AZ*	*$ 20,402,453*	*2*	*$ 74,306,927*	*$ 20,402,453*	*$ 32,508,850*	*$ 13,857,438*	*$ 5,522,140*	*$ 2,016,046*
Santa Barbara	CA	$ 5,037,138	1	$ 11,068,265	$ 5,037,138	$ 430,000	$ 3,579,770	$ 1,500,000	$ 521,357
Champaign-Urbana	IL	$ 3,962,720	2	$ 12,499,458	$ 2,063,464	$ 3,436,769	$ 6,580,964	$ 17,623	$ 400,638
Erie	PA	$ 3,868,389	3	$ 8,026,380	$ 3,868,389	$ 431,540	$ 1,870,827	$ 1,401,905	$ 453,719
Stamford	CT	$ 2,668,980	4	$ 6,138,969	$ 2,668,980	$ -	$ 1,776,344	$ 1,651,073	$ 42,572
Tallahassee	FL	$ 2,556,632	5	$ 8,475,418	$ 2,556,632	$ 4,053,013	$ 793,237	$ 828,598	$ 243,938
Reading	PA	$ 2,507,292	6	$ 7,406,071	$ 2,505,292	$ 280,250	$ 2,178,848	$ 2,089,480	$ 352,201
Winston-Salem	NC	$ 2,392,473	7	$ 7,185,210	$ 2,392,473	$ 2,390,082	$ 826,907	$ 1,340,446	$ 235,302
Ann Arbor	MI	$ 2,264,829	8	$ 17,749,186	$ 2,264,829	$ 7,135,021	$ 6,959,256	$ 548,772	$ 841,308
Modesto	CA	$ 1,982,869	9	$ 5,190,026	$ 1,982,869	$ 2,109,181	$ 703,664	$ 181,607	$ 212,705
Salem	OR	$ 1,762,951	10	$ 11,217,003	$ 1,762,951	$ 7,181,033	$ -	$ 1,787,790	$ 485,229
Little Rock	AR	$ 1,553,428	11	$ 7,409,980	$ 1,553,428	$ 5,731,491	$ 61,667	$ -	$ 63,394
South Bend	IN	$ 1,313,394	12	$ 6,422,971	$ 1,313,394	$ 2,947,429	$ 1,823,280	$ 13,625	$ 325,243
Knoxville	TN	$ 1,284,912	13	$ 6,870,582	$ 1,284,912	$ 3,674,033	$ 1,554,320	$ -	$ 357,317
Livermore	CA	$ 1,276,132	14	$ 7,352,184	$ 1,276,132	$ 5,320,109	$ 326,188	$ 179,299	$ 250,456
Green Bay	WI	$ 904,211	15	$ 5,438,291	$ 904,211	$ 1,013,639	$ 2,182,515	$ 1,156,099	$ 181,827
Rockford	IL	$ 878,181	16	$ 5,216,367	$ 878,181	$ 1,278,826	$ 2,954,922	$ -	$ 104,438
Fort Wayne	IN	$ 747,723	17	$ 5,615,916	$ 747,723	$ 2,818,392	$ 1,342,657	$ -	$ 707,144
Gainesville	**FL**	**$ 704,666**	**18**	**$ 7,549,557**	**$ 704,666**	**$ 4,638,789**	**$ 1,136,811**	**$ 1,008,429**	**$ 60,862**
Boise	ID	$ 664,062	19	$ 4,411,126	$ 664,062	$ 1,878,969	$ -	$ 1,745,973	$ 122,122
Maximum		$ 5,037,138		$ 17,749,186	$ 5,037,138	$ 7,181,033	$ 6,959,256	$ 2,089,480	$ 841,308
Minimum		$ 664,062		$ 4,411,126	$ 664,062	$ -	$ -	$ -	$ 42,572
Average		$ 2,017,420		$ 7,960,156	$ 1,917,354	$ 2,986,767	$ 1,929,062	$ 813,196	$ 313,777

Figure 3-7
Peer Group Operating Revenues and Sources, 2000
Peers Listed in Order of Fare Revenues Collected

3.2.8 Revenue Sources

In terms of funding, in 2000 the RTS local share of operating expenses (61%) was well above the peer group average of 38%, reflecting a local commitment to transit much heavier than for many of its peers.

Conversely, ***Figure 3-8*** indicates that the State of Florida's share of operating subsidy of 15% was significantly below the peer group average of 24%. The federal share of 13% was slightly above the average value of 10%. Over the past three years, the trend among the peer group is for a greater percentage of funding by local sources and lesser proportions from state and federal sources.

System		Operating Funds				
UZA	State	Fares	Local	State	Federal	Other
Austin	*TX*	*10%*	*78%*	*0%*	*0%*	*12%*
Denver	*CO*	*20%*	*55%*	*0%*	*12%*	*13%*
Jacksonville	*FL*	*18%*	*63%*	*9%*	*7%*	*2%*
Phoenix	*AZ*	*27%*	*44%*	*19%*	*7%*	*3%*
Little Rock	AR	21%	77%	1%	0%	1%
Livermore	CA	17%	72%	4%	2%	3%
Salem	OR	16%	64%	0%	16%	4%
Gainesville	**FL**	**9%**	**61%**	**15%**	**13%**	**1%**
Knoxville	TN	19%	53%	23%	0%	5%
Fort Wayne	IN	13%	50%	24%	0%	13%
Tallahassee	FL	30%	48%	9%	10%	3%
South Bend	IN	20%	46%	28%	0%	5%
Boise	ID	15%	43%	0%	40%	3%
Modesto	CA	38%	41%	14%	3%	4%
Ann Arbor	MI	13%	40%	39%	3%	5%
Winston-Salem	NC	33%	33%	12%	19%	3%
Champaign-Urbana	IL	17%	27%	53%	0%	3%
Rockford	IL	17%	25%	57%	0%	2%
Green Bay	WI	17%	19%	40%	21%	3%
Erie	PA	48%	5%	23%	17%	6%
Santa Barbara	CA	46%	4%	32%	14%	5%
Reading	PA	34%	4%	29%	28%	5%
Stamford	CT	43%	0%	29%	27%	1%
Maximum		48%	77%	57%	40%	13%
Minimum		9%	0%	0%	0%	1%
Average		25%	38%	23%	11%	4%

Figure 3-8
Peer Group Revenues, Percent by Source, 2000
Peers Listed in Order of Local Operating Contribution Percentage

3.2.9 Cost Efficiency

As reported in the 2000 FTA database, each revenue hour of fixed route service provided cost the RTS $47.74, well below the peer group average of $57.28 and the fourth lowest cost per hour of any peer group agency, reflecting a superior efficiency in utilizing operating funds. The demand response cost of $39.98 per hour was above the peer group average of $31.46. On a per revenue mile basis, RTS fixed route cost of $3.92 ranked sixth among peer group agencies and below the average of $4.34 while the demand response cost of $2.77 was slightly above the peer group average of $2.36 and ranked slightly below the middle of the group.

These cost efficiency figures are based upon a federally mandated reporting formula to permit system-to-system comparisons and do not necessarily reflect the entire cost of system operations. RTS calculates the cost per hour figure it uses for budgeting and other internal purposes by a more rigorous method each year. The current cost per hour calculated by RTS by that methodology is **$52.50** per service hour.

System		Cost Efficiency							
		Cost per Hour				Cost per Mile			
UZA	State	FR	Rank	DR	Rank	FR	Rank	DR	Rank
Austin	*TX*	*$ 60.84*		*$ 83.53*		*$ 4.76*		*$ 5.21*	
Denver	*CO*	*$ 85.38*		*$103.34*		*$ 5.62*		*$ 7.66*	
Jacksonville	*FL*	*$ 54.97*		*$ 19.29*		*$ 4.11*		*$ 1.09*	
Phoenix	*AZ*	*$ 83.61*		*$ 38.21*		*$ 5.61*		*$ 2.70*	
Knoxville	TN	$ 45.67	1	$ 41.14	15	$ 3.27	1	$ 2.69	12
Winston-Salem	NC	$ 46.19	2	$ 30.41	8	$ 4.12	7	$ 2.44	9
Little Rock	AR	$ 47.26	3	$ 31.19	9	$ 3.31	2	$ 1.70	3
Gainesville	**FL**	**$ 47.74**	**4**	**$ 39.98**	**14**	**$ 3.92**	**6**	**$ 2.77**	**13**
Modesto	CA	$ 49.20	5	$ 38.96	13	$ 3.63	4	$ 2.61	11
South Bend	IN	$ 51.32	6	$ 35.12	12	$ 4.14	8	$ 3.10	15
Champaign-Urbana	IL	$ 52.71	7	$ 35.11	11	$ 4.51	12	$ 3.27	16
Green Bay	WI	$ 53.43	8	$ 21.71	3	$ 3.43	3	$ 1.74	4
Tallahassee	FL	$ 53.88	9	$ 31.55	10	$ 4.59	13	$ 2.49	10
Reading	PA	$ 54.84	10	$ 45.01	18	$ 4.36	11	$ 3.72	19
Erie	PA	$ 55.00	11	$ 29.27	7	$ 4.28	10	$ 2.18	7
Boise	ID	$ 56.41	12	$ 45.60	19	$ 4.17	9	$ 3.48	18
Stamford	CT	$ 60.04	13	$ -		$ 5.18	18	$ -	
Rockford	IL	$ 60.78	14	$ 44.83	17	$ 4.70	14	$ 3.46	17
Livermore	CA	$ 61.15	15	$ 28.10	4	$ 3.88	5	$ 1.92	5
Fort Wayne	IN	$ 64.97	16	$ 43.11	16	$ 4.71	15	$ 2.91	14
Santa Barbara	CA	$ 65.89	17	$ -	0	$ 4.94	16	$ -	0
Salem	OR	$ 75.47	18	$ 28.19	5	$ 5.05	17	$ 2.25	8
Ann Arbor	MI	$ 86.30	19	$ 28.55	6	$ 6.21	19	$ 2.09	6
Maximum		$ 86.30		$ 45.60		$ 6.21		$ 3.72	
Minimum		$ 45.67		$ -		$ 3.27		$ -	
Average		$ 57.28		$ 31.46		$ 4.34		$ 2.36	

Figure 3-9
Peer Group Cost Efficiency, 2000
Listed in Increasing Order of Fixed Route Cost per Revenue Hour

3.2.10 Cost Effectiveness

The RTS cost per fixed route passenger trip of $1.41 is below the peer group average of $2.23, ranked second among peer group routes for this measure. The demand response cost of $12.09 was above the peer group average of $12.97 but RTS ranked near the middle of the peer group (8th) for this measure.

RTS fixed route operations cost the average resident of the service area just $52.00 per year, compared to the peer group average of $44.54, ranking 14th among the 19 peer agencies.

System		Cost Effectiveness							
		Cost per Rider				Cost per Capita (Service Area)			
UZA	State	FR	Rank	DR	Rank	FR	Rank	DR	Rank
Austin	*TX*	*$ 1.66*		*$ 35.98*		*$ 102.75*		*$ 22.46*	
Denver	*CO*	*$ 2.77*		*$ 1.67*		*$ 80.83*		*$ 4.66*	
Jacksonville	*FL*	*$ 3.64*		*$ 11.52*		*$ 35.69*		*$ 3.01*	
Phoenix	*AZ*	*$ 1.99*		*$ 18.68*		*$ 46.82*		*$ 5.51*	
Champaign-Urbana	IL	$ 1.31	1	$ 10.12	4	$ 98.99	19	$ 6.72	14
Gainesville	**FL**	**$ 1.41**	**2**	**$ 12.09**	**8**	**$ 52.00**	**14**	**$ 1.93**	**3**
Santa Barbara	CA	$ 1.55	3	$ -	0	$ 56.27	16	$ -	0
Stamford	CT	$ 1.56	4	$ -	0	$ 25.13	1	$ -	0
Modesto	CA	$ 1.65	5	$ 13.17	12	$ 28.69	4	$ 7.02	15
Reading	PA	$ 1.90	6	$ 11.05	5	$ 30.54	7	$ 10.74	17
Tallahassee	FL	$ 1.96	7	$ 15.80	14	$ 52.20	15	$ 5.27	13
Rockford	IL	$ 1.97	8	$ 14.30	13	$ 26.47	3	$ 3.72	8
Winston-Salem	NC	$ 2.07	9	$ 9.38	3	$ 32.37	8	$ 5.21	12
Little Rock	AR	$ 2.23	10	$ 18.62	16	$ 49.41	13	$ 4.15	10
Erie	PA	$ 2.33	11	$ 12.43	9	$ 33.33	9	$ 12.02	18
Salem	OR	$ 2.54	12	$ 12.50	10	$ 65.94	17	$ 3.98	9
South Bend	IN	$ 2.60	13	$ 17.47	15	$ 41.76	10	$ 3.03	5
Ann Arbor	MI	$ 3.48	14	$ 11.95	7	$ 78.62	18	$ 15.86	19
Boise	ID	$ 3.64	15	$ 20.95	18	$ 26.20	2	$ 3.66	7
Livermore	CA	$ 3.76	16	$ 12.55	11	$ 42.80	11	$ 2.80	4
Green Bay	WI	$ 3.87	17	$ 11.50	6	$ 28.77	5	$ 7.14	16
Knoxville	TN	$ 4.03	18	$ 22.96	19	$ 47.41	12	$ 4.31	11
Fort Wayne	IN	$ 4.19	19	$ 19.67	17	$ 29.47	6	$ 3.25	6
Maximum		$ 4.19		$ 22.96		$ 98.99		$ 15.86	
Minimum		$ 1.31		$ -		$ 25.13		$ -	
Average		$ 2.53		$ 12.97		$ 44.54		$ 5.31	

Figure 3-10
Peer Group Cost Effectiveness, 2000

3.2.11 Peer Group Changes over the 1998-2000 Period

In order to put the past couple of years of rapid expansion of the RTS system in some perspective, it is instructive to note the differences between 1998 and 2000 reported operating results for all of the peers. The RTS service environment has changed significantly over that two-year period. In order to assess the magnitude of these changes, we have contrasted them with changes occurring over the same period at the other peer group agencies.

3.2.11.1 Service Provided

As shown in ***Figure 3-11,*** the Gainesville RTS provided nearly 18% more revenue hours of service in 2000 than in 1998. This is the second largest increase of any of the peer agencies, exceeded only by the 42% increase in service implemented by the Erie (PA) Metropolitan Transit Authority over that same period. At the same time, revenue miles of service grew by about 3.2% for the RTS over that period, ranking 14th among peer agencies over that period.

System		Revenue Hours				Revenue Miles			
UZA	State	1998	2000	% Diff.	Rank	1998	2000	% Diff.	Rank
Erie	PA	79,632	113,829	42.9%	1	2,149,989	2,393,595	11.3%	6
Gainesville	**FL**	**129,569**	**152,474**	**17.7%**	**2**	**903,625**	**932,633**	**3.2%**	**14**
Fort Wayne	IN	72,940	84,627	16.0%	3	2,369,904	2,537,930	7.1%	10
Livermore	CA	98,676	112,862	14.4%	4	1,165,685	1,463,537	25.6%	2
Modesto	CA	97,313	110,787	13.8%	5	908,592	1,166,747	28.4%	1
Knoxville	TN	149,863	168,350	12.3%	6	1,690,843	1,855,587	9.7%	8
South Bend	IN	112,899	125,588	11.2%	7	1,257,544	1,269,035	0.9%	19
Winston-Salem	NC	111,274	121,618	9.3%	8	2,068,710	2,351,260	13.7%	3
Champaign-Urbana	IL	202,910	216,932	6.9%	9	2,334,419	2,390,131	2.4%	15
Stamford	CT	95,580	102,046	6.8%	10	1,585,193	1,778,407	12.2%	5
Salem	OR	133,737	139,802	4.5%	11	1,330,496	1,501,195	12.8%	4
Boise	ID	66,063	69,001	4.4%	12	1,175,983	1,304,348	10.9%	7
Ann Arbor	MI	165,920	172,367	3.9%	13	998,796	1,041,451	4.3%	13
Tallahassee	FL	140,195	142,888	1.9%	14	2,002,137	2,089,009	4.3%	12
Rockford	IL	79,128	80,565	1.8%	15	2,176,590	2,219,696	2.0%	16
Little Rock	AR	167,021	167,645	0.4%	16	1,531,065	1,555,928	1.6%	18
Santa Barbara	CA	167,247	166,533	-0.4%	17	1,111,611	1,182,998	6.4%	11
Reading	PA	106,099	103,718	-2.2%	18	1,646,597	1,678,460	1.9%	17
Green Bay	WI	84,414	81,537	-3.4%	19	1,253,511	1,362,276	8.7%	9
Maximum		202,910	216,932	6.9%		2,369,904	2,537,930	7.1%	
Minimum		66,063	69,001	4.4%		903,625	932,633	3.2%	
Average		118,973	128,062	7.6%		1,561,121	1,688,117	8.1%	

Figure 3-11
Changes in Service Provided, 1998-2000

3.2.11.2 Change in Ridership and Productivity

Ridership on RTS fixed route services grew by more than 2.2 million annually between 1998 and 2000, the greatest increase of any of the peer agencies over that period. That increase represents more than a 75% growth over the 1998 ridership of 2,948,150. Ridership at the second-ranked agency, the Livermore / Amador Valley Transit Authority in the San Francisco area, grew by 28% over that same period. The average for the 19 peer group agencies was only 5% growth during this period. Both the absolute growth in fixed route ridership as well as the percentage increase significantly surpassed the performance of all other peer agencies during that period.

Also significantly, the highest-ridership agency in the peer group, the Champaign-Urbana Mass Transit District reported only a 1.7% growth in ridership over the 1998-2000 period.

In addition, the rides per capita at RTS more than doubled over that same period, from 16.0 to 37.0 rides, reflecting not only an increase in ridership but also a contraction of the service area population reported in 2000. The highest per capita ridership agency in the peer group, the Champaign-Urbana Mass Transit District actually experienced a drop of about 2% in per capita ridership over this period. The peer group as a whole averaged just 5.2% growth from 1998-2000.

System		Fixed Route Unlinked Trips				Fixed Route Rides per Capita			
UZA	State	1998	2000	% Diff.	Rank	1998	2000	% Diff.	Rank
Gainesville	**FL**	**2,948,150**	**5,180,872**	**75.7%**	**1**	**16.0**	**37.0**	**131.0%**	**1**
Livermore	CA	1,432,903	1,835,778	28.1%	2	9.8	11.4	15.6%	2
Knoxville	TN	1,729,389	1,908,750	10.4%	3	10.7	11.8	10.4%	3
Modesto	CA	3,087,085	3,297,412	6.8%	4	16.2	17.4	6.8%	5
Salem	OR	3,907,665	4,155,557	6.3%	5	24.4	26.0	6.3%	6
Rockford	IL	2,342,668	2,484,116	6.0%	6	12.7	13.4	6.0%	7
Ann Arbor	MI	4,062,460	4,274,143	5.2%	7	21.5	22.6	5.2%	8
Santa Barbara	CA	6,771,399	7,070,701	4.4%	8	34.7	36.3	4.4%	9
Champaign-Urbana	IL	8,581,574	8,724,038	1.7%	9	77.1	75.5	-2.0%	11
Stamford	CT	3,915,988	3,915,166	0.0%	10	20.9	16.1	-23.2%	19
Tallahassee	FL	3,925,743	3,922,150	-0.1%	11	27.4	26.6	-3.0%	13
Reading	PA	3,057,669	2,991,545	-2.2%	12	16.4	16.1	-2.2%	12
Winston-Salem	NC	2,785,100	2,712,180	-2.6%	13	16.3	15.6	-4.1%	15
Erie	PA	2,767,376	2,682,018	-3.1%	14	14.7	14.3	-3.1%	14
South Bend	IN	2,594,497	2,479,199	-4.4%	15	17.5	16.1	-8.3%	17
Little Rock	AR	3,795,976	3,546,492	-6.6%	16	20.4	22.1	8.2%	4
Boise	ID	1,148,227	1,069,068	-6.9%	17	7.7	7.2	-6.9%	16
Green Bay	WI	1,229,008	1,125,615	-8.4%	18	7.4	7.4	-0.1%	10
Fort Wayne	IN	1,483,893	1,313,026	-11.5%	19	8.0	7.0	-11.5%	18
Maximum		8,581,574	8,724,038	1.7%		77	76	-2.0%	
Minimum		1,148,227	1,069,068	-6.9%		7	7	-5.5%	
Average		3,240,356	3,404,622	5.1%		20	21	5.2%	

Figure 3-12
Ridership Growth, 1998-2000

Fixed route riders per hour at RTS jumped from 22.8 to 34.0 during the period 1998-2000, an increase of 49%. This also ranked first among all peer agencies during this period, eclipsing the 12% increase in productivity experienced by the #2 peer agency, the Livermore / Amador Valley Transit Authority. Riders per mile jumped 60,.1% over the 1998-2000 period, reflecting the lower growth in revenue miles over that 2-year period. The average change in riders per hour for all peer agencies was – 3.3% and in riders per mile the average change was – 3.6% over that same period. Productivity changes are summarized in ***Figure 3-13.***

3.2.11.3 Changes in Revenues

Total revenues received by RTS have increased by over 42% over the period 1998-2000, the largest such increase in percentage terms of any peer agency. Revenue received from local sources, primarily the University of Florida, increased by nearly 60% during that time, reflecting an increase in local contributions to the RTS funding mix. The growth in local revenue contributions averaged nearly 35% among all peer agencies during that same period.

At the same time, the state contribution to RTS revenues fell by more than 16%, reflecting a trend among all peer agencies that lost an average of 11.1% in state funding over that period. ***Figure 3-14*** depicts funding changes for peer group agencies over the period 1998-2000.

System		Fixed Route Riders per Hour				Fixed Route Riders per Mile			
UZA	State	1998	2000	% Diff.	Rank	1998	2000	% Diff.	Rank
Gainesville	**FL**	**22.8**	**34.0**	**49.3%**	**1**	**1.7**	**2.8**	**60.1%**	**1**
Livermore	CA	14.5	16.3	12.0%	2	0.9	1.0	14.2%	2
Santa Barbara	CA	40.5	42.5	4.9%	3	3.1	3.2	2.4%	3
Rockford	IL	29.6	30.8	4.1%	4	2.3	2.4	1.7%	5
Salem	OR	29.2	29.7	1.7%	5	2.0	2.0	1.9%	4
Ann Arbor	MI	24.5	24.8	1.3%	6	1.9	1.8	-5.5%	10
Reading	PA	28.8	28.8	0.1%	7	2.6	2.3	-11.8%	17
Knoxville	TN	11.5	11.3	-1.7%	8	0.8	0.8	-2.9%	7
Tallahassee	FL	28.0	27.4	-2.0%	9	2.4	2.3	-2.0%	6
Champaign-Urbana	IL	42.3	40.2	-4.9%	10	3.6	3.4	-5.1%	8
Green Bay	WI	14.6	13.8	-5.2%	11	1.0	0.9	-9.2%	14
Modesto	CA	31.7	29.8	-6.2%	12	2.3	2.2	-5.3%	9
Stamford	CT	41.0	38.4	-6.4%	13	3.5	3.3	-6.1%	12
Little Rock	AR	22.7	21.2	-6.9%	14	1.6	1.5	-8.8%	13
Boise	ID	17.4	15.5	-10.9%	15	1.3	1.1	-9.8%	15
Winston-Salem	NC	25.0	22.3	-10.9%	16	2.2	2.0	-10.4%	16
South Bend	IN	23.0	19.7	-14.1%	17	1.7	1.6	-6.0%	11
Fort Wayne	IN	20.3	15.5	-23.7%	18	1.6	1.1	-31.1%	19
Erie	PA	34.8	23.6	-32.2%	19	2.4	1.8	-22.8%	18
Maximum		42	42	0.4%		4	3	-5.1%	
Minimum		12	11	-1.7%		1	1	-2.9%	
Average		26	26	-3.3%		2	2	-3.6%	

Figure 3-13
Fixed Route Productivity Changes, 1998-2000

System		Total Revenue				Local Revenue				State Revenue			
UZA	State	1998	2000	% Diff.	Rank	1998	2000	% Diff.	Rank	1998	2000	% Diff.	Rank
Gainesville	**FL**	**$5,287,590**	**$7,549,557**	**42.8%**	**1**	**$2,901,051**	**$4,638,789**	**59.9%**	**4**	**$8,342,120**	**$6,959,256**	**-16.6%**	**16**
Salem	OR	$8,153,141	$11,217,003	37.6%	2	$2,600,713	$7,181,033	176.1%	1			0.0%	9
Livermore	CA	$5,827,644	$7,352,184	26.2%	3	$4,365,074	$5,320,109	21.9%	9	$5,252,302	$6,580,964	25.3%	4
Ann Arbor	MI	$14,863,499	$17,749,186	19.4%	4	$3,176,961	$7,135,021	124.6%	2	$3,485,853	$1,870,827	-46.3%	18
Champaign-Urbana	IL	$10,579,397	$12,499,458	18.1%	5	$3,164,362	$3,436,769	8.6%	15	$1,513,909	$1,342,657	-11.3%	14
Santa Barbara	CA	$9,477,583	$11,068,265	16.8%	6	$355,837	$430,000	20.8%	10	$972,533	$1,136,811	16.9%	6
South Bend	IN	$5,652,943	$6,422,971	13.6%	7	$2,203,522	$2,947,429	33.8%	6	$1,982,925	$2,182,515	10.1%	8
Green Bay	WI	$4,849,364	$5,438,291	12.1%	8	$730,359	$1,013,639	38.8%	5	$1,061,844	$1,554,320	46.4%	2
Tallahassee	FL	$7,623,283	$8,475,418	11.2%	9	$3,232,634	$4,053,013	25.4%	8	$61,867	$61,667	-0.3%	11
Boise	ID	$3,985,624	$4,411,126	10.7%	10	$1,923,219	$1,878,969	-2.3%	17	$336,856	$326,188	-3.2%	12
Winston-Salem	NC	$6,646,230	$7,185,210	8.1%	11	$3,306,592	$2,390,082	-27.7%	18	$274,194	$703,664	156.6%	1
Fort Wayne	IN	$5,281,379	$5,615,916	6.3%	12	$1,577,555	$2,818,392	78.7%	3	$2,504,595	$2,178,848	-13.0%	15
Rockford	IL	$4,937,100	$5,216,367	5.7%	13	$1,159,397	$1,278,826	10.3%	14	$2,388,596	$2,954,922	23.7%	5
Reading	PA	$7,037,462	$7,406,071	5.2%	14	$233,496	$280,250	20.0%	11	$2,689,533	$0	-100.0%	19
Stamford	CT	$5,860,556	$6,138,969	4.8%	15				16	$3,994,572	$3,579,770	0.0%	9
Little Rock	AR	$7,351,182	$7,409,980	0.8%	16	$4,509,650	$5,731,491	27.1%	7	$1,637,963	$1,823,280	11.3%	7
Knoxville	TN	$7,021,817	$6,870,582	-2.2%	17	$3,305,825	$3,674,033	11.1%	13	$3,302,146	$1,776,344	-46.2%	17
Erie	PA	$8,746,436	$8,026,380	-8.2%	18	$365,668	$431,540	18.0%	12	$824,761	$793,237	-3.8%	13
Modesto	CA	$6,205,023	$5,190,026	-16.4%	19	$3,005,438	$2,109,181	-29.8%	19	$625,032	$826,907	32.3%	3
Maximum		14,863,499	17,749,186	19.4%		4,509,650	7,181,033	59.2%		8,342,120	6,959,256	-16.6%	
Minimum		3,985,624	4,411,126	10.7%		233,496	280,250	-29.8%					
Average		7,125,645	7,960,156	11.7%		2,216,703	2,986,767	34.7%		2,171,137	1,929,062	-11.1%	

Figure 3-14
Change in Revenues and Sources, 1998-2000

3.2.11.4 Changes in Costs and Cost Efficiency

Over the 1998-2000 period, the cost of operating the RTS fixed route system rose by nearly 42%, reflecting the significant growth in service and ridership over the period. This was the highest percentage increase among any of the peer agencies during that time, exceeding the 36.5% increase in costs incurred by the Denver RTD over that period. Accompanying that growth was an increase in the average cost per revenue hour of more than 20%, the largest increase of any agency in the peer group. However, ridership increased at a much more rapid rate than operating costs, resulting in a significant reduction in the cost per RTS rider from $1.74 to $1.41. That 19% reduction in per ride costs was the best of any of the peer group during the period 1998-2000. The cost per RTS rider has since fallen even further, to $1.27 per rider, since 2000.

The changes in operating cost, cost efficiency and cost effectiveness performance of the expanded peer group is depicted in ***Figure 3-15*** on the following page.

System		Total Fixed Route Operating Cost				Fixed Route Cost per Hour				Fixed Route Cost per Rider			
UZA	State	1998	2000	% Diff.	Rank	1998	2000	% Diff.	Rank	1998	2000	% Diff.	Rank
Ann Arbor	MI	$11,879,286	$14,874,594	25.2%	4	$71.60	$86.30	20.5%	20	$2.92	$3.48	19.0%	17
Austin	TX	$52,001,743	$62,127,313	19.5%	8	$57.81	$60.84	5.2%	8	$1.76	$1.66	-6.0%	2
Boise	ID	$3,457,720	$3,892,649	12.6%	18	$52.34	$56.41	7.8%	10	$3.01	$3.64	20.9%	18
Denver	CO	$142,128,262	$193,990,359	36.5%	2	$90.87	$85.38	-6.0%	2	$2.38	$2.77	16.6%	15
Champaign-Urbana	IL	$9,780,225	$11,435,268	16.9%	11	$48.20	$52.71	9.4%	13	$1.14	$1.31	15.0%	13
Erie	PA	$5,451,237	$6,260,329	14.8%	16	$68.46	$55.00	-19.7%	1	$1.97	$2.33	18.5%	16
Fort Wayne	IN	$4,609,593	$5,498,341	19.3%	9	$63.20	$64.97	2.8%	6	$3.11	$4.19	34.8%	23
Gainesville	**FL**	**$5,128,900**	**$7,279,463**	**41.9%**	**1**	**$39.58**	**$47.74**	**20.6%**	**21**	**$1.74**	**$1.41**	**-19.2%**	**1**
Green Bay	WI	$4,168,415	$4,356,597	4.5%	23	$49.38	$53.43	8.2%	11	$3.39	$3.87	14.1%	11
Jacksonville	FL	$25,538,273	$29,775,524	16.6%	13	$52.55	$54.97	4.6%	7	$3.01	$3.64	21.1%	19
Knoxville	TN	$6,421,503	$7,687,766	19.7%	7	$42.85	$45.67	6.6%	9	$3.71	$4.03	8.5%	7
Little Rock	AR	$6,874,333	$7,922,099	15.2%	14	$41.16	$47.26	14.8%	18	$1.81	$2.23	23.3%	21
Livermore	CA	$5,516,516	$6,901,090	25.1%	5	$55.91	$61.15	9.4%	14	$3.85	$3.76	-2.4%	3
Modesto	CA	$4,924,157	$5,450,663	10.7%	19	$50.60	$49.20	-2.8%	3	$1.60	$1.65	3.6%	4
Reading	PA	$5,250,979	$5,687,690	8.3%	21	$49.49	$54.84	10.8%	16	$1.72	$1.90	10.7%	8
Rockford	IL	$4,349,289	$4,897,112	12.6%	17	$54.97	$60.78	10.6%	15	$1.86	$1.97	6.2%	6
Salem	OR	$8,134,378	$10,550,196	29.7%	3	$60.82	$75.47	24.1%	22	$2.08	$2.54	22.0%	20
Santa Barbara	CA	$9,370,089	$10,972,967	17.1%	10	$56.03	$65.89	17.6%	19	$1.38	$1.55	12.1%	9
South Bend	IN	$5,307,664	$6,445,722	21.4%	6	$47.01	$51.32	9.2%	12	$2.05	$2.60	27.1%	22
Stamford	CT	$5,848,923	$6,126,965	4.8%	22	$61.19	$60.04	-1.9%	4	$1.49	$1.56	4.8%	5
Tallahassee	FL	$6,702,664	$7,698,262	14.9%	15	$47.81	$53.88	12.7%	17	$1.71	$1.96	15.0%	12
Phoenix	AZ	$54,121,572	$63,208,199	16.8%	12	$65.17	$83.61	28.3%	23	$1.70	$1.99	16.5%	14
Winston-Salem	NC	$5,106,936	$5,617,154	10.0%	20	$45.90	$46.19	0.6%	5	$1.83	$2.07	12.9%	10
Maximum		$142,128,262	$193,990,359	36.5%		$90.87	$86.30	-5.0%		$3.85	$4.19	8.8%	
Minimum		$3,457,720	$3,892,649	12.6%		$39.58	$45.67	0.0%		$1.14	$1.31	-19.2%	
Average		$17,046,637	$21,245,927	24.6%		$55.34	$59.70	7.9%		$2.23	$2.53	13.5%	

Figure 3-15
Change in Costs and Cost Efficiency, 1998-2000

3.2.12 Summary of Peer Group Findings

In general, the peer analysis has described an RTS system that operated in 1998 predominantly in the middle of its peers in terms of the operating performance measures discussed but near the top of that same group of peer agencies just two years later. The cost efficiency of the fixed route system was the best of the peer group in 1998 but fell somewhat during the past two years, reflecting the challenges of responding to a significant increase in both service and riders. The local commitment to public transit was reflected in the large proportion of system costs borne by local revenue sources compared to many of the peer group agencies, while the total financial commitment to transit continues to lag slightly behind the peer group averages, the growth over the past two years was the highest among any of the peers.

Ridership has grown explosively over the past two-year period, increasing by more than 2 million annual riders over that period, a 75% growth that led the peer group. That growth continues to present challenges to the RTS as the demand for additional service

has led to a significant growth in the revenue fleet and pushed the limits of the existing administration / maintenance facility. The growth in ridership has also resulted in a slower average operating speed, due in large measure to increasing numbers and duration of stops to pick up and disperse passengers, which in turn has resulted in a lower cost efficiency over the past two-year period, despite the growth in ridership and the lowering of the average cost per passenger.

3.3 On-Board Survey of Riders

During the week of October 2, 2001, surveys were handed out to each rider boarding an RTS weekday trip on each route operated during that period. More than 30,000 surveys were tendered to boarding passengers and more than 12,000 surveys were completed and returned. Of those 12,000 returned surveys, many were inadequately responded to and were eliminated from the sample. Of the remaining surveys, a random sample was collected, representing at least 200 completed surveys from each route operated by RTS. The following section summarizes the findings of that rider survey.

3.3.1 Access to Transit Services

When asked how they got to the bus, more than 80% said they walked. Figure 3-16 shows the distribution of responses, including walk distances, to that question. More than 88% indicated they would walk from the bus to complete their trip. Figure 3-17 shows the distribution of responses when they were asked how would they get to their destination from the bus. Walk distances tend to be short, with ridership dropping significantly beyond 3 blocks or so. This supports the design goal of having the majority of service area population living within ¼ mile of a bus route.

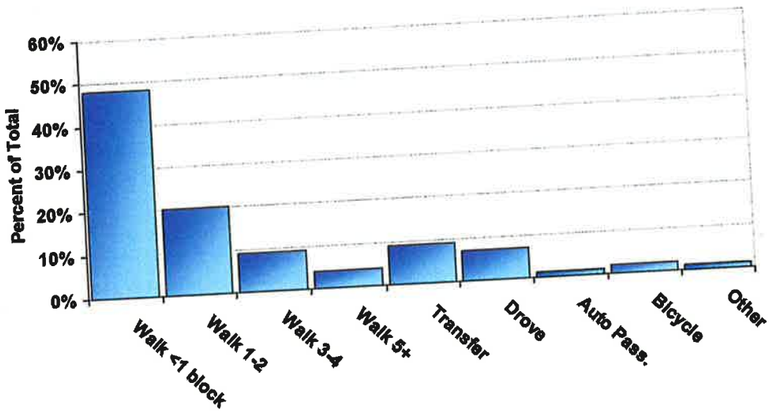


Figure 3-17
Rider Access to Transit Services
Question: How did you get to this bus?

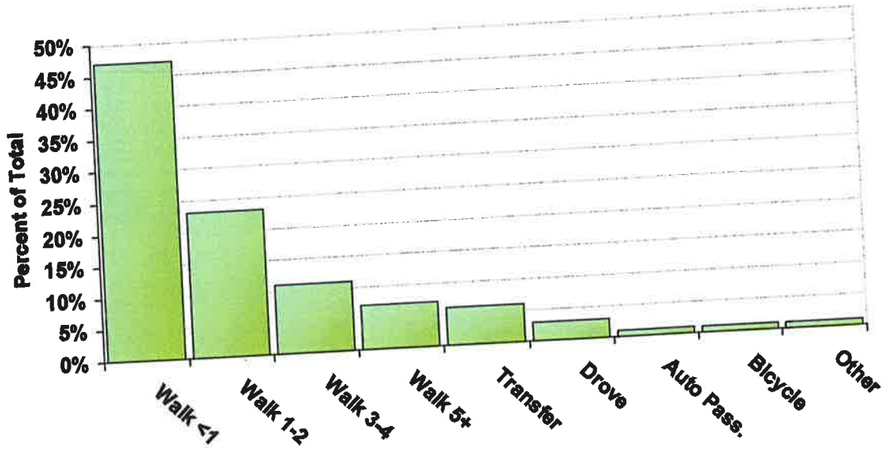


Figure 3-16
Mode to Destination from Bus
Question: How will you get to the end of this trip?

3.3.2 Transferring

About 14% had transferred to the bus on which they were surveyed, and more than 19% intended to transfer from that bus. Transferring respondents were asked to record the origin and destination routes for trips requiring a transfer. ***Figure 3-18*** depicts the distribution of route numbers from which they transferred The most frequent source of transferring passengers are Routes 1,2,5,10,11, and 15

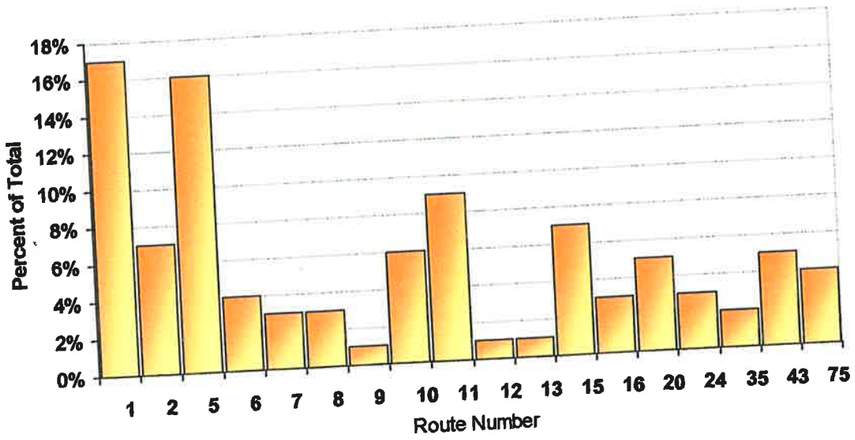


Figure 3-18
Source Routes of Transferring Passengers

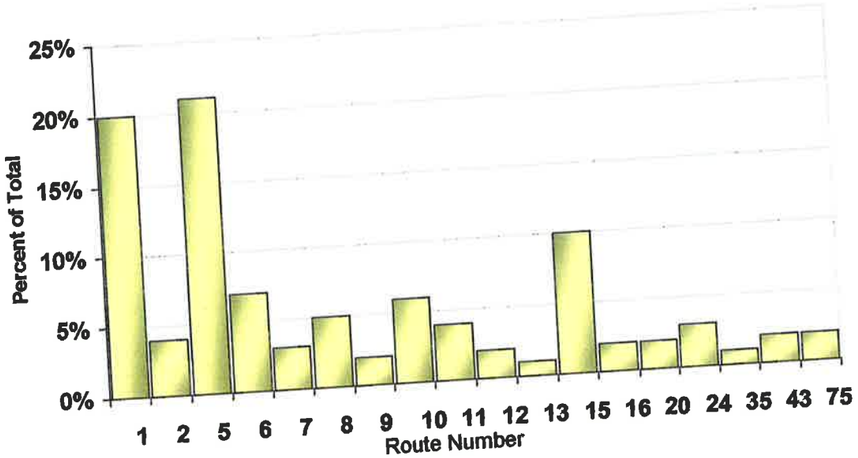


Figure 3-19
Destination Routes of Transferring Passengers

Figure 3-19 depicts the distribution of routes to which respondents transferred. The most frequent destinations for transferring passengers are Routes 1,5,6,10, and15.

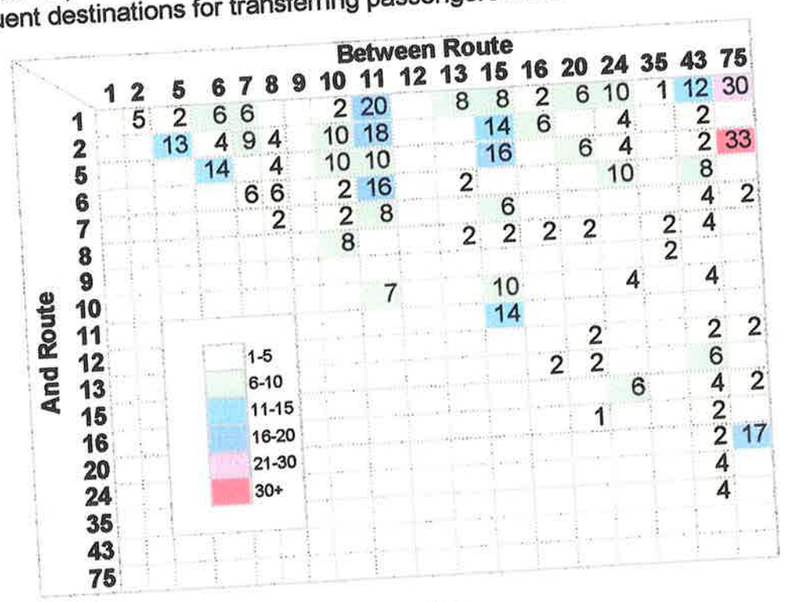


Figure 3-20
Transfer Route Interchanges of Survey Respondents

Figure 3-20 shows the transfer pairs and volumes represented in the survey sample.

Approximately 70 percent of respondents reported waiting time less than 15 minutes for their transfer connection. This is a very good result for the RTS system, which is currently designed around 3 major transfer facilities at the downtown Plaza, University of Florida campus and Butler Plaza The distribution of transfer wait times is shown in ***Figure 3-21***.

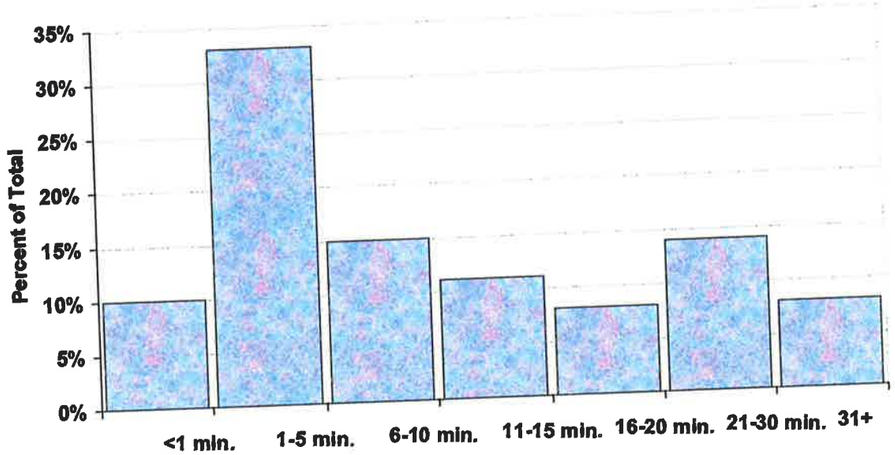


Figure 3-21
Distribution of Wait Times for Transferring Passengers

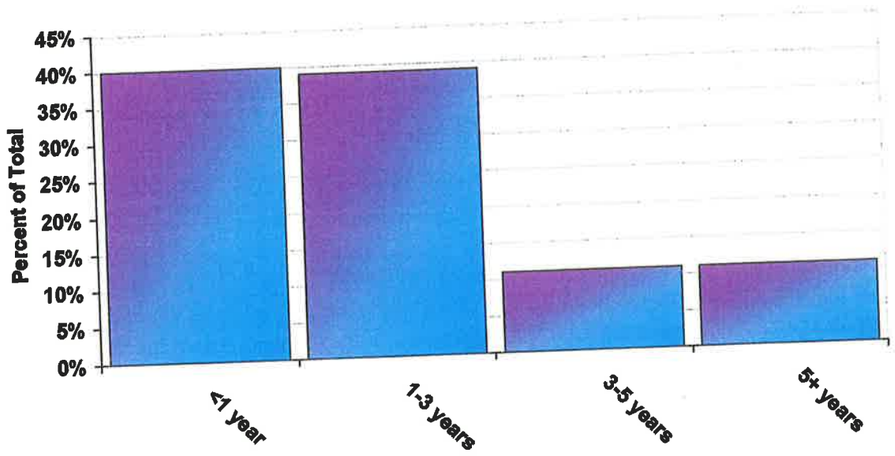


Figure 3-22
Length of RTS Ridership

Nearly 80% of respondents reported riding RTS for less than 3 years while only 11% reported riding RTS for more than 5 years (***Figure 3-22***). This is not an unexpected distribution for a system as dependent on student riders as the RTS. These numbers do, however, demonstrate a significant opportunity to retain as many as possible of those who remain in the Gainesville area after graduation, as long-term riders

3.3.3 Rider Demographics

Students represent a majority of RTS riders according to the responses to a number of questions posed in the on-board survey. When asked what fare they has paid, more than 60% reported boarding by showing a Gator 1 pass (***Figure 3-23***).

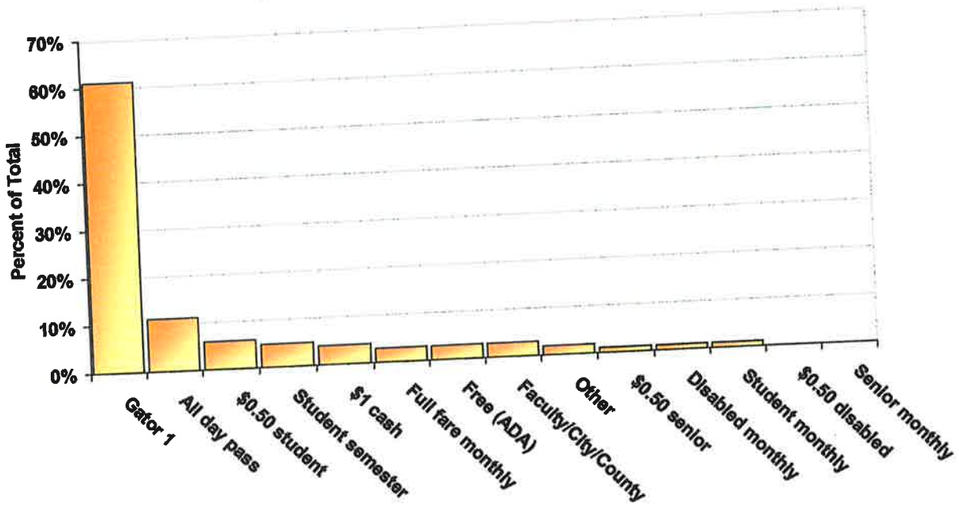


Figure 3-23
Fare Paid by Survey Respondents

When asked to characterize their employment status, more than 35% indicated that they were employed, but only 50% characterized themselves as full-time students (***Figure 3-24***).

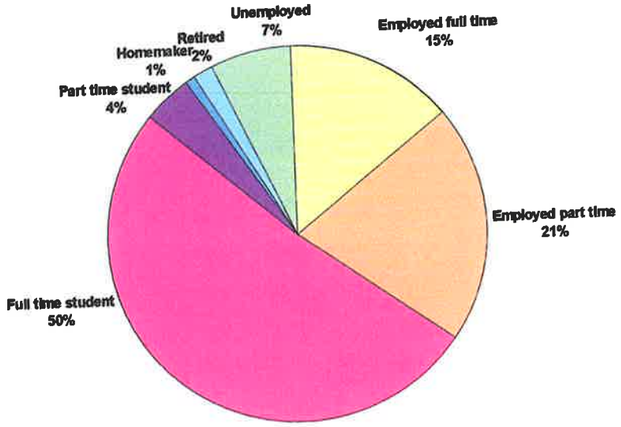


Figure 3-24
Employment Status of Respondents

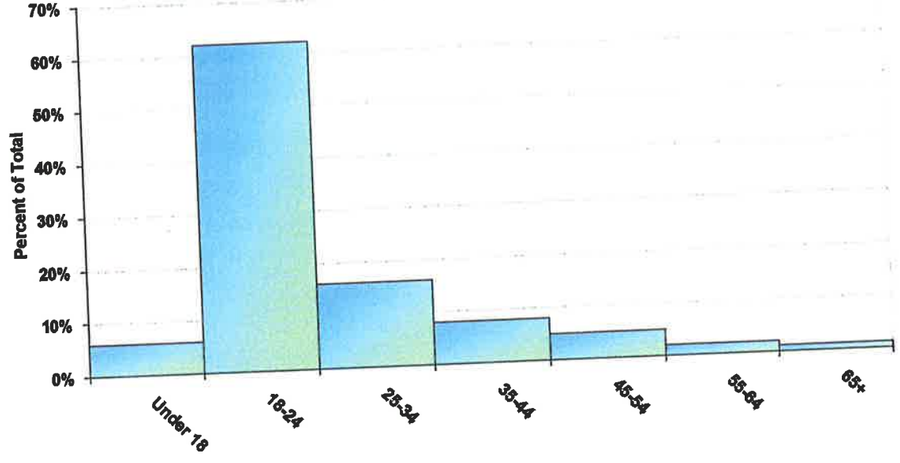


Figure 3-25
Age Distribution of Survey Respondents

The largest age group represented in the survey sample was the 18-24 year old group, also consistent with the observation that college students make up the bulk of the RTS ridership (***Figure 3-25***).

Most riders use RTS five or more days per week. The proportion using RTS services less frequently is quite small relative to the number of regular users (***Figure 3-26***).

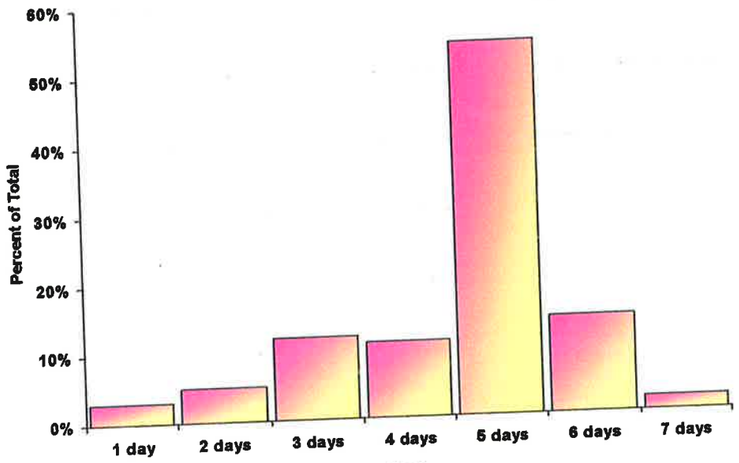


Figure 3-26
Frequency of RTS Usage Among Respondents

3.3.4 Captive Ridership

Unlike many mid-size city transit systems, the RTS ridership is far less transit dependent based upon traditional measurements of this condition. The limited supply of parking on the UF campus is a significant determinant of transit usage among students Nearly 80% of respondents said they are licensed drivers and able to drive (**Figure 3-27**).

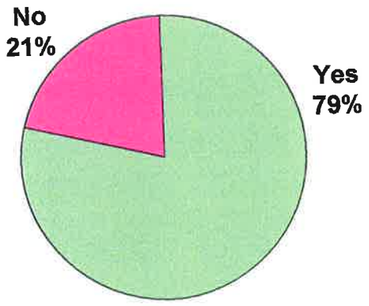


Figure 3-27
Licensed Drivers Among Respondents

In addition, 51% said they had a vehicle available for the transit trip upon which they were surveyed (***Figure 3-28***). Only about 23% of respondents said they had no vehicle in their household (***Figure 3-29***).

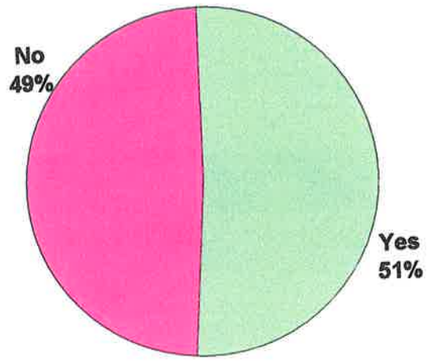


Figure 3-28
Personal Vehicle Available for Surveyed Trip

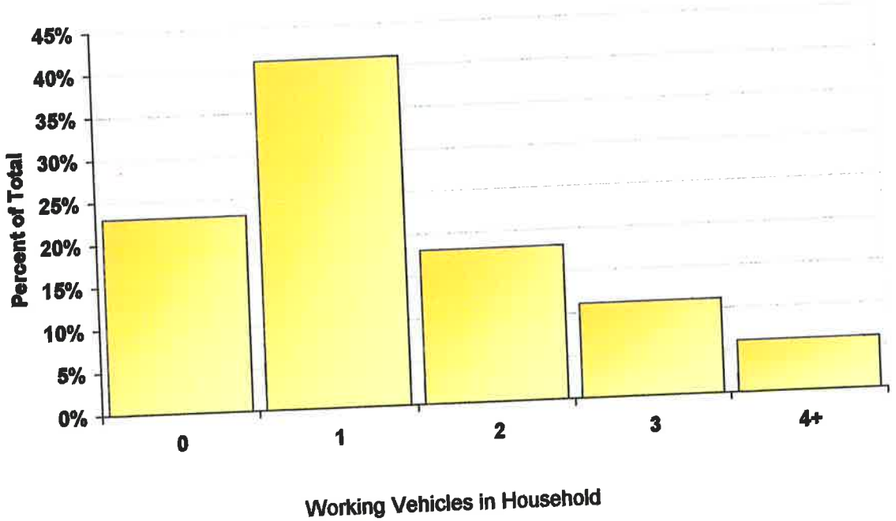


Figure 3-29
Household Vehicle Ownership Among Respondents

3.3.5 Attitudes Toward Transit Service

In general, RTS riders appear to be very happy with their service Nearly 90% reported being very satisfied or satisfied with their bus service (***Figure 3-30***). Only 2% reported being very dissatisfied with RTS service.

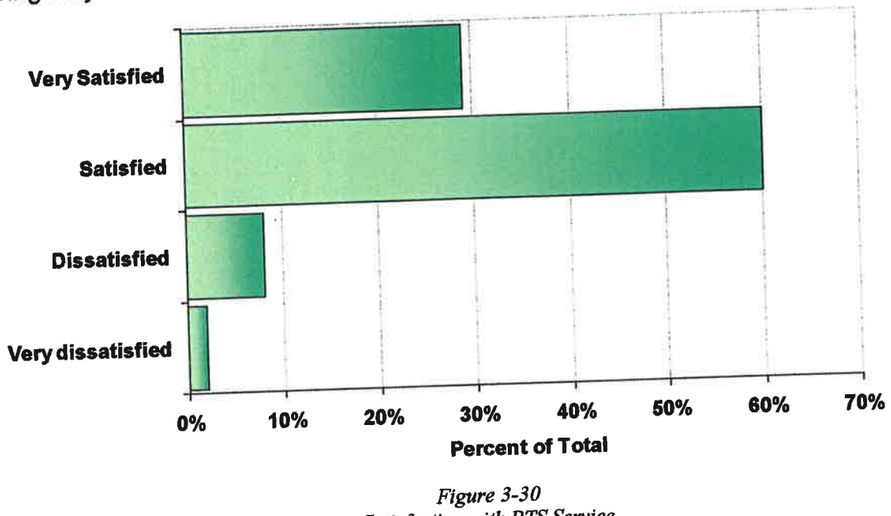


Figure 3-30
Satisfaction with RTS Service

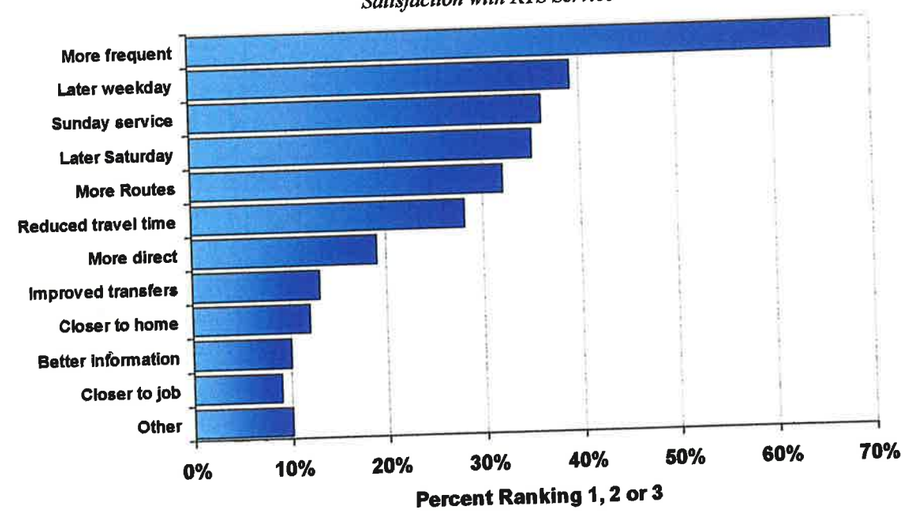


Figure 3-31
Riders' Service Change Priorities

When asked to prioritize different classes of potential service improvements, respondents reported that more frequent service was their highest priority (***Figure 3-31***,) mentioned by 65% of all survey respondents. Other less-frequently mentioned priorities included later weekday service (39%), Sunday service (36%) and later Saturday service (34%).

3.4 System Ridership

Ridership data has been collected from a number of sources, including automatic passenger counter (APC) counts and RTS fare box data. While APCs have gathered multiple data sets from each RTS route, fare box data is collected daily and constitutes a better basis for route-to-route comparisons.

Automatic passenger counter data is, by its nature, superior for describing ridership at the route segment and bus stop level. Thus, in this report, the route-by-route comparisons have been developed using the RTS generated-generated rider data, while the descriptions of individual route and route segment levels of rider activity are based upon the APC-generated data.

3.4.1 Route and System-Level Ridership

Ridership and productivity on the RTS system at the system and individual route level is very high when compared with other systems of comparable size and service area. Many major metropolitan systems exhibit ridership productivities well below those recorded by RTS during FY 2001. ***Figure 3-32*** summarizes service provided at RTS during FY 2001. Total FY ridership by route is depicted in ***Figure 3-33.***

Route		2-way	Headway			Annual Service	
No	Name	Miles	Peak	Base	Saturday	Hours	Miles
1	Butler Plaza	9.4	20	20	30	11,319	108,073
2	Robinson Heights	9.2	45	45	45	3,707	60,840
5	Oaks Mall via Newberry Road	12.1	30	30	30	8,248	90,677
6	Gainesville Mall via NW 6th St	12.2	60	60	60	4,775	58,023
7	Eastwood Meadows via SE 7th Avenue	13.2	60	60	60	4,084	63,586
8	Pine Ridge to Shands	18.0	30	30	60	10,976	132,400
9	Lexington Crossing	7.3	8	8	N/A	10,658	120,166
10	Santa Fe Community College via NW 16th Avenue	16.3	60	60	60	3,572	60,053
11	Eastwood Meadows via University	11.5	60	60	60	4,776	56,044
12	Campus Club	7.9	11	11	45	9,072	99,311
13	One-Stop Career Center	5.9	15	15	60	5,794	66,852
15	Gainesville Mall via NE 39th Avenue	13.3	30	60	60	4,639	68,749
16	Sugar Hill	5.9	10	15	60	6,270	66,001
20	Oaks Mall via SW 20th Avenue	11.8	12	12	30	12,584	168,729
24	Job Corps	17.7	60	60	60	3,833	64,970
35	Homestead Apartments	9.3	11	11	N/A	7,015	89,377
43	Santa Fe Community College via NW 39th Avenue	26.0	60	60	N/A	6,262	84,106
75	Oaks Mall via Tower Road	27.1	30	90	90	11,490	201,840

Figure 3-32
RTS Fixed Route Services, FY 2001

A cursory examination of ***Figure 3-33***, demonstrates a fundamental dichotomy in the RTS system. Ten of the 18 City routes exhibit annual ridership in excess of 200,000 riders. All ten of these routes serve predominantly the area to the west of 13th Street. Seven City routes exhibit annual ridership of less than 115,000 riders. Six of these routes serve predominantly the region to the east of 13th Street. Route 43, with an

annual ridership of approximately 150,000, occupies an intermediate position between these two disparate route groupings.

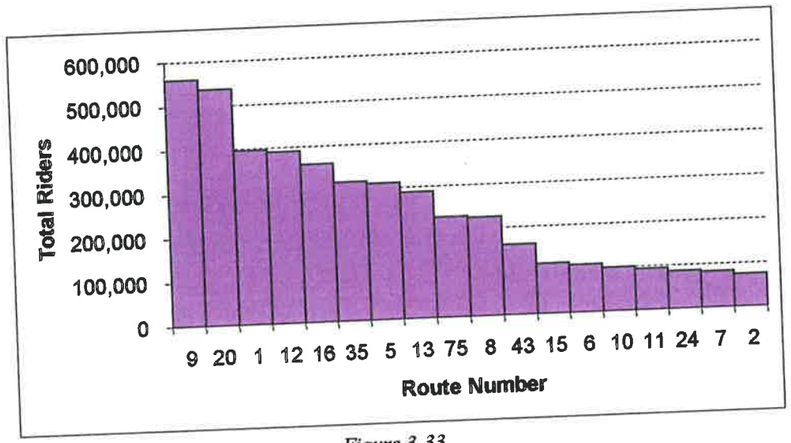


Figure 3-33
Total RTS FY 2001 Ridership by Route

3.4.2 Ridership Productivity

Ridership productivity has been calculated for the eighteen City routes using two separate measures: riders per revenue hour and riders per revenue mile. Ridership and service information were generated by RTS and were extracted from the RTS monthly ridership summaries.

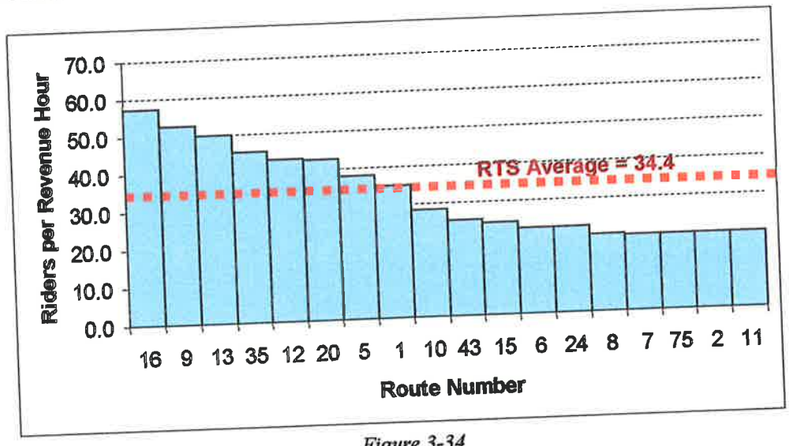


Figure 3-34
RTS FY 2001 Ridership per Revenue Hour by Route

As seen in ***Figures 3-34 and 3-35***, the ridership dichotomy continues into the productivity measurements as well, with six of the seven lowest productivity routes in the RTS system in terms of both riders per revenue hour and riders per revenue mile serving predominantly the eastern portion of the City, while the highest productivity routes serving the western portions, significantly the University of Florida. Only route 75 is the exception to this pattern, serving the suburban area at the far western edge of the RTS service area, yet ranking 16th of the 18 routes in terms of passengers per revenue hour and ranking 18th in terms of riders per revenue mile. In both figures, the dotted line represents the average system productivity (34.4 riders per hour, 2.7 riders per mile).

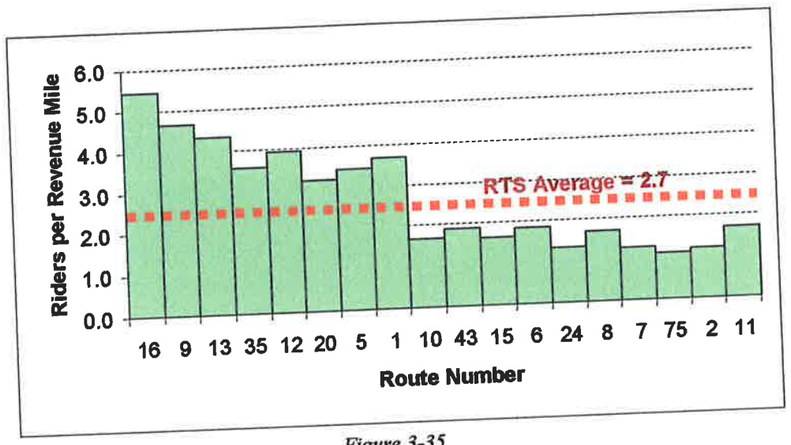


Figure 3-35
RTS FY 2001 Ridership per Revenue Mile by Route

This condition reinforces the importance of the University of Florida to RTS ridership and ridership productivity. This condition is quite different for Santa Fe Community College, however. Both routes 10 and 43, which directly serve the SFCC campus, exhibit ridership and rider productivities at or below the middle of the system productivity distributions. System ridership and productivity are summarized in ***Figure 3-36***.

Route		Annual Summary			Route Rank		
No	Name	Riders	per Mile	per Hour	Riders	per Mile	per Hour
1	Butler Plaza	397,176	3.7	35.1	3	5	8
2	Robinson Heights	73,954	1.2	19.9	18	17	17
5	Oaks Mall via Newberry Road	312,477	3.4	37.9	7	7	7
6	Gainesville Mall via NW 6th St	108,349	1.9	22.7	13	10	12
7	Eastwood Meadows via SE 7th Avenue	81,671	1.3	20.0	17	16	15
8	Pine Ridge to Shands	224,373	1.7	20.4	10	11	14
9	Lexington Crossing	559,726	4.7	52.5	1	2	2
10	Santa Fe Community College via NW 16th Avenue	100,653	1.7	28.2	14	13	9
11	Eastwood Meadows via University	94,771	1.7	19.8	15	12	18
12	Campus Club	390,868	3.9	43.1	4	4	5
13	One-Stop Career Center	289,140	4.3	49.9	8	3	3
15	Gainesville Mall via NE 39th Avenue	113,265	1.6	24.4	12	14	11
16	Sugar Hill	360,143	5.5	57.4	5	1	1
20	Oaks Mall via SW 20th Avenue	538,207	3.2	42.8	2	8	6
24	Job Corps	86,292	1.3	22.5	16	15	13
35	Homestead Apartments	317,817	3.6	45.3	6	6	4
43	Santa Fe Community College via NW 39th Avenue	158,975	1.9	25.4	11	9	10
75	Oaks Mall via Tower Road	229,513	1.1	20.0	9	18	16
TOTAL		4,437,370	2.7	34.4			

Figure 3-36
RTS Route and System Ridership Productivity, FY 2001

3.5 Economics and Demographics

In evaluating the appropriateness of existing RTS services, a number of demographic characteristics have been identified which often predict transit usage. A number of these descriptive characteristics have been plotted on maps of the Gainesville Urban Area, along with the existing RTS route network to determine whether the existing route network is providing service to communities containing persons having a high propensity to use transit.

3.5.1 Elderly Residents

One of the population groups having an increased propensity to use public transit services is the elderly. In many cases, public transit routes serving enclaves of elderly persons respond with higher than average ridership productivities. In many urban areas, the elderly often are concentrated in neighborhoods surrounding, and close to, urban business districts. Such areas concentrate retail and service businesses, improving access for the elderly to needed services.

In the Gainesville region, however, the elderly tend to be spread fairly uniformly throughout the urban area. While there are a few concentrations of the elderly in the central core, elderly persons are distributed throughout the urban and rural areas surrounding the City of Gainesville. ***Figure 3-37*** depicts the distribution of the elderly in the Gainesville Urban area, showing existing RTS bus routes as they relate to the elderly population.

3.5.2 Automobile Ownership

Another predictor of public transportation usage is the proportion of households having no available automobiles for trip-making purposes. ***Figures 3-38 and 3-39*** demonstrate the distribution of such households among all single-family and multiple-family households in the Gainesville Urban Area.

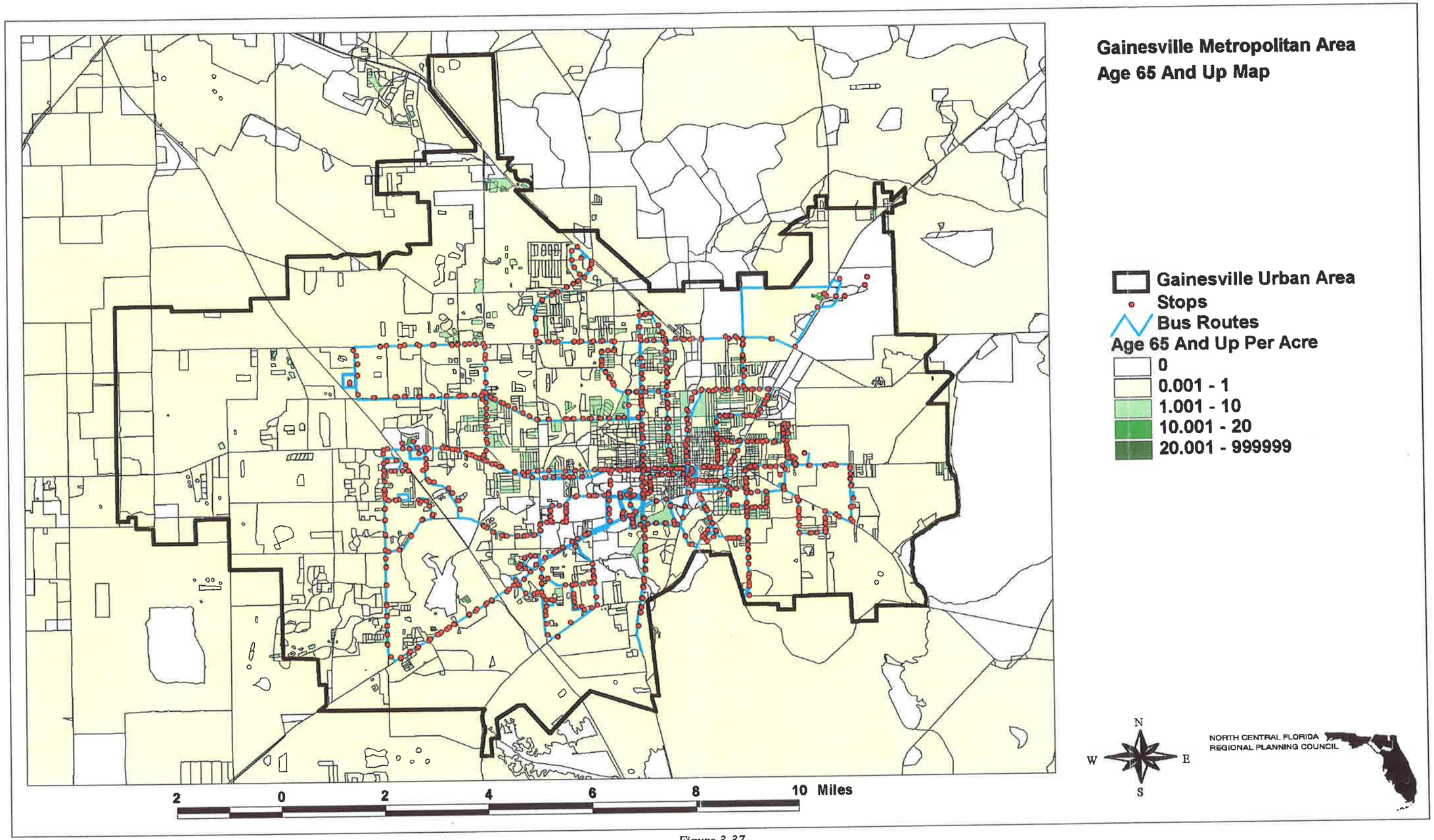


Figure 3-37
Distribution of Elderly Residences

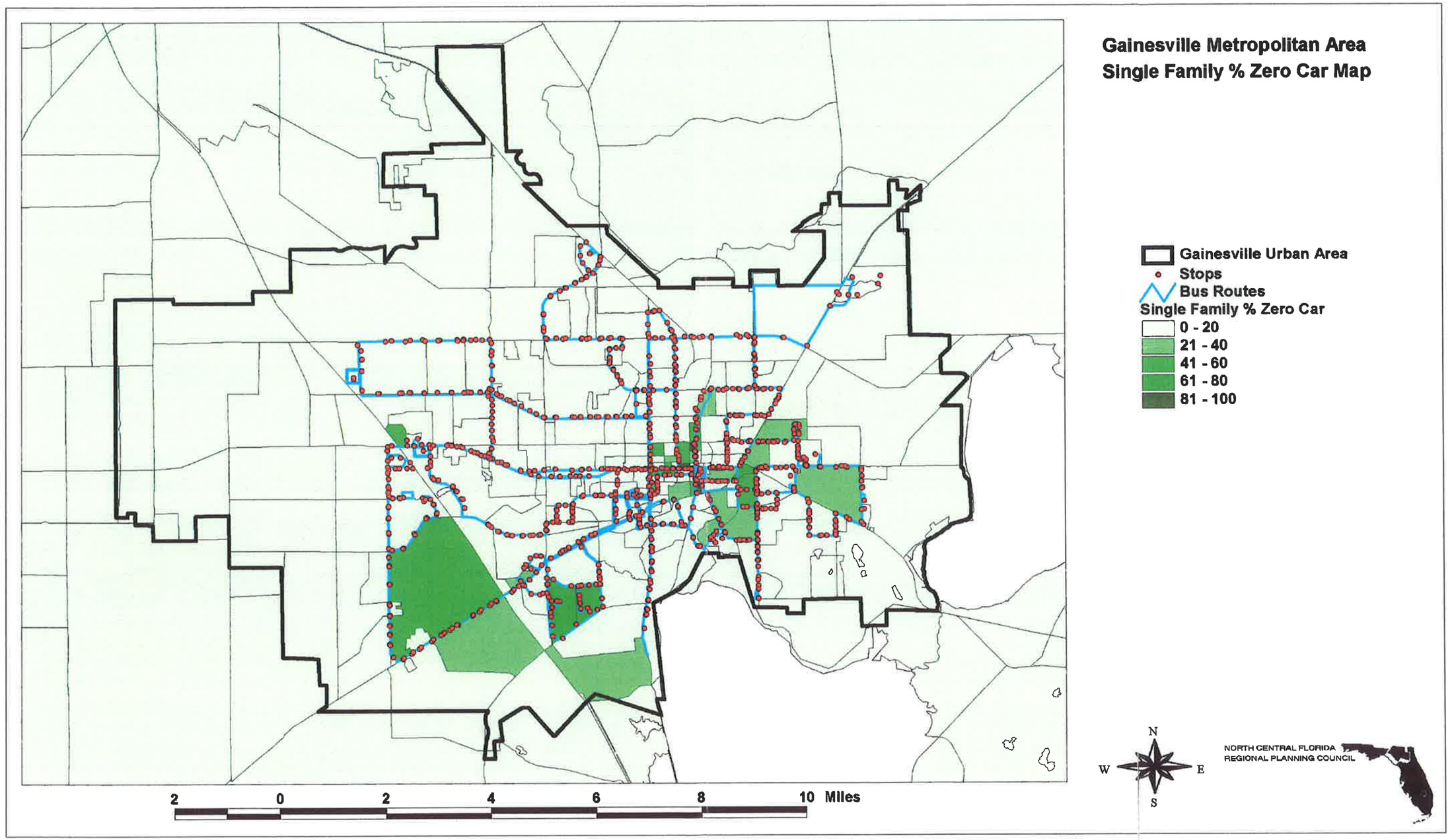


Figure 3-38
Single-Family Households with No Car Available

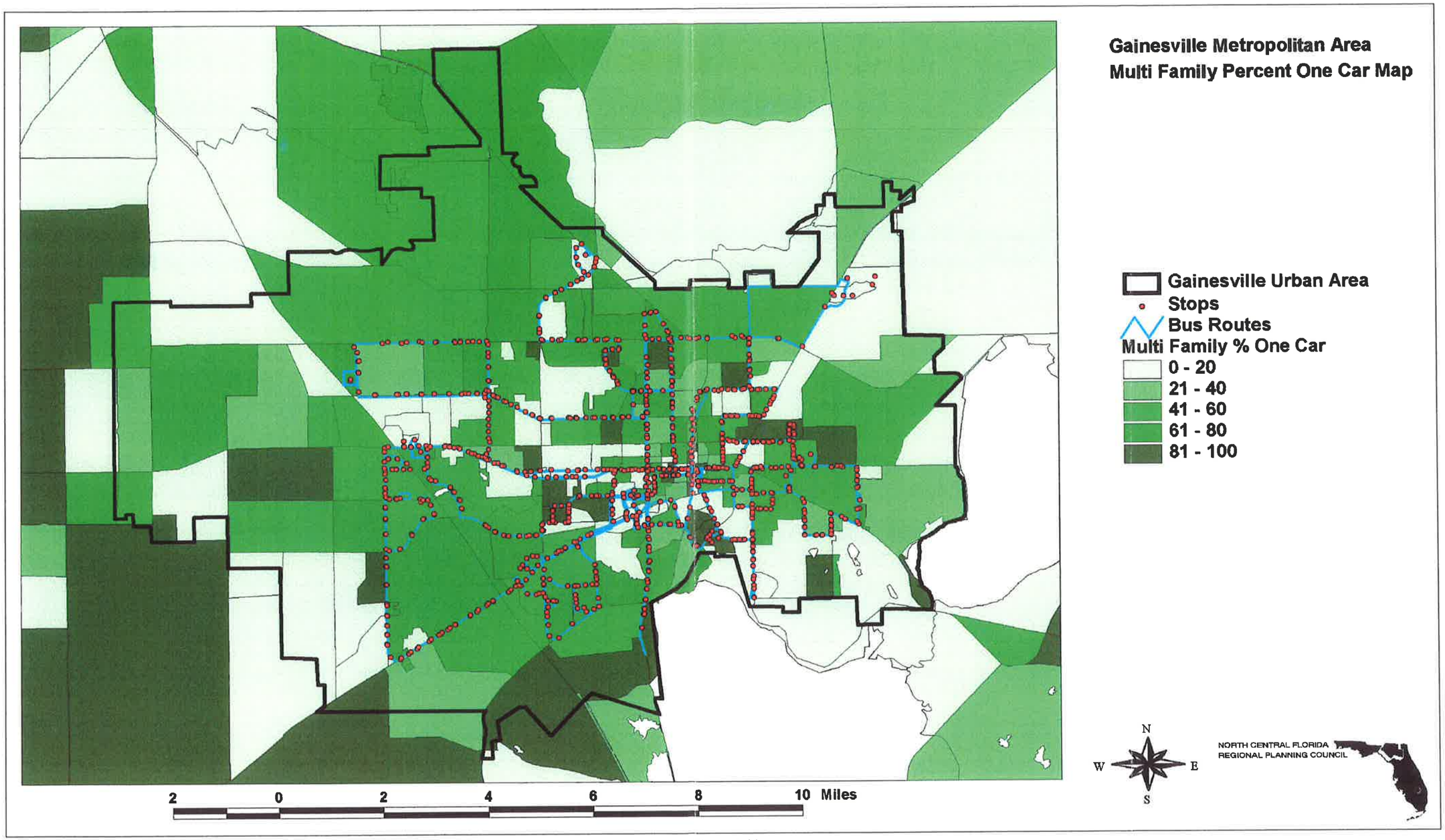


Figure 3-39
Multi-Family Households with No Car Available

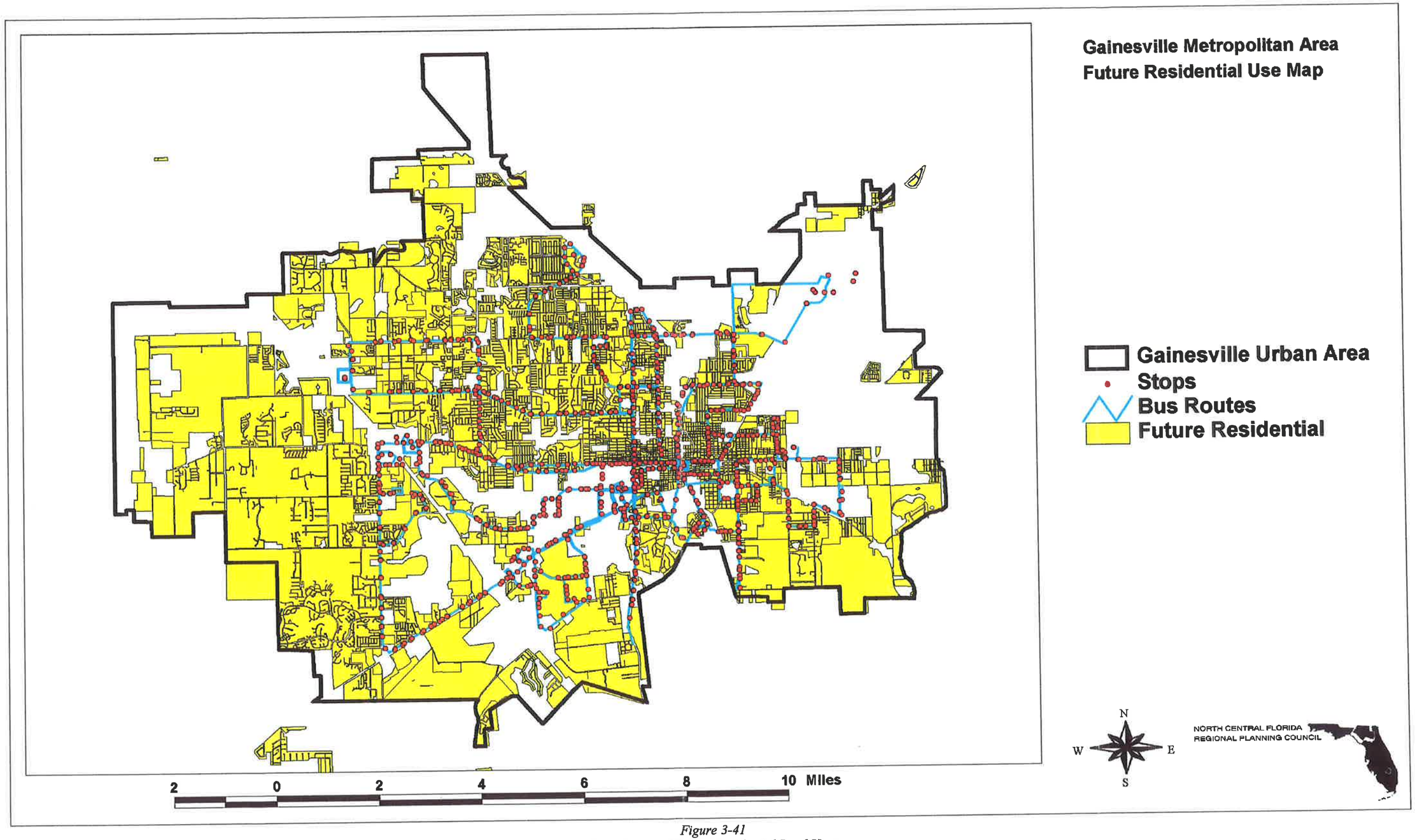


Figure 3-41
Distribution of Future Residential Land Uses

3.5.3 Residential Land Use Patterns

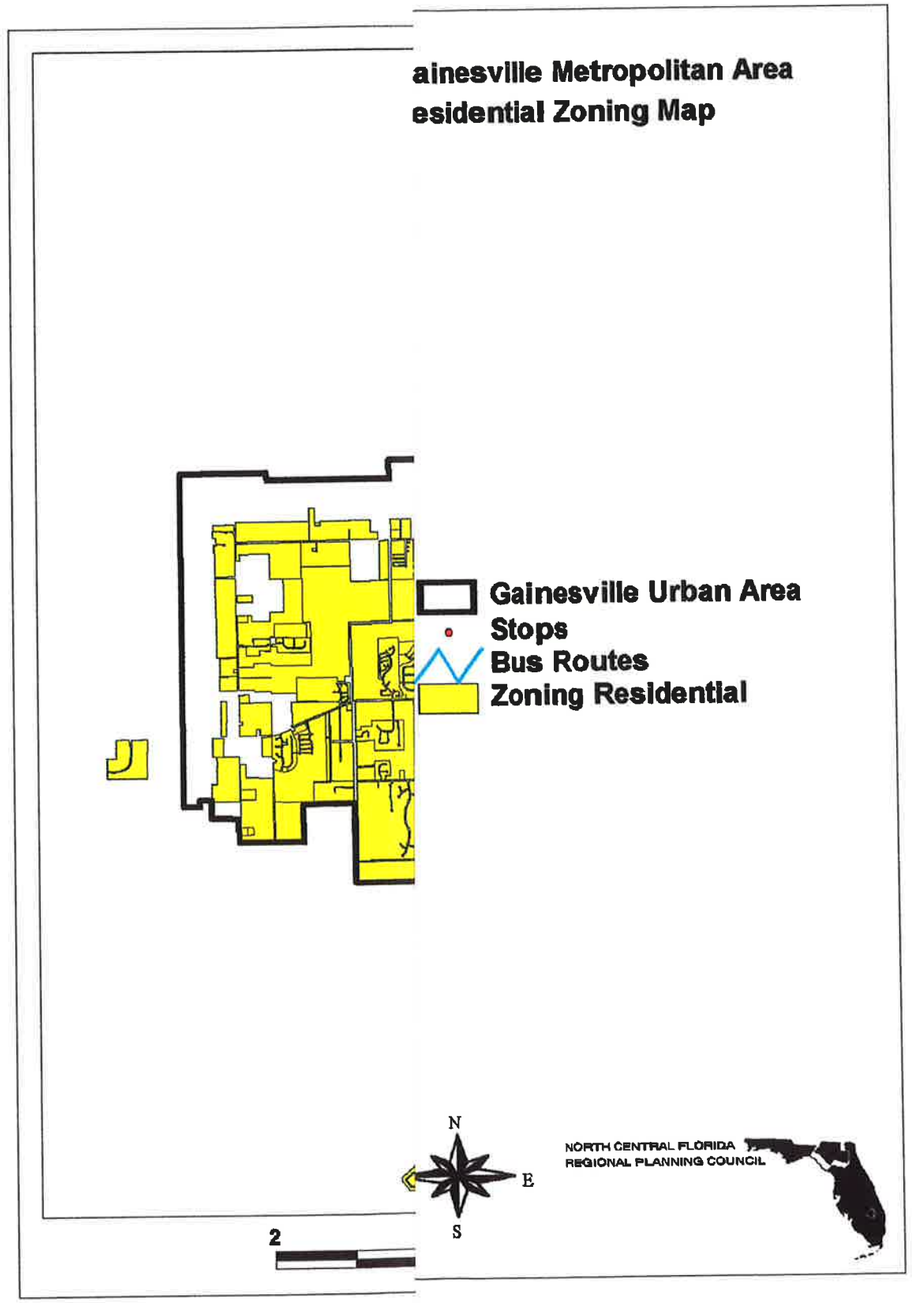
One of the primary goals of public transportation service is to provide a transit route within ¼ mile of 95% of the service area population. As ***Figure 3-40*** demonstrates, this goal is achieved to a much higher degree in the City of Gainesville than in the urbanized area outside of the City boundaries, given existing residential land use distributions.

The following graphic, ***Figure 3-41***, shows the anticipated distribution of residential land uses in 2020 As this graphic shows, there is an anticipated growth in residential land uses in the region to the south of Archer Road to the west of I-75.

Future residential development is also anticipated in the southeastern region of Gainesville in the area to the south and west of Hawthorne Road.

3.5.4 Population Density

The nature of fixed route transit also suggests that higher residential densities are necessary to support significant transit operations. As ***Figure 3-42*** shows, the existing RTS system closely follows the residential density patterns of existing residents of the RTS service area This maps also suggests that fixed route transit may not be the most efficient means of addressing transit demand outside of the Urban Area (see Section 4.6 on page 87).



Perteet Engineering, Inc.

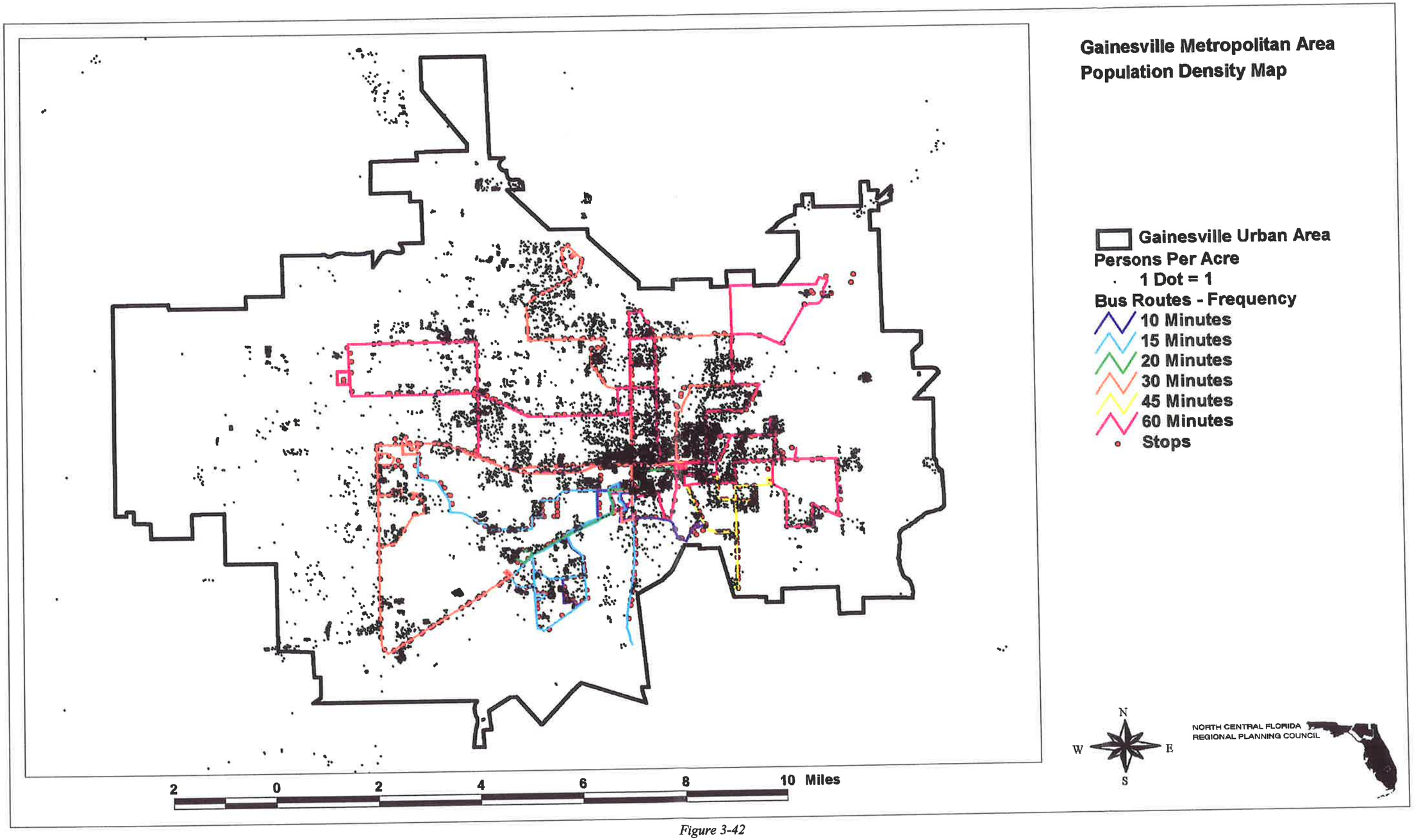


Figure 3-42
Population Density

Chapter 4: Recommendations

Chapter 4 summarizes the project recommendations based upon the data described in Chapters 2 and 3. The implementation impacts of these recommendations are described in Chapter 5.

4.1 Short-term Service Modification Recommendations

The APC-generated data has been used to prepare individual profiles of each of the eighteen City routes operated by RTS. The APC data has been aggregated to depict ridership patterns along each route alignment, to depict changes in route ridership by time of day, to record actual route travel times between scheduled time points and to look at the distribution of passenger loads along each route alignment.

Often, the gathered and analyzed bus stop-level data does not, in itself, suggest modifications to the route's alignment or schedule, but merely serves to validate the existing operation. In a few instances, this information has directly suggested modifications to meet specific operational needs of that route.

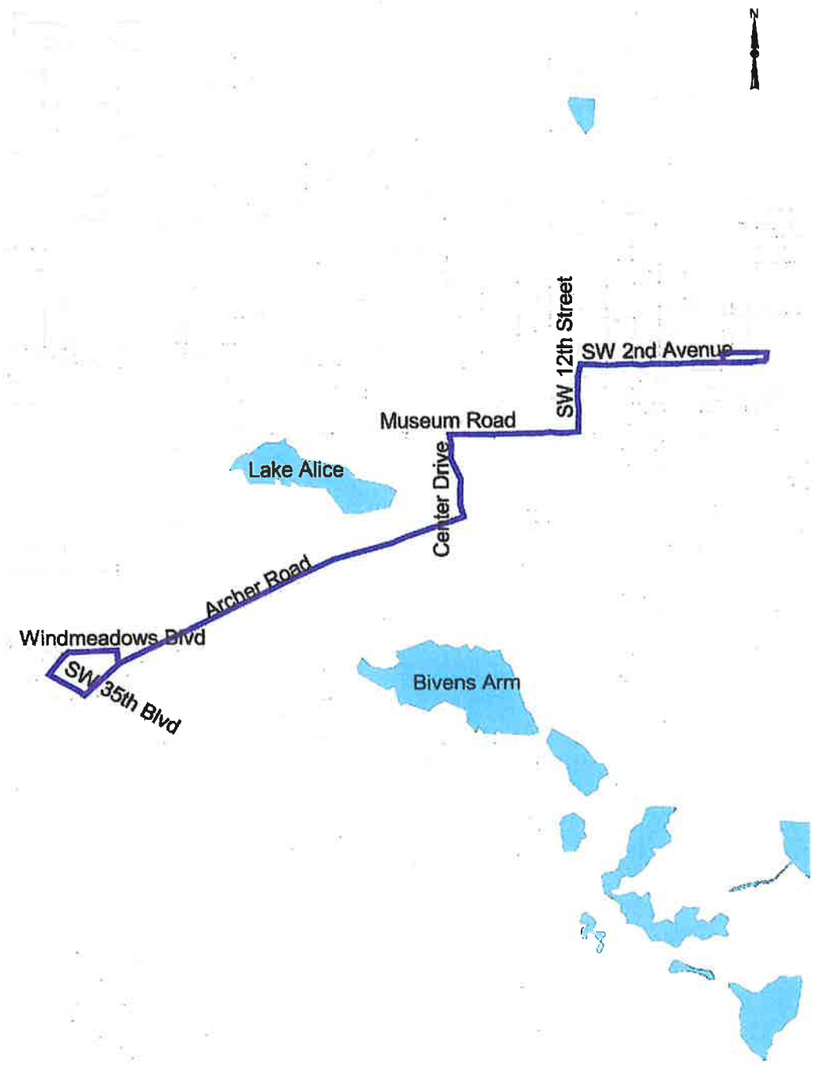
Some changes in route alignments or schedules have been proposed to meet a system-wide need, unrelated to a specific route's ridership, productivity, patterns of activity or schedule adherence. In those cases, the APC data has been used to identify any negative rider impacts expected to result from any proposed modifications.

In some cases, there has been identified a disparity between the scheduled running times and the actual running time experience. Where these disparities are consistent, recommendations have been made to re-evaluate the route's schedule in order to better reflect actual performance.

In many cases, persistent occurrences of passenger overload conditions have been observed. In most cases, these represent routes serving the University of Florida campus on trips arriving at the campus near to class start times or leaving the campus shortly after class dismissal times. Generally these overload conditions are not replicated on the trip immediately before or immediately after the overloaded trip. In such cases, reducing the route headways will have little effect, since overloads are caused by students attempting to arrive or leave campus as close to class times as possible.

Alleviating these overloads will require educating students about the availability of capacity on adjacent trips. In the longer term, assigning articulated coaches to persistently overloaded assignments might offer some relief. However, with no such vehicles in the RTS fleet, such relief is years away, at best.

Each of the RTS City routes is discussed in more detail in the route profiles on the following pages. Any changes in operating costs or in the size of the RTS fleet are estimated along with the impacts on existing riders or on route ridership.



Route 1

Route 1
Butler Plaza to Downtown

Route Description

Route 1 connects the Butler Plaza shopping center complex along Archer Road with the Downtown Plaza Transit Center via Archer Road, the University of Florida campus and SW 2nd Avenue. Major trip attractors served by route 1 include Butler Plaza, numerous student housing developments adjacent to Archer Road, Shands Medical Center complex, the main University of Florida campus, Shands Hospital at Alachua General Hospital, the Santa Fe Community College downtown campus and downtown Gainesville. Service is provided every twenty minutes on weekdays and every half-hour on Saturdays.

Problem Statement

Traffic congestion negatively impacts this route's running time. This condition occurs primarily in the vicinity of Butler Plaza along Archer Road and between the Shands Medical Center and the center of the University of Florida Campus.

Recommended Changes

There are no short-term fixes for the running time problem. Long-range plans to develop a bus-only lane along Archer Road in the vicinity of the UF campus and the Shands Hospital complex should help ease the delay problem somewhat. Delays due to traffic congestion on the UF campus are likely to continue, barring significant attempts to further reduce general vehicluar traffic on campus.

Route Statistics

Riders	
FY 2001Annual	397,176
FY 2001 per Hour	35.1
FY 2001 per Mile	
Service Headway (Minutes)	
Weekday Peak	20
Weekday Base	20
Evening	20
Saturday	30
Sunday	N/A
Service Span	
Weekday	6:00A to 8:00P
Saturday	7:00A to 6:30P
Sunday	N/A
Service Provided	
FY 2001 Hours	11,319
FY 2001 Miles	108,073
Route Length (Miles)	
Westbound	4.6
Eastbound	4.8

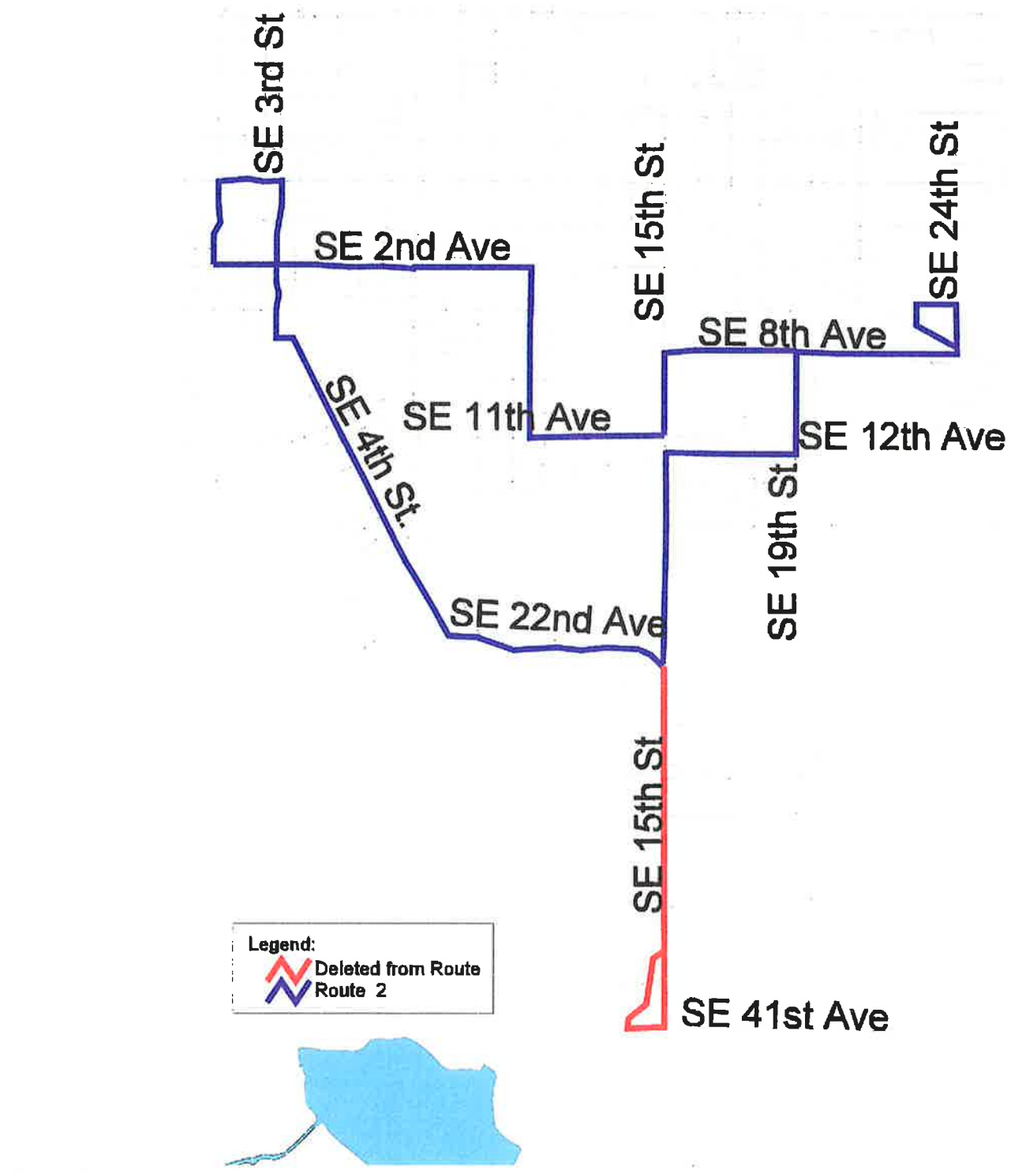
Impact of Changes

None

Other Routes Impacted

None

Route 1
Butler Plaza to Downtown



Route 2

Route 2
Robinson Heights to Downtown

Route Description

Route 2 provides service from the Downtown Gainesville Plaza Transit Center to Robinson Heights from 6:30 AM to 7:10 PM six days a week. Service is provided every 45 minutes weekdays and saturdays. Service begins 45 minutes later and ends 40 minutes earlier on Saturdays. In addition to downtown Gainesville Plaza and Robinson Heights, major destinations served include Sugar Hill, Meadowbrook Park, Kennedy Homes, Lincoln Middle School, and Williams Elementary School.

Problem Statement

Ridership on Route 2 is extremely light along SE 15th Street between SE 41st Avenue and SE 12th Avenue, averaging only about 20 riders per day for this entire stretch. Only about 10 per day board south of 22nd. Route 2 ridership in general is among the lowest of all RTS routes.

Recommended Changes

Service on this route could be improved to 30 minutes without adding cost by eliminating service along SE 15th Street between SE 41st Avenue and SE 22nd Avenue, operating outbound as at present to SW 15th St and SW 22nd Avenue, then turning north on SW 15th Street and continuing via the existing north-bound alignment.

Route Statistics

Riders	
FY 2001Annual	73,954
FY 2001 per Hour	19.9
FY 2001 per Mile	1.2
Service Headway (Minutes)	
Weekday Peak	45
Weekday Base	45
Evening	45
Saturday	45
Sunday	N/A
Service Span	
Weekday	6:30A to 7:10P
Saturday	7:15A to 6:30P
Sunday	N/A
Service Provided	
FY 2001 Hours	3,707
FY 2001 Miles	60,840
Route Length (Miles)	
Northbound	6.0
Southbound	3.2

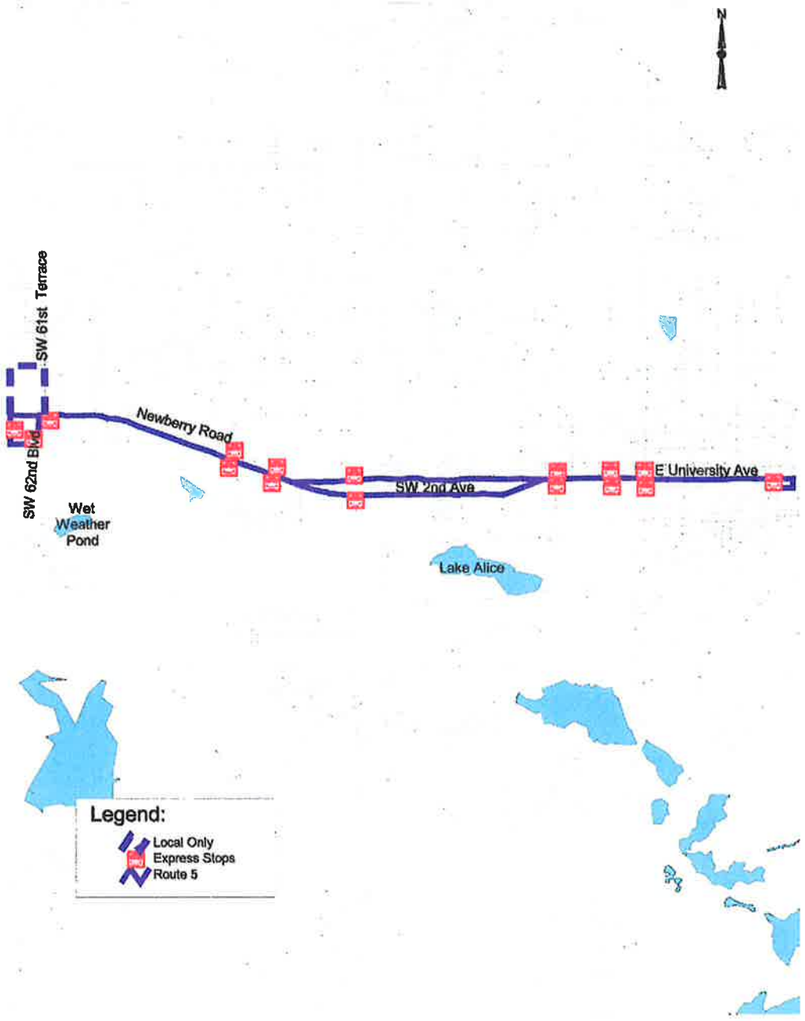
Impact of Changes

Removal of service to about 10 riders per day. Improvement of service headways to 30 minutes for the rest of the route.

Other Routes Impacted

None

Route 2
Robinson Heights to Downtown



Route 5

Route 5
Oaks Mall to Downtown

Route Description

Route 5 provides service from the Oaks Mall via University Avenue to the Downtown Gainesville Plaza Transit Center from 6 AM to 8:30 PM six days a week. Service is provided every 30 minutes weekdays and Saturdays. Service begins an hour later and ends 90 minutes earlier on Saturdays. In addition to downtown Gainesville and the Oaks Mall, major destinations served include the downtown campus of Santa Fe Community College, the University of Florida, Royal Park Plaza and the North Florida Regional Medical Center.

Problem Statement

Ridership on alternate trips in both directions varies significantly, reflecting the importance of class schedules at the University of Florida. Ridership activity is also measurably higher in the downtown, University of Florida, Westgate and Oaks Mall areas. Ridership into the North Florida Regional Medical Center is low.

Recommended Changes

Convert alternate trips to limited stop mode in order to improve route travel times and better match service levels with rider activity along the route 5 alignment. Limited stops would be made in the region of the Oaks Mall, Westgate, University of Florida and downtown, as well as at transfer points with other RTS routes. Eliminate service to the North Florida Regional Medical Center on all express trips.

Route Statistics

Riders	
FY 2001Annual	312,477
FY 2001 per Hour	37.9
FY 2001 per Mile	3.4
Service Headway (Minutes)	
Weekday Peak	30
Weekday Base	30
Evening	30
Saturday	30
Sunday	N/A
Service Span	
Weekday	6:00A to 8:30P
Saturday	7:00A to 7:00P
Sunday	N/A
Service Provided	
FY 2001 Hours	8,248
FY 2001 Miles	90,677
Route Length (Miles)	
Eastbound	6.4
Westbound	5.7

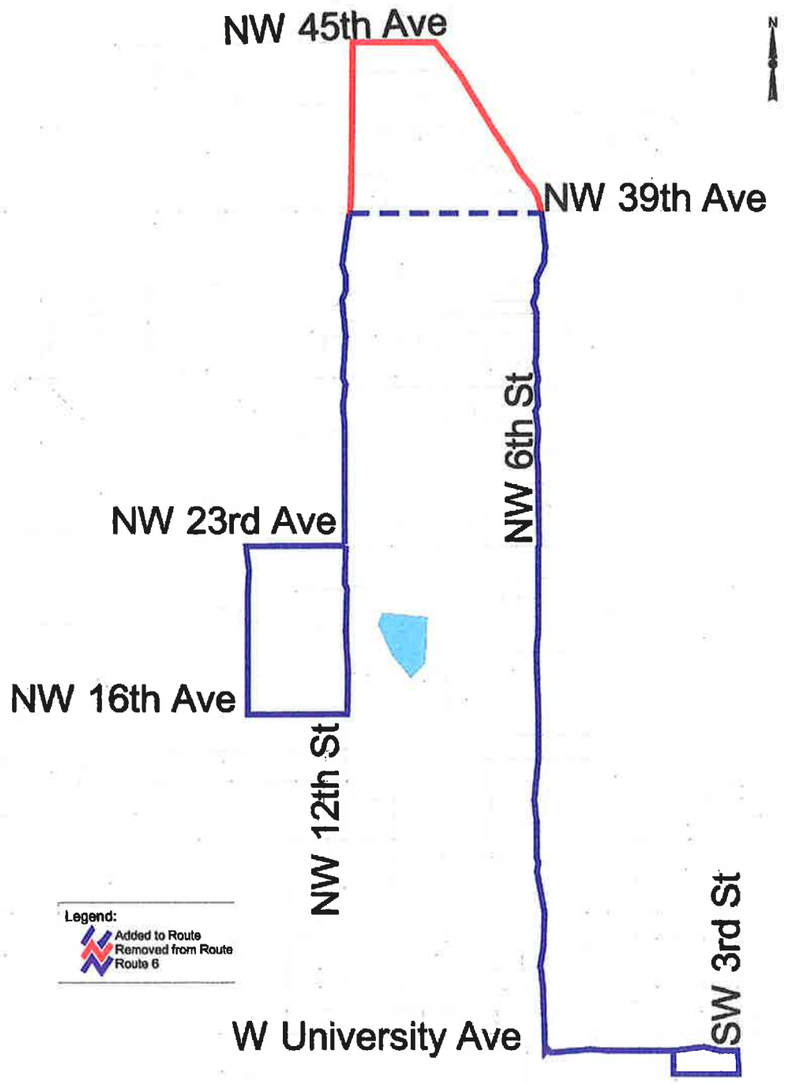
Impact of Changes

Improve schedule reliability and reduce travel times for passengers on express trips. Minimal cost or vehicle impacts.

Other Routes Impacted

Improved transfer options for transferring passengers to all intersecting routes.

Route 5
Oaks Mall to Downtown



Route 6

Route 6
Downtown to Gainesville Mall via 6th Street

Route Description

Route 6 provides service from the Downtown Gainesville Plaza Transit Center to Gainesville Mall via NW 6th Street from 6:30 AM to 8:00 PM six days a week. Service is provided every hour on weekdays and Saturdays. Service begins 30 minutes later and ends 2 hours earlier on Saturdays. In addition to downtown Gainesville Plaza and Gainesville Mall, major destinations served include the downtown Santa Fe Community College campus, the Center for Independent Living, Gainesville High School, and Stephen Foster Elementary School.

Problem Statement

Route 6 has a tight schedule (54 minutes round trip). Ridership on route 6 is very low north of NE 39th Avenue along both NE 6th Street and 13th Street, averaging just 23 riders per day on the 27 scheduled daily eastbound and westbound trips (less than 1 rider per scheduled trip.)

Recommended Changes

Cut back the route 6 alignment to operate north on NE 6th Street, west on NE 39th Street and south on 13th Street to its present terminus. This alignment would be operated in reverse on the return trip to downtown. Revise the eastbound and westbound schedules to better represent the actual running times. Increase service to 30 minutes when financial constraints allow.

Route Statistics

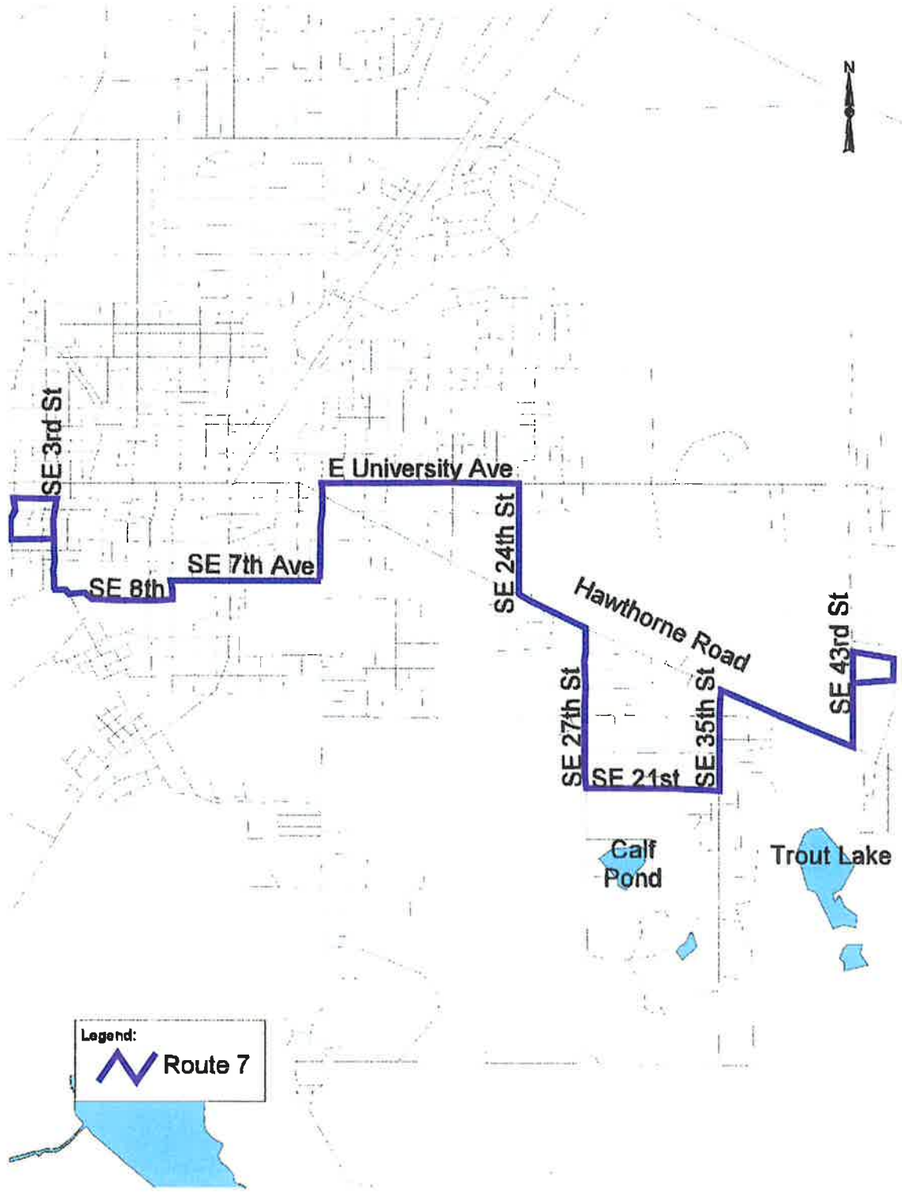
Riders	
FY 2001Annual	108,349
FY 2001 per Hour	22.7
FY 2001 per Mile	1.8
Service Headway (Minutes)	
Weekday Peak	60
Weekday Base	60
Evening	60
Saturday	60
Sunday	N/A
Service Span	
Weekday	6:30A to 8:00P
Saturday	7:00A to 6:00P
Sunday	N/A
Service Provided	
FY 2001 Hours	4,775
FY 2001 Miles	58,023
Route Length (Miles)	
Northbound	6.7
Southbound	5.5

Impact of Changes

Loss of 23 inbound and outbound boardings. Loss of RTS service north of 39th Avenue. Improves schedule reliability. Add $199,000 and 1 peak bus for 30-minute service.

Other Routes Impacted

Improved transfer connections with intersecting routes.



Route 7

Route 7
Eastwood Meadows to Downtown

Route Description

Route 7 provides service from the Downtown Gainesville Plaza Transit Center to Eastwood Meadows from 6:00 AM to 8:00 PM six days a week. Service is provided every hour on weekdays and Saturdays. Service begins an hour later and ends 2 hours earlier on Saturdays. In addition to downtown Gainesville Plaza, major destinations served include the Williams Elementary School, the Gainesville Regional Utilities, Kennedy Homes, the Alachua County Health Department, and Eastside High School.

Problem Statement

Route 7 ridership and producvtivity is among the lowest of all RTS City routes. Service operates only every 60 minutes. Despite complaints concerning delays at the Health Department, actual running times in this area appear close to scheduled running times.

Recommended Changes

Service should be improved to every 30 minutes when financial and other constraints permit.

Route Statistics

Riders	
FY 2001Annual	81,671
FY 2001 per Hour	20.0
FY 2001 per Mile	1.3
Service Headway (Minutes)	
Weekday Peak	60
Weekday Base	60
Evening	60
Saturday	60
Sunday	N/A
Service Span	
Weekday	6:00A to 8:00P
Saturday	7:00A to 6:00P
Sunday	N/A
Service Provided	
FY 2001 Hours	4,084
FY 2001 Miles	63,586
Route Length (Miles)	
Eastbound	6.6
Westbound	6.6

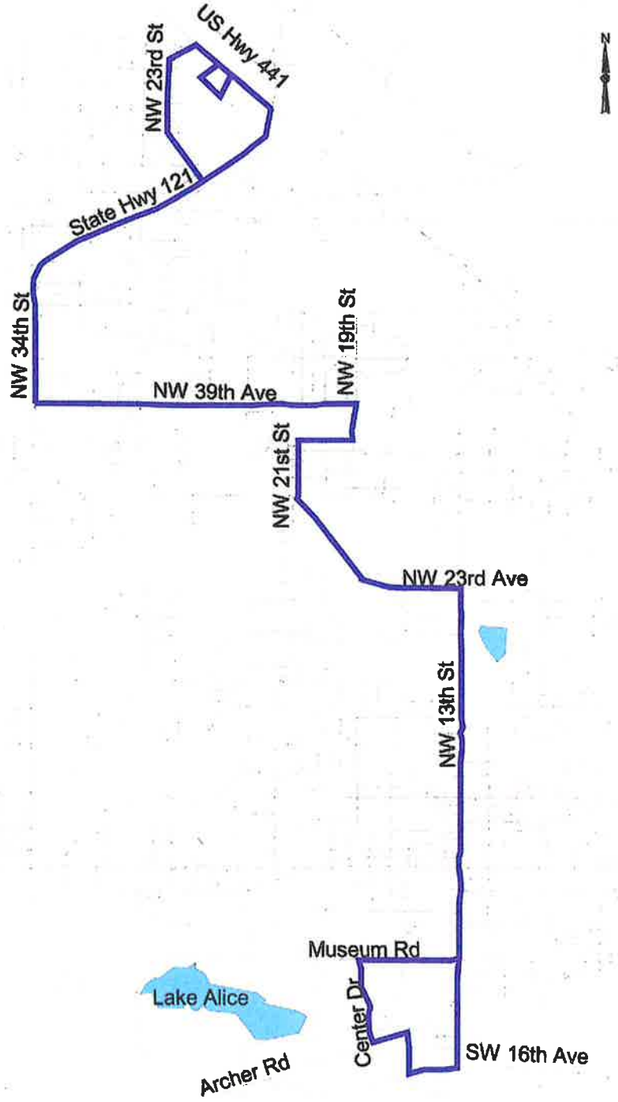
Impact of Changes

Improved quality of service and ridership. Increase in operating cost of approximately $180,000 and 1 peak bus annually.

Other Routes Impacted

Improved transfer connections with Route 11 at Eastwood Meadows and with Route 2.

Route 7
Eastwood Meadows to Downtown



Route 8

Route 8
Pine Ridge to Shands

Route Description

Route 8 provides service from Pine Ridge to Shands Center from 5:45 AM to 8:00 PM six days a week. Service is provided every 30 minutes weekdays and 60 minutes on Saturdays. Service begins 45 minutes later and ends 90 minutes earlier on Saturdays. In addition to Pine Ridge and Shands Center, major destinations served include the University of Florida campus, Gainesville High School, Hidden Lake, and Gainesville Mall.

Problem Statement

Ridership is concentrated in a few pockets. High rider activity centers around NW 23rd Avenue and 13th Street, adjacent to the UF campus along 13th Street and on the UF campus itself. Running times tend to be longer than scheduled between Pine Ridge and Capri southbound all day.

Recommended Changes

Adjust southbound schedules between Pine Ridge to reflect actual running times. No other operating modifications are recommended.

Route Statistics

Riders	
FY 2001Annual	224,373
FY 2001 per Hour	20.4
FY 2001 per Mile	1.7
Service Headway (Minutes)	
Weekday Peak	30
Weekday Base	30
Evening	30
Saturday	60
Sunday	N/A
Service Span	
Weekday	5:45A to 8:00P
Saturday	6:30A to 6:30P
Sunday	N/A
Service Provided	
FY 2001 Hours	10,976
FY 2001 Miles	132,400
Route Length (Miles)	
Northbound	8.9
Southbound	9.1

Impact of Changes

Improved schedule reliability. No cost or vehicle impacts anticipated.

Other Routes Impacted

Minimal impacts to all intersecting routes.

Route 9

Route 9
McCarty Hall to Lexington Crossing

Route Description

Route 9 provides service from McCarty Hall on the University of Florida campus to Lexington Crossing from 6:45 AM to 11:00 PM five days a week. Service is provided every 8-10 minutes from 6:45 AM to 6:20 PM and every 20 minutes from 6:20 PM to 11:00 PM on weekdays. On Saturdays, service is combined with route 12. In addition to McCarty Hall and Lexington Crossing, major destinations served include Shands Medical Center and numerous student housing developments.

Problem Statement

No passenger activity was observed between 23rd Street SW and North-South Drive along Archer Road on this otherwise heavily-traveled route. Schedules are quite tight. Three northbound trips around 10AM are heavily loaded and overcrowding conditions are frequently observed on this route.

Recommended Changes

Officially eliminate the three zones along Archer Road between 23rd Terrace and North-South Drive. This will allow the bus to merge left much sooner in preparation for the left turn at North-South Drive and may save some small running time. In the longer term, this route could be well-served with articulated coaches.

Route Statistics

Riders	
FY 2001Annual	559,726
FY 2001 per Hour	52.5
FY 2001 per Mile	4.7
Service Headway (Minutes)	
Weekday Peak	8
Weekday Base	8
Evening	20
Saturday	N/A
Sunday	N/A
Service Span	
Weekday	6:45A to 11:00P
Saturday	N/A
Sunday	N/A
Service Provided	
FY 2001 Hours	10,658
FY 2001 Miles	120,166
Route Length (Miles)	
Northbound	3.7
Southbound	3.6

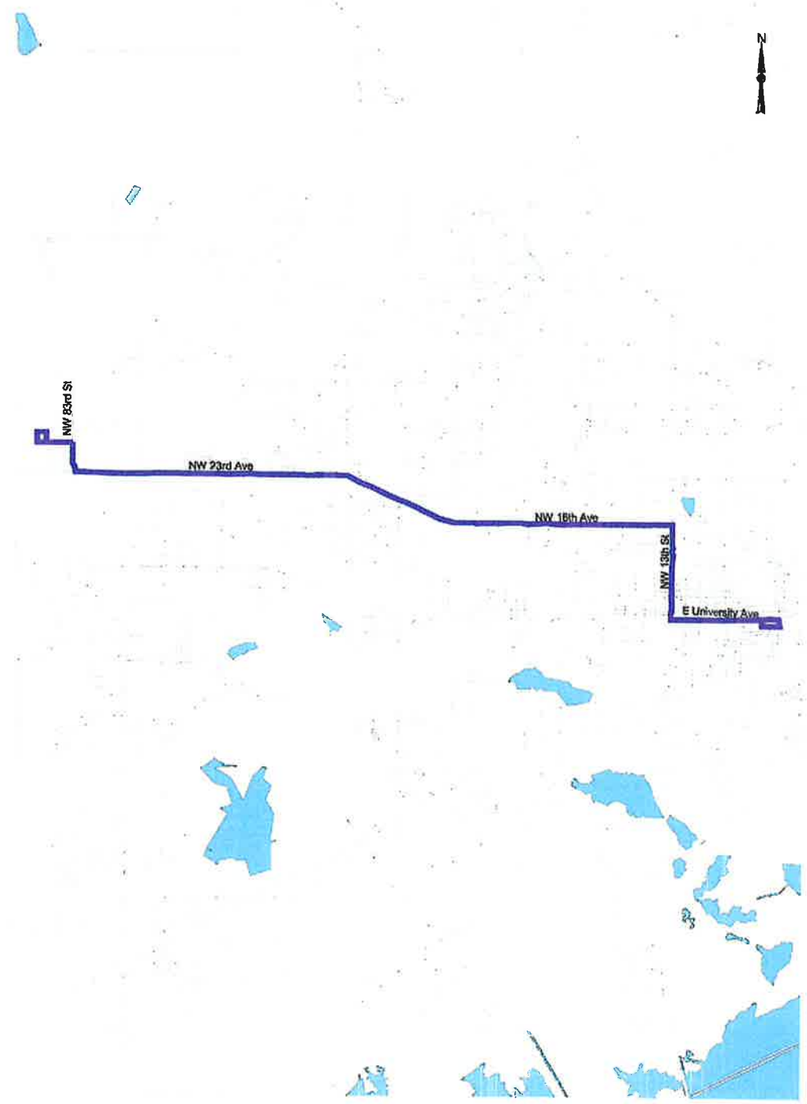
Impact of Changes

No riders impacted. Improved safety operation along portions of Archer Road. No cost or bus fleet impacts.

Other Routes Impacted

None

Route 9
McCarty Hall to Lexington Crossing



Route 10

Route 10
Santa Fe Community College to Downtown

Route Description

Route 10 provides service from the Downtown Gainesville Plaza Transit Center to Santa Fe Community College from 7:00 AM to 7:00 PM six days a week. Service is provided every hour on weekdays and on Saturdays. Service ends an hour earlier on Saturdays. In addition to downtown Gainesville Plaza and Santa Fe Community College, major destinations served include Millhopper Square, Gainesville High School, the University of Florida, Santa Fe Community College's downtown campus and Shands Medical Center at AGH.

Problem Statement

Westbound running times average about 2 minutes more than scheduled. Service operates only once per hour. Ridership is extremely light west of 13th Street.

Recommended Changes

Heavily market services to Santa Fe Community College students. Improve schedule frequency to 30 minutes when financial constraints allow. Add two minutes to schedule in the westbound direction. Add one minute scheduled running time eastbound along 13th Street and decrease scheduled running time by one minute between 13th Street and the downtown Plaza.

Route Statistics

Riders

FY 2001Annual	100,653
FY 2001 per Hour	28.2
FY 2001 per Mile	1.7

Service Headway (Minutes)

Weekday Peak	60
Weekday Base	60
Evening	60
Saturday	60
Sunday	N/A

Service Span

Weekday	7:00A to 7:00P
Saturday	7:00A to 6:00P
Sunday	N/A

Service Provided

FY 2001 Hours	3,572
FY 2001 Miles	60,053

Route Length (Miles)

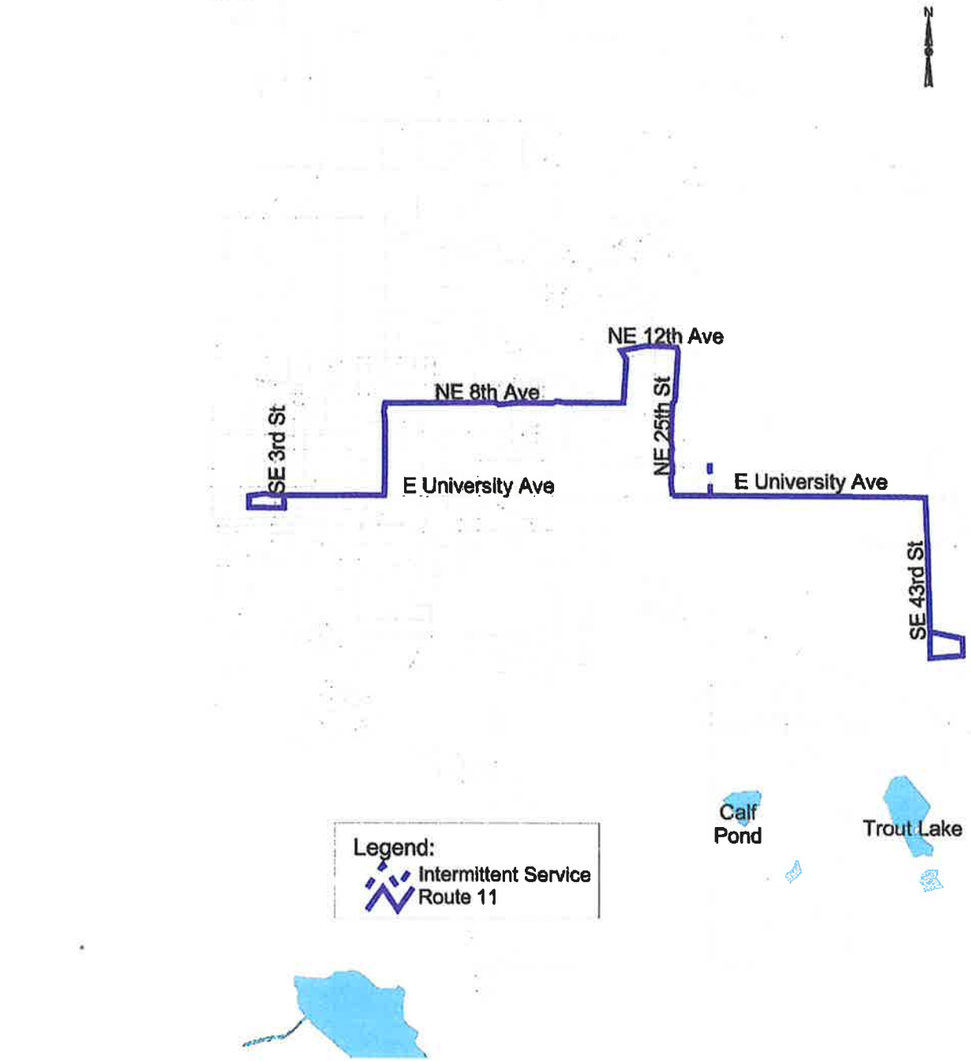
Eastbound	8.2
Westbound	8.1

Impact of Changes

Improved ridership and schedule reliability. Add $165,000 and 1 peak bus for 30-minute service.

Other Routes Impacted

None



Route 11

Route 11
Eastwood Meadows to Downtown

Route Description

Route 11 provides service from the Downtown Gainesville Plaza Transit Center to Eastwood Meadows from 6:30 AM to 8:00 PM, operating six days a week. Service is provided every hour on weekdays and Saturdays. Service begins an hour later and ends 90 minutes earlier on Saturdays. In addition to downtown Gainesville Plaza and Eastwood Meadows, major destinations served include Citizens Park, Duval Elementary, Loften High School, the Morningside Nature Center, Lake Forest Elementary, and Eastside High School.

Problem Statement

Route 11 provides service only every 60 minutes. Ridership is in the lower range of RTS routes, ranking 15th in total riders, 12th in riders per mile and 18th (last) in riders per hour. Actual running time is significantly below scheduled running times in both directions.

Recommended Changes

Service should be increased to 30-minute headways when financial constraints allow. Schedules should be adjusted to reflect actual running times. Operate service into Loftin High School only on early morning and late afternoon trips where an average of three or more riders get on or off.

Route Statistics

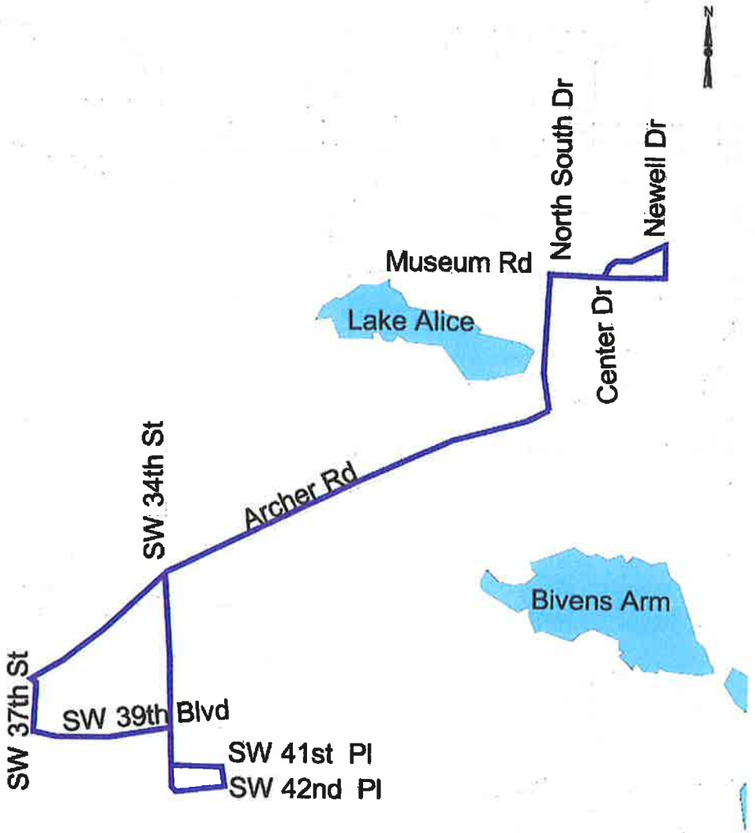
Riders	
FY 2001Annual	94,771
FY 2001 per Hour	19.8
FY 2001 per Mile	1.7
Service Headway (Minutes)	
Weekday Peak	60
Weekday Base	60
Evening	60
Saturday	60
Sunday	N/A
Service Span	
Weekday	6:30A to 8:00P
Saturday	7:30A to 6:30P
Sunday	N/A
Service Provided	
FY 2001 Hours	4,776
FY 2001 Miles	56,044
Route Length (Miles)	
Eastbound	5.4
Westbound	6.1

Impact of Changes

Improved travel times, quality of service and ridership. Increase in annual operating cost of approximately $190,000 annually and 1 peak bus for 30-minute service.

Other Routes Impacted

Improved transfers with route 7.



Route 12

Route 12
Campus Club to McCarty Hall

Route Description

Route 12 provides service from the Campus Club to McCarty Hall from 6:30 AM to 11:00 PM, and operates six days a week. Service is provided every 11-15 minutes from 6:45 AM to 6:10 PM and every 20 minutes from 6:10 PM to 11:00 PM on weekdays and every 45 minutes on Saturdays. Service is combined with route 9 and begins at 7:00 AM and ends at 6:30 PM on Saturdays. In addition to Campus Club, major destinations served include numerous student housing developments, the University of Florida Campus, Butler Plaza, and Shands Medical Center.

Problem Statement

Westbound running time on many afternoon trips significantly exceeds scheduled running time. No passenger activity was observed between 23rd Street SW and North-south Drive along Archer Road on this otherwise heavily-traveled route. Overcapacity conditions are frequently observed on Route 12.

Recommended Changes

Officially eliminate the three zones along Archer Road between 23rd Terrace and North-South Drive. This will allow the bus to merge left much sooner in preparation for the left turn at North-South Drive and may save some small running time. In the longer term, this route could be well-served with articulated coaches as ridership continues to grow.

Route Statistics

Riders

FY 2001Annual	390,868
FY 2001 per Hour	43.1
FY 2001 per Mile	3.9

Service Headway (Minutes)

Weekday Peak	11
Weekday Base	11
Evening	20
Saturday	45
Sunday	N/A

Service Span

Weekday	6:38A to 11:00P
Saturday	7:00A to 6:30P
Sunday	N/A

Service Provided

FY 2001 Hours	9,072
FY 2001 Miles	99,311

Route Length (Miles)

Eastbound	4.7
Westbound	3.2

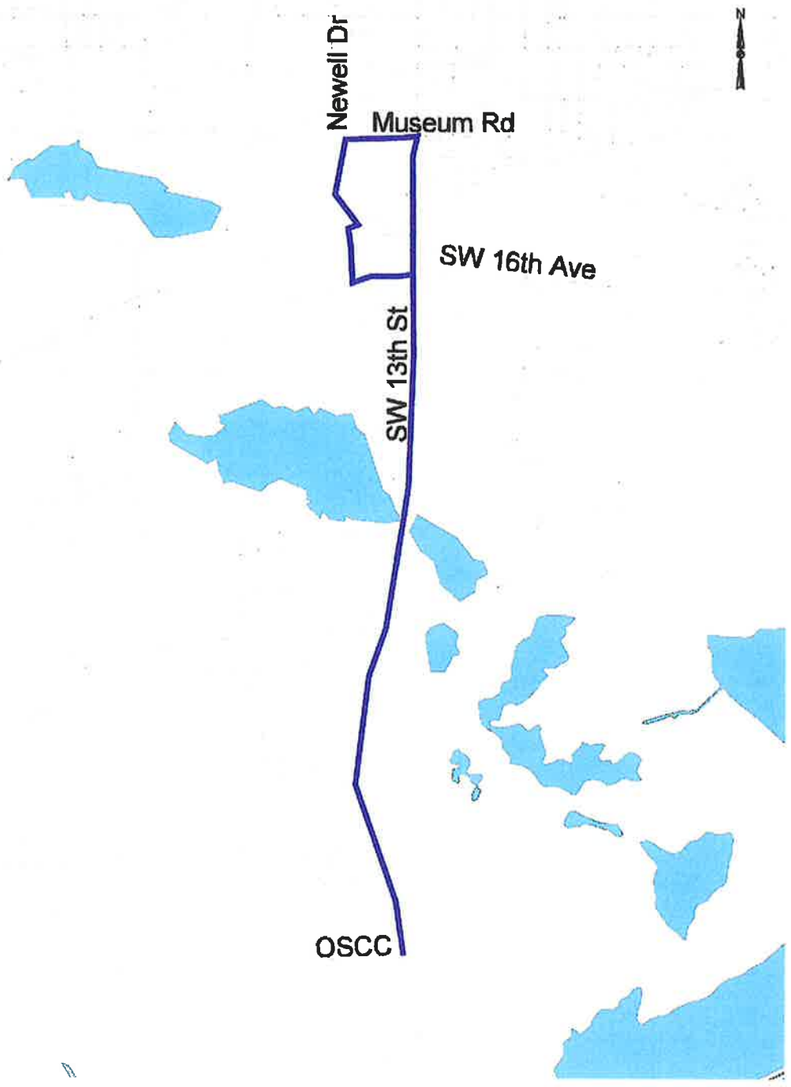
Impact of Changes

No riders impacted. Improved safety operation along portions of Archer Road. No cost or fleet impacts.

Other Routes Impacted

None

Route 12
Campus Club to McCarty Hall



Route 13

Route 13
One Stop Career Center to Newell Dr./Museum Rd.

Route Description

Route 13 provides service from the one-stop career center to Newell Drive/Museum Road from 6:30 AM to 11:00 PM, operating six days a week. Service is provided every 15 minutes from 6:30 AM to 5:40 PM and every 30 minutes from 5:40 PM to 11:00 PM on weekdays and every hour on Saturdays. Service is combined with route 16 and begins 15 minutes later and ends at 6:15 PM on Saturdays. In addition to the Alachua County One-Stop Career Center, major destinations served include the Shands Center, the VA Hospital, Ronald McDonald House, City College, P.K. Yonge High School and the Gainesville Sun offices.

Problem Statement

Actual southbound running times slightly exceed scheduled running times. Conversely, actual northbound running times are slightly shorter than scheduled times.

Recommended Changes

Monitor scheduled running times to ensure that schedules accurately reflect actual operations. No other recommendations are made at this time.

Route Statistics

Riders

FY 2001Annual	289,140
FY 2001 per Hour	49.9
FY 2001 per Mile	4.3

Service Headway (Minutes)

Weekday Peak	15
Weekday Base	15
Evening	30
Saturday	60
Sunday	N/A

Service Span

Weekday	6:28A to 11:00P
Saturday	6:45A to 6:15P
Sunday	N/A

Service Provided

FY 2001 Hours	5,794
FY 2001 Miles	66,852

Route Length (Miles)

Northbound	3.0
Southbound	2.9

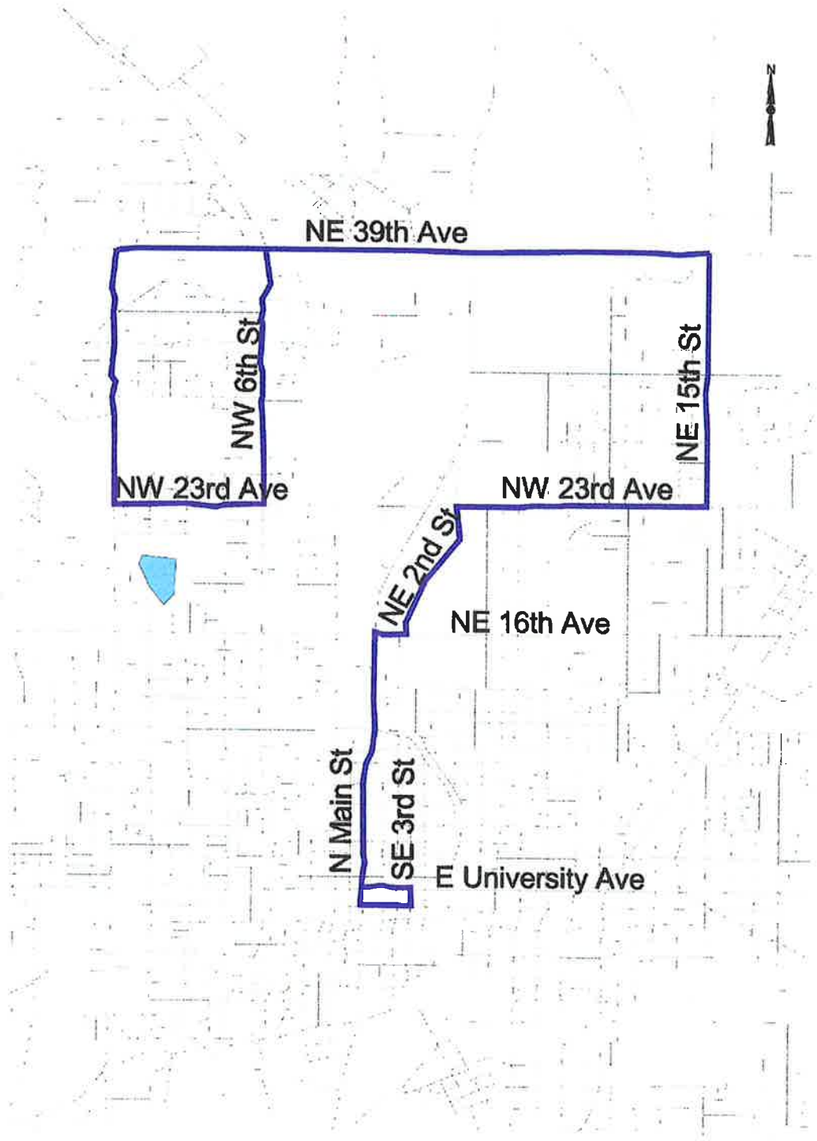
Impact of Changes

Improved schedule reliability. No cost or vehicle impacts.

Other Routes Impacted

None

Route 13
One Stop Career Center to Newell Dr. / Museum Rd.



Route 15

Route 15
NW 23rd Ave./NW 6th St. to Downtown

Route Description

Route 15 provides service from the Downtown Plaza Transit Center to NW 23rd Avenue/NW 6th Street from 6:30 AM to 11:00 PM, and operates six days a week. Service is provided every 30 minutes from 6:30 AM to 11:00 AM and 2:00 PM to 6:30 PM on weekdays and every hour all other times on weekdays and Saturdays. In addition to Downtown Plaza Transit Center, major destinations served include the Santa Fe Community College downtown campus, Family services, Northeast Park, Smokey Bear Park, Gainesville High School, Stephen Foster Elementary, Sam's Club/Wal-Mart, Gainesville High School and Gainesville Mall.

Problem Statement

Route 15 ridership is in the lower half of RTS routes, ranking 12th in total riders, 14th in riders per mile and 11th in riders per hour.

Recommended Changes

Increase marketing of this route. No specific alignment or schedule modifications are recommended.

Route Statistics

Riders	
FY 2001Annual	113,265
FY 2001 per Hour	24.4
FY 2001 per Mile	1.6
Service Headway (Minutes)	
Weekday Peak	30
Weekday Base	60
Evening	60
Saturday	60
Sunday	N/A
Service Span	
Weekday	6:30A to 11:00P
Saturday	7:00A to 6:00P
Sunday	N/A
Service Provided	
FY 2001 Hours	4,639
FY 2001 Miles	68,749
Route Length (Miles)	
Northbound	6.2
Southbound	7.1

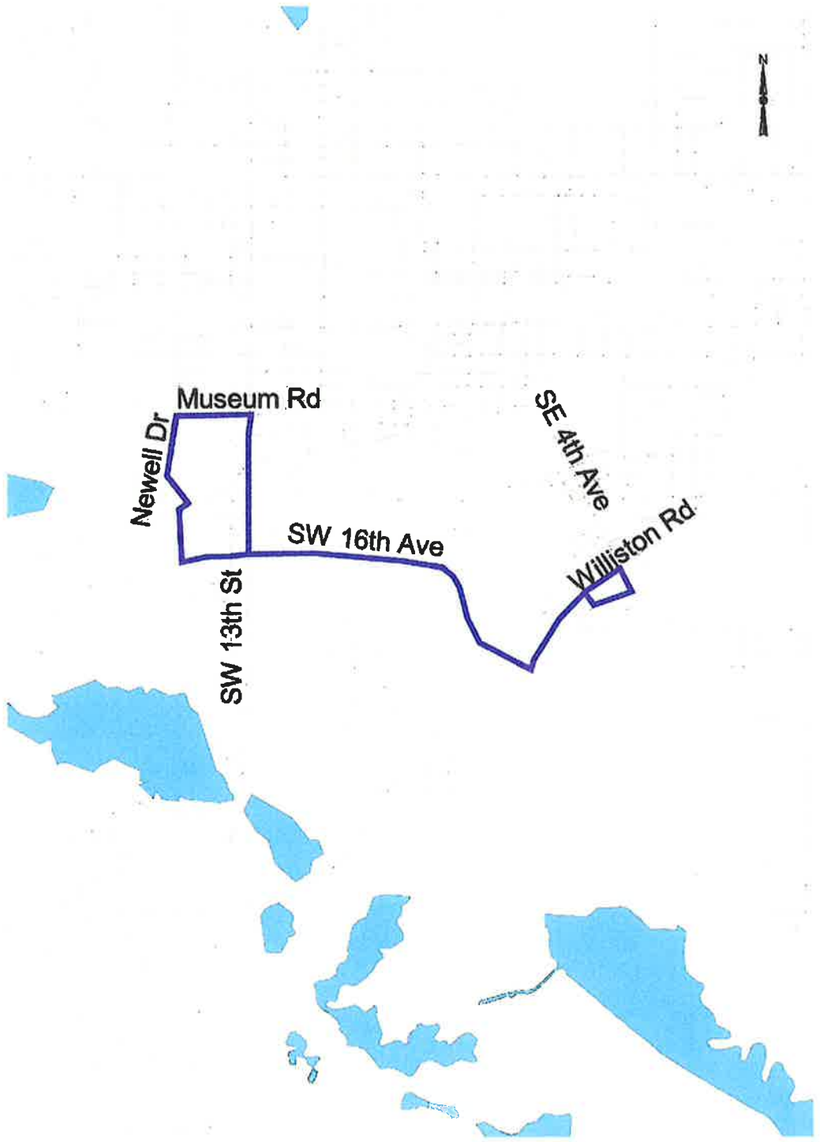
Impact of Changes

Improved ridership. No operating cost or vehicle impacts.

Other Routes Impacted

None

Route 15
NW 23rd Ave./NW 6th St. to Downtown



Route 16

Route 16
Sugar Hill to Museum Rd./Newell Dr.

Route Description

Route 16 provides service from the University of Florida to Sugar Hill from 6:29 AM to 11:00 PM six days a week. Service is provided every 10 minutes from 7:10 AM to 10:30 AM, every 15 minutes from 10:30 AM to 2:45 PM, every 10 minutes from 2:45 PM to 6:45 PM, and every 30 minutes all other times on weekdays and every hour on Saturdays. Service is combined with route 13 and begins 45 minutes later and ends at 6:45 PM on Saturdays. In addition to the UF and Sugar Hill, major destinations served include Shands Medical Center and the VA Hospital. Ridership per hour is the highest of any RTS route, while total ridership ranks 5th.

Problem Statement

Westbound running times average less than 13 minutes, generally less than the scheduled 16 minutes. Conversely, eastbound travel times average more than 14 minutes, about three minutes above the scheduled 11 minutes.

Recommended Changes

Revise scheduled running times to more closdely match actual running times. No other alignment or schedule modification is recommended.

Route Statistics

Riders	
FY 2001Annual	360,143
FY 2001 per Hour	57.4
FY 2001 per Mile	5.5
Service Headway (Minutes)	
Weekday Peak	10
Weekday Base	15
Evening	30
Saturday	60
Sunday	N/A
Service Span	
Weekday	6:29A to 11:00P
Saturday	7:15A to 6:45P
Sunday	N/A
Service Provided	
FY 2001 Hours	6,270
FY 2001 Miles	66,001
Route Length (Miles)	
Eastbound	3.0
Westbound	2.0

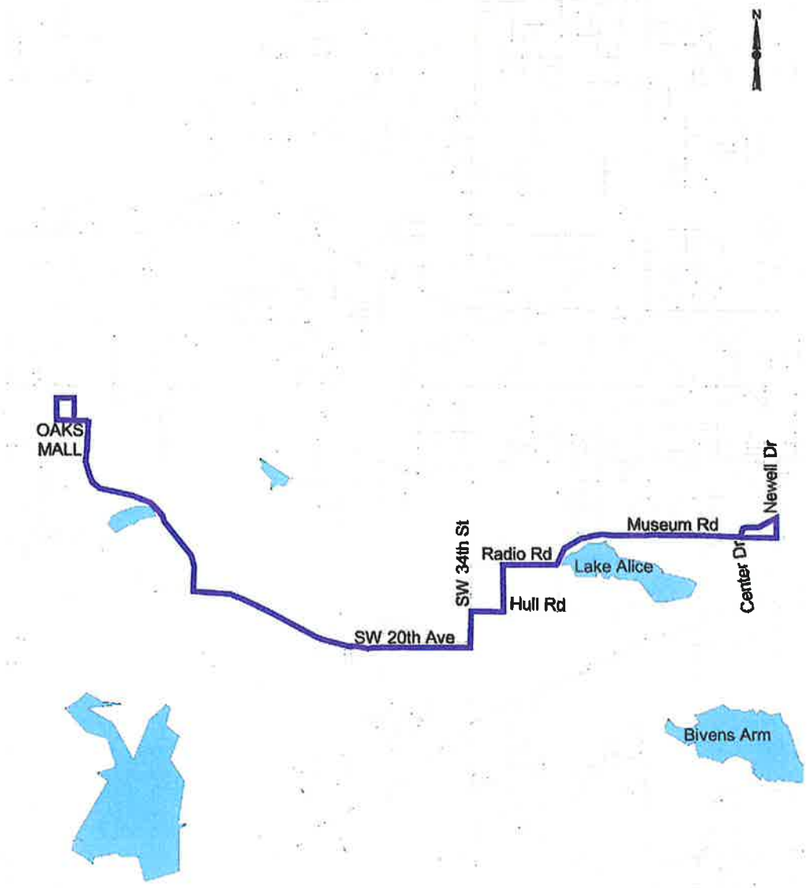
Impact of Changes

Improved schedule reliability. No cost or vehicle impacts identified.

Other Routes Impacted

None

Route 16
Sugar Hill to Museum Rd./Newell Dr.



Route 20

Route 20
Oaks Mall to McCarty Hall

Route Description

Route 20 provides service from the Oaks Mall to McCarty Hall from 6:00 AM to 11:00 PM six days a week. Service is provided every 12-15 minutes from 6:30 AM to 6:30 PM and every 30 minutes all other times on weekdays and Saturdays. Service begins an hour later and ends at 7:00 PM on Saturdays. In addition to the Oaks Mall and the University of Floridal, major destinations served include the North Florida Regional Medical Center, numerous student residence complexes, the Harn Museum, and University of Florida Family Housing.

Problem Statement

Eastbound running times tend to exceed scheduled running time by about 2 minutes per trip. Westbound trips tend to match the scheduled running time. The resulting round trip running time of approximately 58 minutes on this heavily-traveled route makes for a very tight schedule. Passups have also been reported on this route.

Recommended Changes

The schedule on this route is becoming much too tight, resulting in late operation and overcrowding on some trips. Add scheduled running time to improve schedule reliability and add safety net for late operation. Add extra bus into weekday schedule between 9 AM and 6 PM.

Route Statistics

Riders

FY 2001Annual	538,207
FY 2001 per Hour	42.8
FY 2001 per Mile	3.2

Service Headway (Minutes)

Weekday Peak	12
Weekday Base	12
Evening	30
Saturday	30
Sunday	N/A

Service Span

Weekday	6:00A to 11:00P
Saturday	7:00A to 7:00P
Sunday	N/A

Service Provided

FY 2001 Hours	12,584
FY 2001 Miles	168,729

Route Length (Miles)

Eastbound	6.1
Westbound	5.7

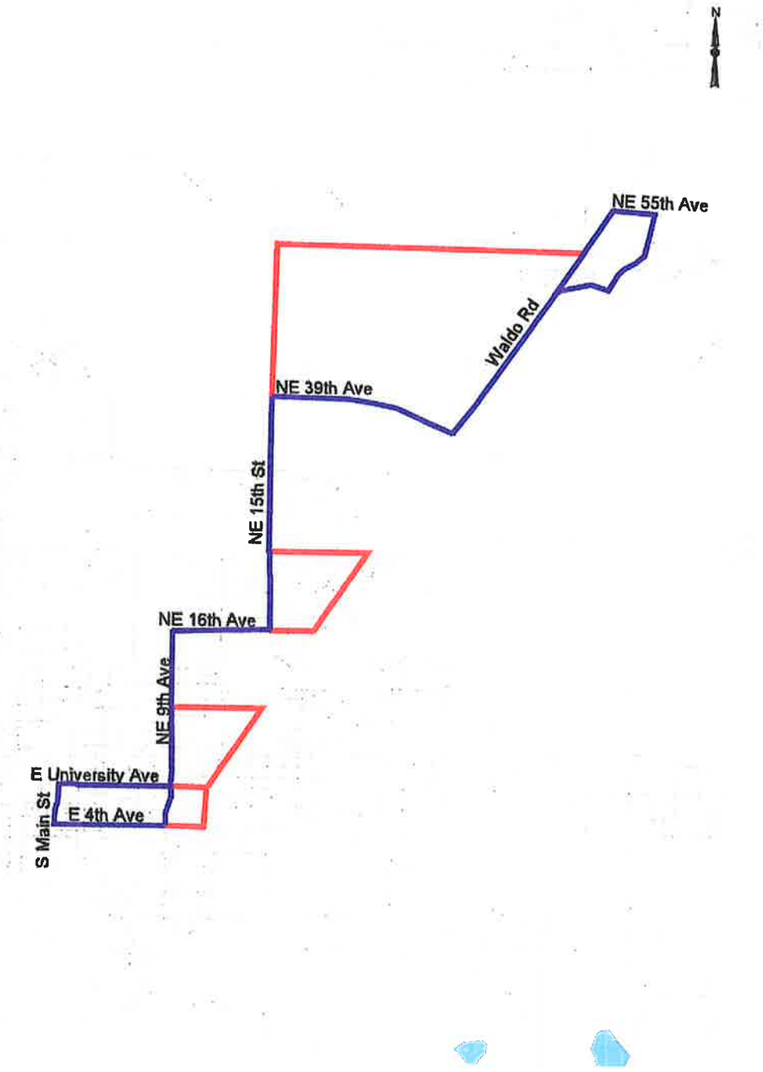
Impact of Changes

Improved schedule reliability. Add 1 bus, $145,000 annual operating cost.

Other Routes Impacted

None

Route 20
Oaks Mall to McCarty Hall



Route 24

Route 24
Job Corps to Downtown

Route Description

Route 24 provides service from the Downtown Gainesville Plaza Transit Center to Job Corps from 6:00 AM to 7:00 PM, operating six days a week. Service is provided every hour on weekdays and Saturdays. Service begins an hour later and ends an hour earlier on Saturdays. In addition to downtown Gainesville Plaza and Job Corps, major destinations served include the Health Center, Citizens Park, Northeast Park, Smokey Bear Park, Alachua/Bradford Career Center, Rawlings Elementary, Family Services, Alachua County Fairgrounds, Gainesville Regional Airport and the Airport Industrial Park.

Problem Statement

Route 24 operates an extremely circuitous alignment with headways of 60 minutes. Ridership is among the lowest of all RTS routes. The bulk of Route 24 ridership occurs at 5 bus stops, with very little activity elsewhere. Scheduled runtime of 58 minutes very tight.

Recommended Changes

Improve service to 30 minutes when financial constraints permit. Modify route alignment to eliminate service along Waldo Road between University Avenue and NE 8th Avenue and between NE 16th Avenue and NE 23rd Avenue. Operate from Job Corps via Waldo Road in both directions.

Route Statistics

Riders

FY 2001Annual	86,292
FY 2001 per Hour	22.5
FY 2001 per Mile	1.3

Service Headway (Minutes)

Weekday Peak	60
Weekday Base	60
Evening	60
Saturday	60
Sunday	N/A

Service Span

Weekday	6:00A to 7:00P
Saturday	7:00A to 6:00P
Sunday	N/A

Service Provided

FY 2001 Hours	3,833
FY 2001 Miles	64,970

Route Length (Miles)

Northbound	9.0
Southbound	8.7

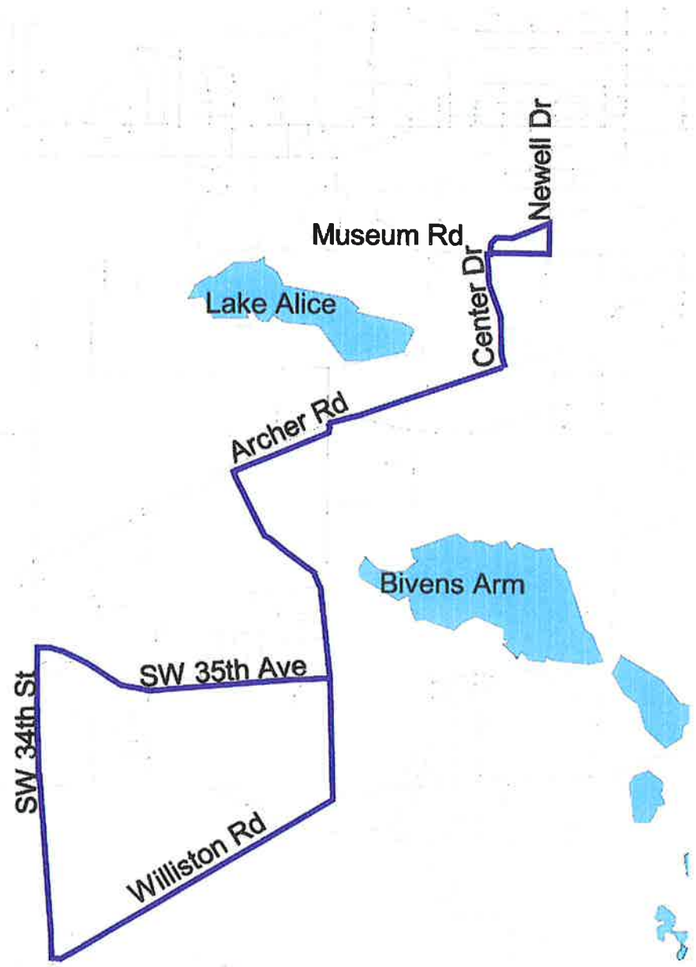
Impact of Changes

Improve ridership, travel time and schedule reliability. Eliminate 29 boardings per day on discontinued segment. Add 1 bus and $170,000 annual cost.

Other Routes Impacted

None

Route 24
Job Corps to Downtown



Route 35

Route 35
Homestead Apartments to McCarty Hall

Route Description

Route 35 provides service from McCarty Hall to the Homestead Apartments from 6:30 AM to 11:10 PM five days a week. Service is provided every 11-15 minutes from 6:30 AM to 6:30 PM and every 22-25 minutes from 6:30 PM to 11:00 PM on weekdays. No Saturday service is provided. Major destinations served include the University of Florida Campus, numerous student housing developments and Shands Center.

Problem Statement

Minimal passenger activity was observed between 23rd Street SW and Center Drive along Archer Road on this otherwise heavily-traveled route. Overcapacity operation is a frequent occurrence on Route 35. Travel times gradually lengthen on trips into campus in the afternoon.

Recommended Changes

Officially eliminate the three zones along Archer Road between 23rd Terrace and Center Drive. This will allow the bus to merge left in preparation for the left turn much sooner and may save some small running time. In the longer term, this route could be well-served with articulated coaches as ridership continues to grow. Continue to monitor schedules to ensure they reflect actual operating conditions.

Route Statistics

Riders

FY 2001Annual	317,817
FY 2001 per Hour	45.3
FY 2001 per Mile	3.6

Service Headway (Minutes)

Weekday Peak	11
Weekday Base	11
Evening	22
Saturday	N/A
Sunday	N/A

Service Span

Weekday	6:30A to 11:10P
Saturday	N/A
Sunday	N/A

Service Provided

FY 2001 Hours	7,015
FY 2001 Miles	89,377

Route Length (Miles)

Northbound	3.9
Southbound	5.4

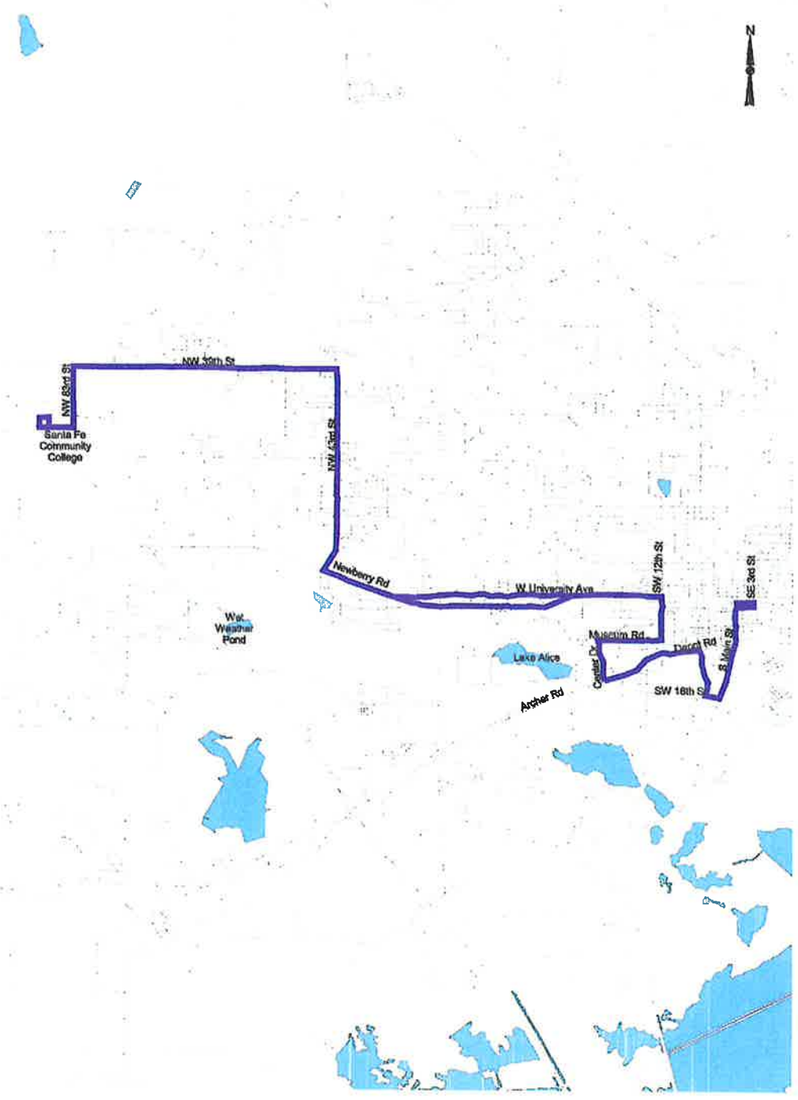
Impact of Changes

Very few riders impacted. Improved safety operation along portions of Archer Road. No operating cost or bus fleet impacts.

Other Routes Impacted

None

**Route 35
Homestead Apartments to
McCarty Hall**



Route 43

Route 43
Santa Fe Community College to Downtown

Route Description

Route 43 provides service hourly from Santa Fe Community College to Downtown Gainesville Plaza Transit Center from 6:00 AM to 7:00 PM five days a week. In addition to Santa Fe Community College and Downtown Gainesville Plaza, major destinations served include the Huntington Lakes, Millhopper Square, Royal Park Plaza, the University of Florida, Shands Medical Center, the VA Hospital, P.K. Yonge High School and South Main Street.

Problem Statement

Ridership on Route 43 lags near the middle of the RTS City routes. Activity is focused on four segments of the route, is very light elsewhere. Service is provided only hourly.

Recommended Changes

Increase marketing of Route 43 to Santa Fe Community College students. SFCC ridership is better than on Route 10 but still lags. No additional alignment or schedule changes are recommended at this time. Improve service frequency to every thirty minutes when fiscal constraints permit.

Route Statistics

Riders	
FY 2001Annual	158,975
FY 2001 per Hour	25.4
FY 2001 per Mile	1.9
Service Headway (Minutes)	
Weekday Peak	60
Weekday Base	60
Evening	60
Saturday	N/A
Sunday	N/A
Service Span	
Weekday	6:00A to 7:00P
Saturday	N/A
Sunday	N/A
Service Provided	
FY 2001 Hours	6,262
FY 2001 Miles	84,106
Route Length (Miles)	
Eastbound	13.1
Westbound	12.9

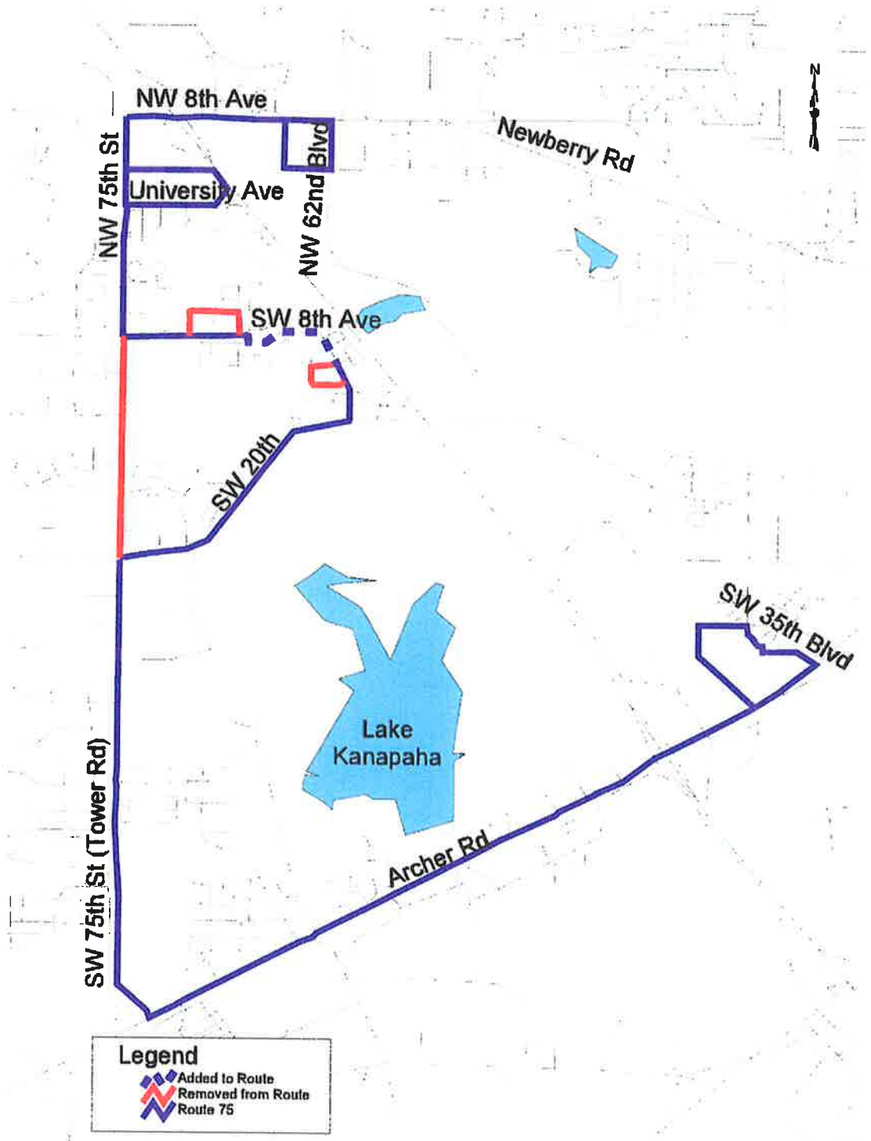
Impact of Changes

Improved ridership. Add two buses and approximately $270,000 annual operating cost for 30-minute service.

Other Routes Impacted

Improved transfer connections with routes 5 and 10.

Route 43
Santa Fe Community College to Downtown



Route 75

Route 75
Oaks Mall to Butler Plaza

Route Description

Route 75 provides service from the Oaks Mall to Butler Plaza from 6:00 AM to 8:15 PM six days a week. Service is provided every 30 minutes from 6:00 AM to 11:12 AM and from 2:15 PM to 6:42 PM on weekdays and every 90 minutes all other times on weekdays and Saturdays. Service begins 45 minutes later and ends 90 minutes earlier on Saturdays. In addition to the Oaks Mall and Butler Plaza, major destinations served include the North Florida Regional Medical Center, Tower Center, Tower Road Branch Library and Veterans' Memorial Park.

Problem Statement

The discontinuity in the route alignment between Linton Oaks and Cedar Ridge causes a significant back tracking, increasing travel times. Ridership along SW 75th Street between 8th Avenue SW and 24th Avenue SW is nearly zero. Service operates at 90-minute intervals middays and Saturdays.

Recommended Changes

Work with Alachua County to identify a means to re-open the connection between Linton Oaks and Cedar Ridge. Improve service to 30 minutes during all time periods.

Route Statistics

Riders

FY 2001Annual	229,513
FY 2001 per Hour	20.0
FY 2001 per Mile	1.1

Service Headway (Minutes)

Weekday Peak	30
Weekday Base	90
Evening	30
Saturday	90
Sunday	N/A

Service Span

Weekday	6:00A to 8:15P
Saturday	6:45A to 6:45P
Sunday	N/A

Service Provided

FY 2001 Hours	11,490
FY 2001 Miles	201,840

Route Length (Miles)

Northbound	13.8
Southbound	13.3

Impact of Changes

Reduce travel times, improve quality of service and ridership. Increase annual cost by $160,000. No vehicle impacts.

Other Routes Impacted

Improve transfer connections with routes 1, 5 and 20.

Route 75
Oaks Mall to Butler Plaza

4.2 Mid-Range Service Additions

In addition to the specific short-term changes described in Section 4.1, it is recommended that the RTS consider the following service additions, designed to provide additional system connectivity in the western region of the RTS service area.

4.2.1 Santa Fe Community College to the Oaks Mall

One of the major shortcomings identified in the existing RTS network is a lack of north-south connectivity in the western region of the Urban Growth Area. A relatively inexpensive means of improving this connectivity is the implementation of a route between Santa Fe Community College, already a destination of routes 10 and 43 which serve a wide area of western Gainesville, and the Oaks Mall, a destination of Routes 5, 20 and 75.

This short route segment could add a significant connection between the northwestern and southwestern portions of the RTS service area. This connection could be provided in a number of ways:

- Extending Route 5 from its present terminus at the Oaks Mall up to SFCC by way of Fort Clarke Boulevard and NW 23rd Avenue,
- Extending Route 20 from its present terminus at the Oaks Mall up to SFCC by way of Fort Clarke Boulevard and NW 23rd Avenue,
- Extending Route 75 from its present terminus at the Oaks Mall up to SFCC by way of Fort Clarke Boulevard and NW 23rd Avenue,
- Extending Route 43 from its present terminus at SFCC down to the Oaks Mall by way of Fort Clarke Boulevard and Newberry Road,
- Extending Route 10 from its present terminus at SFCC down to the Oaks Mall by way of Fort Clarke Boulevard and Newberry Road, or
- Creating a separate route to operate between SFCC and the Oaks Mall via 23rd Avenue, Fort Clarke Boulevard and Newberry Road.

It is recommended that the RTS investigate the potential for this important service connection, using alternative #4 or #5 for the following reasons:

1. Routes 5 and 20 already have heavy passenger loads on some trips and some schedule adherence problems. Adding additional mileage to their alignments would probably exacerbate these conditions.

2. Extending Route 75 would create a significant backtracking from its primary alignment, unnecessarily adding additional travel time.

3. The remoteness of this area from the main RTS Maintenance and Operations facility makes the operation of a separate route an expensive alternative, given the long deadhead time and distance required to begin and end service.

Routes 10 and 43 already exhibit somewhat disappointing ridership and productivities. By adding a significant additional destination to one of these routes, ridership could be enhanced while still providing a necessary north-south connection.

Since SFCC has previously indicated an interest in this type of connection, an agreement with the college to share the financial burden of this route may be possible.

4.2.2 Butler Plaza to Oaks Mall

There is also a need for a direct connection between the Butler Plaza area along Archer Road and the Oaks Mall. Although Route 75 currently provides this connection, the alignment is not direct and is designed primarily for access to residential subdivisions and not as a primary network connection between these two important nodes.

The major obstacle to this connection is the lack of suitable roadway connections between the two areas. The only currently available paths are:

- SW 34th Street and University Avenue, currently served in part by Route 5,
- SW 34th Street and SW 20th Avenue/SW 62nd Boulevard, currently served in part by Route 20, or
- SW 43rd Street, SW 20th Avenue and SW 62nd Boulevard, served in part by Route 20.

There is a fourth alternative that is not currently available. Plans have been discussed, to take place at least 4 or 5 years in the future, to punch through an extension to SW 35th Boulevard through property currently occupied by a mobile home park, to connect with 20th Avenue. This would make a much more centrally located connection than the 34th Street or 43rd Street alignments. This connection could then be interlined with the Oaks Mall/SFCC connection described in section 5.1 to provide a true north-south connection in the western portion of the RTS service area, serving a number of transit destinations.

4.3 Capital Facilities

The need for a number of capital investments has been identified to support the operations of the RTS over the next few years. These range in scope from a new Maintenance/Operations facility to additional passenger shelters. The capital facility needs of the RTS are briefly described in the following section.

4.3.1 Maintenance/Operations Facility

The constraints upon future RTS operations posed by the limited maintenance capacity of the system are discussed in Section 4.4. The satisfactory resolution of the maintenance capacity constraints lies in the development of a new/expanded maintenance and operations facility.

In addition to the maintenance constraints discussed in Section 4.4, there also exists a significant limitation to operations office space at the present RTS headquarters facility

on SW 10th Avenue in Gainesville. Overflow staff are currently housed in a trailer located at the eastern end of the RTS parking lot. In addition to the constrained office space, employee parking is also severely limited at the existing facility.

It is recommended that the RTS begin the process of identifying suitable funding for the construction/lease of an expanded facility. The new facility should have a storage capacity of a minimum of 125 buses and twenty paratransit vans as well as support vehicles.

The new facility should include space for major maintenance operations, including engine and transmission rebuilds, a paint shop and expanded parts storage. Since the process of developing an expanded maintenance facility can take a minimum of two to three years, efforts should begin immediately to address this issue.

4.3.2 Major Transit Centers

Three major transit center sites have been identified within the RTS service area for enhanced development. Each of these sites is discussed in the flowing sub-sections.

4.3.2.1 Downtown Gainesville

The existing location at the downtown Plaza is inadequate to continue as the primary transfer location in the downtown area, facilitating timed transfers between routes as at present. Several options have been identified to address this issue:

- Eliminate the timed transfer operation at the existing location for all routes with service headways (duration between trips) of less than 31 minutes. Routes with 45 or 60-minute service would continue to maintain their scheduled pulse at the Plaza. All others would no longer wait at the plaza except for the immediate boarding and unloading of passengers.
- Expand the Plaza bus loading area to include the west side of the square, currently providing limited parking. This approach seems unlikely to gain the support of the City and increases the capacity of the existing facility only marginally.
- Split the pulsed transfer operations, with half the routes meeting at 15 and 45 minutes after the hour, with the rest meeting on the hour and half-hour.
- Move the primary transfer location from the Plaza location to another larger facility elsewhere. Three separate locations have been discussed on South Main Street for the development of a multi-modal transit center.

It is recommended that the last approach be pursued in an effort to address limitations of the existing site. The three potential transit centers sites include:

- The northwest quadrant of the intersection of South Main Street and Depot Avenue. There is an existing business operating on portions of the site, with the remainder available for redevelopment, including two unused buildings.

- The block immediately to the south of the new Alachua County Criminal Courthouse facility, under construction along the west side of South Main Street between 2nd and 4th Avenues SW. This parcel is currently used for parking and is officially reserved for future courthouse expansion.
- A parcel fronting on the east side of South Main Street between 5th and 6th Avenues SE.

Although these locations are not as central to downtown Gainesville as the existing Plaza site, many routes will continue to serve the downtown core, which will continue to serve as a significant transit destination in the RTS system. However, the facilitation of route-to-route transfers need not take place in the downtown area.

It is planned that RTS develop a new transit center facility jointly with the Greyhound Corporation, which would share use of the facility for its Gainesville depot.

To some extent, recently improved service headways on many of the RTS routes have reduced the need for pulsed (timed) transfers at the central transfer location. However, several routes, notably those serving the eastern portion of the City, still operate with service headways in excess of a half-hour. To minimize transfer wait times, pulsed transfer operations need to continue on these routes. Routes with shorter headways need not necessarily participate in future pulsed transfer operations.

As an interim operation, it is recommended to implement this latter approach, eliminating bus layovers and timed transfers for all routes with service headways of less than 31 minutes. This should reduce congestion in the Plaza area at pulsed transfer times and permit the continued use of the existing facility until a larger permanent facility can be developed at another location.

4.3.2.2 University of Florida

The existing hub of City routes on the University of Florida campus at McCarty hall has already surpassed its design capacity. Although lengthy waits for transfers at this site are not a feature of RTS operations, many of the routes serving this location have very high frequency of service (some as frequent as every 7 or 8 minutes). The resultant crush of buses, passengers and general traffic at this location creates significant congestion and delay.

4.3.2.2.1 Center Drive and Museum Road (McCarty Hall loop)

Some routes serving this area do not currently use the hub zone at present, but pass by on Museum Road. It is recommended that in the short-term, only bus routes terminating at this site use the McCarty Hall loop and the shelter zone. Additional zones with a sheltered waiting area should be developed on Museum Drive and/or Center Drive at this intersection, for use by all other City routes passing through the UF campus.

Schedule delays are inevitable in the heavy traffic congestion attendant at this intersection. However, minimized operation through the McCarty Hall loop should assist in improving schedule adherence in this area.

It has also been suggested that the existing surface parking lot across Newell Drive from Rawlings Hall, and adjacent to McCarty Hall might be converted to a parking structure in the future. If this should take place, it is recommended to eliminate all parking on McCarty Drive between this new structure and Museum Road in order to improve transit circulation through the loop.

4.3.2.2.2 North-South Drive and Mowry Road

There also appears to be a potential for development of an additional campus transfer center across North-South Drive from the Traffic and Parking offices, just north of Mowry Road to serve as a transfer hub for the southeast campus area and the medical center complex.

4.3.2.2.3 Park and Ride Parking Lot

The park and ride lot adjacent to the Harn Museum on Hull Road across from Bledsoe Drive can also serve as a minor hub for services to the southwest area of the campus. Since this location is quite remote from the main campus, it is not likely that this will generate significant transferring volumes compared to the other suggested sites. However, the cost of developing a minor transfer center in this under-utilized parking area should be minimal.

4.3.2.2.4 The Hub

In the short term, the Hub should remain the primary transfer center for the campus shuttle routes. However, the significant congestion around this area limits its potential for future expansion. While it would be desirable to develop a central campus location to accommodate both City routes and campus shuttles in a single transfer center, it is unlikely that enough property will ever be available to support such a development.

It is recommended that the University of Florida, in its Campus Master Plan evolution, make the study of ways in which to improve transit circulation on campus and between the campus and adjacent city arterials, even at the expense of general traffic circulation, a higher priority in future planning efforts.

4.3.2.3 Oaks Mall

Currently, three RTS routes serve the Oaks Mall: Route 5, serving the University Avenue corridor, Route 20 serving 62nd Boulevard and SW 20th Avenue and Route 75, serving Tower Road and Butler Plaza. In the future, Oaks Mall will become a major focus of transit services in the western region of the RTS service area.

To accommodate the increased bus volumes in this area, an off-street transfer facility should be developed in the Oaks Mall area. An area of the Mall parking lot adjacent to 62nd Boulevard is recommended as a possible site for such operations. In addition to the existing three routes, recommended future connections between the Mall and Santa Fe Community College and between the Oaks Mall and Butler Plaza would also be likely services in this facility.

In the future, expansion of services westward along Newberry Road can be expected to focus at this location as well. It is recommended to begin the identification of potential

transfer center sites in this area while there is still available property to develop such a facility. Since this area is a focus of existing and future economic development, it is likely that suitable land for such a development will be difficult to obtain in the future.

4.3.3 Neighborhood Transit Centers

In addition to the major transfer centers described above, there are several opportunities to develop neighborhood transfer centers, serving as transfer interchanges between two or three routes and as the focus of potential future neighborhood circulator services. The following potential transit center sites are presented in the approximate order of their priority.

4.3.3.1 Santa Fe Community College

Santa Fe Community College has a great deal of potential as a source of future RTS ridership. The enrollment of this facility approximates 15,000 students and a quick appraisal of development in the neighborhood of the college suggests the potential for additional college expansion as well as the expansion of residential development along NW 83rd Street.

There is also a need for transit connections between SFCC and the Oaks Mall. The most likely avenue for this expansion is the extension of route 43 to the Mall or the extension of Route 5 to SFCC. In either case, service between NW 23rd Avenue and Newberry Road along Fort Clarke Boulevard will increase the importance of the college as a focus of services in the northwestern Gainesville region.

4.3.3.2 Butler Plaza

Currently, there is a small transfer center located behind Butler Plaza on SW 35th Boulevard and Windmeadows Drive. This facility currently serves transfers between routes 1 and 75.

In the future, Butler Plaza will exhibit an increased importance as a major destination in the RTS service area, serving as the focus of additional RTS routes. In addition to existing and planned urban services, it is likely that the Butler Plaza area will also serve as a major focus of additional services to the west along the Archer Road corridor.

The projected Archer Road/I-75 transfer center should be designed to permit the expansion of the scale of transit operations at this facility in the future as improvements to the Archer Road corridor are implemented. It is recommended that the RTS work with the ownership of the Butler Plaza development to jointly develop a larger and more visible transfer facility in the Butler Plaza area.

4.3.3.3 Gainesville Mall

This site, including a redeveloping shopping center and former movie theater, is in a central location to facilitate transfers between several routes serving the northern portions of the City of Gainesville. This location is currently served by RTS routes 6, 8 and 15 and is within a half-mile of the existing Route 10 alignment.

Since most of this site is occupied by a largely unused parking lot, there is adequate space to develop an off-street transfer facility in conjunction with other redevelopment plans for this property. Both routes 6 and 15 provide direct connections between this site and the Wal-Mart/Sam's Club facility about a half-mile north on NE 13th Street.

4.3.3.4 Northgate Shopping Center

This location, at the intersection of NE 16th Avenue and NE 12th Street, at the site of a former gasoline service station, could be developed as a focus for neighborhood transit services in northeastern Gainesville. This location is currently served by the Route 24 line but is in fairly close proximity to the Route 11 and Route 15 alignments.

At the very least, the operation of a transfer point at this location will allow better circulation within the northeastern region of the City, avoiding the necessity for all transferring passengers to travel all the way downtown in order to do so.

4.3.3.5 Millhopper Square

A fourth potential neighborhood transfer center site is located in the vicinity of NW 23rd Avenue and NW 43rd Street near the Millhopper Square shopping Center. While there is no obvious parcel identified for development, there appear to be several potential sites that could be developed in this area.

This site is currently served by RTS routes 10 and 43 and is relatively close to NW 55th Street, which has some potential for the future development of transit services.

4.3.3.6 Northwood Shopping Center

The Northwood site is adjacent to a recently closed Winn-Dixie store near the intersection of SR 121 and Highway 441. Although this area is currently served by only one route, Route 8, the Pine Ridge area can be expected to develop further in the future.

The development potential for this site is somewhat limited at the present time. However, there is plenty of available land for future transit center development. Its proximity to Highway 441 makes it a likely transfer point for any future regional services between Gainesville and Alachua and/or High Springs and for other routes serving the Pine Ridge region in the future.

4.3.4 Passenger Shelters

It is recommended that RTS expand its inventory of passenger shelters. All bus zones having more than 35 daily boardings should have a passenger shelter located adjacent to the stop. Existing zones with the highest priority for passenger shelter placement, based on existing weekday passenger volumes, are identified in the discussion of shelters in the financial program in Chapter 5.

4.3.5 Revenue Vehicles

The current RTS fleet contains a number of revenue vehicles approaching or surpassing 20 years of age. The generally accepted standard for urban public transit

systems is bus replacement after the vehicle has exceeded 12 years of age and after 7 years for lighter vehicles, such as paratransit vans.

4.3.5.1 Buses

The current revenue fleet contains 45 vehicles more than 12 years old (10 RTS buses (1981), 9 Flxible (1982), 2 GMC (1982), 2 Flxible (1983), 1 GMC (1983), 2 Bluebird (1987) and 19 Orion (1989). This total of 45 buses should currently be replaced according to the generally accepted 12-year purchase/replacement cycle.

Although the continued increase in demand for RTS services is placing a premium on all coaches that can be pressed into service, the increasing age of the RTS fleet is reducing the on-street reliability of RTS services and further taxing the already-overextended maintenance facilities of the RTS system.

It is recommended that RTS begin implementation of a consistent program of replacing buses in accordance with the 12-year replacement cycle. Because of the funding and logistical difficulties associated with large bus purchases, it recommended that RTS institute a regular program of replacing a small number of buses each year. At the current fleet size of 85, and an anticipated 12-year life, the current replacement requirement for buses would be approximately 7 per year. As the fleet increases, the annual increment would also increase proportionally.

With a small annual replacement, it is likely that RTS could "piggy-back" a bus order onto a larger order from another system or systems, thereby reducing the customary 18-24 month lag time for delivery of ordered vehicles.

4.3.5.2 Paratransit Vehicles

Currently, the RTS contracts its demand response service to a third party operator, a practice followed by a majority of mid-size transit operators. It is felt that this policy should continue and that the purchase, maintenance and storage of paratransit vans will continue to be the responsibility of the contracting operations firm.

4.4 Fleet Maintenance and Storage

A significant constraint to the continued expansion of the RTS system is related to the ability to store and maintain the RTS revenue fleet. The existing RTS maintenance and operations facility has surpassed its effective capacity to store and care for its fleet of revenue vehicles, currently including 85 transit coaches and approximately 25 auxiliary vehicles.

Future attempts to manage the increasing demand for transit services will inevitably require the addition of new and/or additional leased vehicles to the RTS revenue fleet. The constraints of the capacity of the existing RTS maintenance facility bring into question the practical ability of RTS to add additional vehicles to its fleet that must be serviced and garaged at its existing facility on SW 10th Avenue in Gainesville. The following section will describe some of the individual elements of that concern.

4.4.1 Vehicle Storage Capacity

The existing RTS Maintenance/Operations facility has exceeded its design capacity for the storage of revenue vehicles. Current garaging of buses at the RTS facility has significantly contributed to the inefficient assignment of vehicles and has further limited the effective service bay capacity of the maintenance facility. The current short-term process of expanding the storage yard has added approximately thirteen bus parking spaces to the RTS yard.

In the short term, the parking of buses in parallel rows, head-to-toe would improve circulation within the maintenance yard. However, given the advanced age of much of the RTS fleet, such a storage practice is not without risk. Given the restricted movement of individual coaches in such a storage scheme, the inability to move or start a single vehicle can easily create significant delays for all buses parked behind it in line. While the current parking scheme avoids this situation, it requires significantly more space to park the vehicles included in the existing fleet, thereby reducing the potential for the system to expand its fleet storage at this location and reduces the effective capacity of the maintenance bays (see Section 4.4.2 below)..

While there appears to be some potential for expansion of the storage yard to the north under the power lines, this will not address the limitations already constraining the existing maintenance facility. The extra jockeying of vehicles by maintenance personnel within the existing facility, necessitated by the insufficient storage capacity, already results in reduced maintenance efficiency and the reduction of maintenance throughput of the RTS maintenance facility. This problem will be addressed in the following subsection.

4.4.2 Physical Maintenance Capacity

The current maintenance facility has a capacity for nine coaches that may be housed within the maintenance garage at one time. Of those nine storage bays, one has no independent means of access or egress, meaning a second vehicle inside the maintenance facility must be moved to allow access to the first vehicle.

Given the size and age of the existing fleet, an additional three or four bays are needed to facilitate an efficient and timely response to fleet maintenance problems. However, even the ability to truly utilize all of the existing facility is compromised by the crowding of buses into the maintenance yard for overnight storage. Because of overnight parking requirements, the four maintenance bays which open to the north in the existing facility are often effectively precluded from use between about 10 PM until 7 or 7:30 AM the following service day due to buses being parked overnight in front of the maintenance bay doors.

There appears to be limited potential for expansion of the maintenance facility itself at the existing maintenance location. As the RTS fleet continues to expand, as it must in order to keep capacity in line with rider demand, it will not be possible to adequately schedule vehicles into the existing facility for needed maintenance.

4.4.3 Maintenance Personnel

Current staffing of the RTS maintenance crew appears inadequate to maintaining a fleet of 85 buses and more than 25 auxiliary vehicles. In general, fleet maintenance staffing industry-wide tries to remain within a 3:1 to 4:1 vehicle/staff ratio. At the RTS, the current maintenance staff of 15 employees, two of whom are generally kept busy with administrative duties, results in a vehicle/staff ratio of nearly 7:1 (85 buses, 13 full-time maintenance workers).

In addition, the RTS maintenance staff is also given the responsibility for maintaining the more than 25 auxiliary vehicles (supervisor vans, cars, etc). Such maintenance is often made the responsibility of separate maintenance personnel at other agencies or is handled off-site, given the significantly differing operating characteristics of the auxiliary fleet. This added maintenance responsibility further taxes an already understaffed maintenance operation at the RTS yard by requiring about one full-time equivalent (FTE) employee, further reducing the staff available for bus maintenance to approximately 12 FTE.

Exacerbating this staffing pressure has been the difficulty in recruiting qualified maintenance personnel for the RTS fleet. The generally service-oriented nature of the Gainesville economy limits the availability of qualified mechanics in the local area. This may result in the need to recruit personnel from a wider geographic area and/or to offer higher compensation in order to attract qualified staff. Either way, the existing labor pool makes recruiting of additional maintenance workers much more difficult than at many other transit agencies.

There is an immediate need for 3-4 additional full-time maintenance staff and a couple of additional vehicle service employees. Recruiting and hiring any additional staff has continued to be a major headache for the RTS.

4.4.4 Maintenance/Repair Operations

The limited space available to maintenance operations further restricts the ability of RTS to perform certain heavy-maintenance activities on-site. Major engine/transmission repairs and rebuilds are often farmed out to third-party shops due to inadequate space/staff/equipment. There is no paint shop in the RTS facility, requiring nearly all body work/painting to be jobbed out to a facility in Daytona, more than 100 miles away.

4.4.5 Parts Management

The bus parts space is currently at capacity at the RTS facility, and is staffed with only 1 person on the AM shift only. The parts function is often covered at other times with supervisory personnel or with mechanics who then are unavailable for maintenance/repair duties.

Because of space limitations, not all parts are kept in inventory. With a limited floor space, there is no potential for expansion of this function at the existing facility. With the widely varied fleet operated by RTS, stocking parts for all vehicles has become a

daunting task. Parts for the older vehicles in the revenue fleet are often difficult to locate on the parts market and premium prices are often required for these purchases.

To some extent, this problem will be alleviated when the RTS revenue fleet is modernized and older vehicles removed from the fleet. However, given the current increases in demand for services, that relief is years away. In the meantime, the existing parts facility will have to continue to serve the needs of the RTS. Any increases in the fleet size or mix will put additional pressure on an already-overburdened parts operation.

4.4.6 Maintenance Summary

Given the limitations in vehicle storage space, maintenance bay capacity and staffing levels, the existing RTS maintenance staff is doing a remarkable job of keeping the RTS fleet in good repair and on the road. However, the difficulties mentioned above cannot help but adversely impact the preventive maintenance program that is necessary to head off mechanical problems and road calls before they occur.

The RTS has maintained an adequate bare-bones preventive maintenance program, given the limitations of the maintenance facility and staff. However, there is little room for growth or expansion of the existing facility or operation. Over the next few years, barring a major expansion of the maintenance facility and operation, maintenance constraints will be the single most important factor in limiting the growth of RTS operations, despite the continuing growth in demand for additional services.

4.5 Cost Allocation Model

One of the most important steps in assessing the potential for cost-effective transit operational improvements involves the development of an operating cost allocation model. The model replicates the forecast cost of operating each route by properly assigning historical cost to differing cost categories and applying those costs to estimate the anticipated financial impacts of operations in future years.

The cost allocation model was developed using actual FY 2000 operating records and FY 2001 budgeted estimates provided by RTS and the City of Gainesville. The sum of the Categorical expenses equals the estimated overall operating cost for FY 2001 as shown in ***Figure 4-1***. Each cost item has been fully allocated to one of three cost categories: vehicle hour-related costs, vehicle mile-related costs and fixed costs.

Cost Code	Service Class	Category	Amount	Fixed Route				Vehicles
				Fixed	Hours	Miles		
		Operating Expenses						
		Administration	**1,868,682**	**1,138,518**	**0**	**730,164**		**0**
F	F	*Labor*	*220,809*	*220,809*	*0*	*0*		*0*
F	F	*Fringe Benefits*	*40,166*	*40,166*	*0*	*0*		*0*
F	F	*Travel/Training*	*13,650*	*13,650*	*0*	*0*		*0*
F	F	*Materials/Supplies*	*24,255*	*24,255*	*0*	*0*		*0*
F	F	*Utilities*	*64,229*	*64,229*	*0*	*0*		*0*
F	F	*Services*	*6,867*	*6,867*	*0*	*0*		*0*
F	F	*Memberships/Dues*	*10,500*	*10,500*	*0*	*0*		*0*
F	F	*Professional Services*	*100,531*	*100,531*	*0*	*0*		*0*
F	F	*Equipment*	*13,963*	*13,963*	*0*	*0*		*0*
M	F	*Insurance*	*730,164*	*0*	*0*	*730,164*		*0*
F	F	*Indirect & Misc*	*640,398*	*640,398*	*0*	*0*		*0*
F	F	*Building maintenance and improvements*	*3,150*	*3,150*	*0*	*0*		*0*
		Commuter Assistance Grant	**193,088**	**193,088**	**0**	**0**		**0**
F	F	*Labor*	*45,377*	*45,377*	*0*	*0*		*0*
F	F	*Fringe Benefits*	*7,413*	*7,413*	*0*	*0*		*0*
F	F	*Travel/Training*	*1,050*	*1,050*	*0*	*0*		*0*
F	F	*Materials/Supplies*	*18,585*	*18,585*	*0*	*0*		*0*
F	F	*Utilities*	*0*	*0*	*0*	*0*		*0*
F	F	*Services*	*54,856*	*54,856*	*0*	*0*		*0*
F	F	*Memberships/Dues*	*630*	*630*	*0*	*0*		*0*
F	F	*Professional Services*	*59,402*	*59,402*	*0*	*0*		*0*
F	F	*Equipment*	*5,250*	*5,250*	*0*	*0*		*0*
F	F	*Insurance*	*0*	*0*	*0*	*0*		*0*
F	F	*Indirect & Misc*	*525*	*525*	*0*	*0*		*0*
F	F	*Building maintenance and improvements*	*0*	*0*	*0*	*0*		*0*
		Improve CA Training	**77,282**	**76,082**	**0**	**0**		**0**
F	B	*Labor*	*12,000*	*10,800*	*0*	*0*		*0*
F	F	*Fringe Benefits*	*0*	*0*	*0*	*0*		*0*
F	F	*Travel/Training*	*6,500*	*6,500*	*0*	*0*		*0*
F	F	*Materials/Supplies*	*19,000*	*19,000*	*0*	*0*		*0*
F	F	*Utilities*	*0*	*0*	*0*	*0*		*0*
F	F	*Services*	*0*	*0*	*0*	*0*		*0*
F	F	*Memberships/Dues*	*0*	*0*	*0*	*0*		*0*
F	F	*Professional Services*	*32,282*	*32,282*	*0*	*0*		*0*
F	F	*Equipment*	*3,500*	*3,500*	*0*	*0*		*0*
F	F	*Insurance*	*0*	*0*	*0*	*0*		*0*
F	F	*Indirect & Misc*	*4,000*	*4,000*	*0*	*0*		*0*
F	F	*Building maintenance and improvements*	*0*	*0*	*0*	*0*		*0*
		Garage	**1,563,583**	**6,930**	**0**	**1,556,653**		**0**
M	F	*Labor*	*849,192*	*0*	*0*	*849,192*		*0*
M	F	*Fringe Benefits*	*190,335*	*0*	*0*	*190,335*		*0*
M	F	*Travel/Training*	*7,928*	*0*	*0*	*7,928*		*0*
M	F	*Materials/Supplies*	*22,226*	*0*	*0*	*22,226*		*0*
F	F	*Utilities*	*1,155*	*1,155*	*0*	*0*		*0*
M	F	*Services*	*1,341*	*0*	*0*	*1,341*		*0*
M	F	*Memberships/Dues*	*525*	*0*	*0*	*525*		*0*
M	F	*Professional Services*	*20,605*	*0*	*0*	*20,605*		*0*
M	F	*Equipment*	*2,836*	*0*	*0*	*2,836*		*0*
M	F	*Parts*	*450,576*	*0*	*0*	*450,576*		*0*
M	F	*Fuel*	*11,089*	*0*	*0*	*11,089*		*0*
F	F	*Indirect & Misc*	*525*	*525*	*0*	*0*		*0*
F	F	*Building maintenance and improvements*	*5,250*	*5,250*	*0*	*0*		*0*
		Main Bus Operations	**5,703,480**	**0**	**5,703,480**	**0**		**0**
H	F	*Labor*	*3,821,074*	*0*	*3,821,074*	*0*		*0*
H	F	*Fringe Benefits*	*886,692*	*0*	*886,692*	*0*		*0*
H	F	*Travel/Training*	*13,125*	*0*	*13,125*	*0*		*0*
H	F	*Materials/Supplies*	*9,450*	*0*	*9,450*	*0*		*0*
H	F	*Utilities*	*1,050*	*0*	*1,050*	*0*		*0*
H	F	*Services*	*12,600*	*0*	*12,600*	*0*		*0*
H	F	*Memberships/Dues*	*1,050*	*0*	*1,050*	*0*		*0*
H	F	*Professional Services*	*99,535*	*0*	*99,535*	*0*		*0*
H	F	*Equipment*	*5,775*	*0*	*5,775*	*0*		*0*
H	F	*Insurance*	*0*	*0*	*0*	*0*		*0*
H	F	*Indirect & Misc*	*843*	*0*	*843*	*0*		*0*
H	F	*Fuel & Lubricants*	*849,136*	*0*	*849,136*	*0*		*0*
H	F	*Building maintenance and improvements*	*3,150*	*0*	*3,150*	*0*		*0*
		Comprehensive Operational Analysis	**135,532**	**135,532**	**0**	**0**		**0**
F	F	*Professional Services*	*135,532*	*135,532*	*0*	*0*		*0*
		ADA Transportation	**600,000**	**0**	**0**	**0**		**0**
H	D	*Purchased Transportation*	*600,000*	*0*	*0*	*0*		*0*
Total Costs			**$10,141,647**	**$1,550,150**	**$5,703,480**	**$2,286,817**		**$0**
Factor Inputs				**1**	**190,302**	**2,378,775**		**59**
Model Coefficients				**$1,395,135**	**$29.97**	**$0.96**		**$0**

CODES:
- F *FIXED COSTS*
- H *HOURS-RELATED COSTS*
- M *MILES-RELATED COSTS*
- V *VEHICLES-RELATED COSTS*

CLASS:
- F *FIXED ROUTE*
- D *DEMAND RESPONSE*
- B *BOTH*

Figure 4-1
RTS Cost Allocation Model

Transportation and service fees vary directly with the number of vehicle hours of service. Therefore, these items were allocated to the vehicle hours category. Insurance, maintenance, safety and service equipment costs were allocated to the vehicle mile-related category since these items usually vary with the number of vehicle miles operated.

Once all operating costs have been allocated to hours, miles and fixed cost categories, the assumed costs within each category were divided by the appropriate operating statistics for FY 2000: number of hours or miles operated in FY 2000 to derive the model coefficients.

Dividing the total hours related costs $5,703,480 by the number of revenue hours operated in FY 2000 (190,302) yields a per revenue hour operating cost of $29.97. Similarly, per mile costs were calculated by dividing the miles-related cost ($2,286,817) by the number of revenue miles operated in FY 2000 (2,378,775) to arrive at a per revenue mile cost of $0.96. Based upon the three cost factors, the system-wide cost allocation formula can be expressed as:

Total System Cost = $29.97 (H) + $0.96 (M) + $1,550,150, where

H = number of annual vehicle revenue hours,
M = number of annual vehicle revenue miles,
$1,550,150 represents the fixed costs of system administration.

The variable cost element, which may be used to estimate the incremental costs associated with the operation of additional services, is expressed as:

Variable Cost = $29.97 (H) + $0.96 (M), where

H = incremental additional annual hours of service,
M = incremental additional annual miles of service

This variable cost formula can be used to estimate the cost of additional or modified services. The reliability of this model is dependent upon new or modified services having similar operating characteristics to the services for which the model has been calibrated. For example, if new services use a significantly different class of vehicle (e.g., articulated bus) from those operated in existing service, or if different pay rates are to be applied to the operation of new or modified service, this model may not provide precise results.

The application of this cost model contrasts to the often-expressed cost of operations in terms of total cost per hour. The comparable FY 2001 total hourly cost factor is the sum of the three FY 2001 cost category totals ($5,703,480 hours-related + $1,550,150 fixed

+ $2,286,817 miles-related) divided by the total number of hours operated in FY 2001 (190,302) to result in a per hour cost of $50.13. This is referred to as a *fully-allocated hourly cost factor* that, unlike the cost model described above, ignores the manner in which individual costs vary with levels of service operated but includes the fixed costs of operation.

This distinction is particularly applicable to the estimation of the costs of future services that significantly change the scale of public transit operations. As the system expands significantly, the fundamental scale of operations changes. In this case, the fixed costs of operation increase in addition to the variable operating costs. Because the cost allocation model is based on historical operations, the model factors are no longer applicable within entirely different operating parameters. With a significant increase in the scale of operations, the fundamental unit costs of future operations can be expected to increase, reflecting the larger scale of operations and its higher administrative and maintenance overhead.

In cases of even larger-scale system and infrastructure expansion, the *fully allocated hourly cost factor* itself becomes an inadequate tool to forecast future system costs. In these instances, more sophisticated means are required to precisely estimate the costs of future operations.

4.6 Regional Services

In reviewing the Alachua County Comprehensive Plan and the MTPO 2020 Plan, it is clear that a region-wide expectation exists for the expansion of the RTS fixed-route bus system beyond the boundaries of the urban growth area defining the current boundary of the RTS service area. To a great extent, this expectation seems to be an extrapolation of RTS' success in developing a large transit market in and around the City of Gainesville.

That growth in ridership over the past five years has been fueled predominantly by the students at the University of Florida and by the parking policies imposed by that institution on students and staff alike. While ridership on the RTS system has grown from a little more than 2 million annual riders in FY 1995 to more than 6 million in FY 2001, most of that growth has occurred within the UF student market segment. While non-student ridership has grown somewhat, lured by the improved services available on many RTS routes, it appears that ridership among this group is not significantly higher than it was back in 1991, when total system ridership was approximately 2.5 million.

In extrapolating recent growth in ridership and the demand for transit services to a wider service area, it is important to recognize the source of that growth. To the extent that significant markets can be identified outside of the Urban Growth Area for services to the University or to other locations that have a significantly restricted parking availability, there may be a limited potential for fixed-route transit services.

Based upon an analysis of area demographics and the physical inventory of land uses and population densities in the region surrounding the Gainesville Urban Growth Area, it does not appear that a significant demand for fixed route transit services exists

throughout the wider Alachua County area. Based on current land uses and densities, it is recommended that the region enhance its efforts to promote ridesharing in the region. The marketing and establishment of carpools and vanpools is recommended as a first step in testing the market for public transportation services in the region beyond the Urban Growth Area.

Further specific study of potential transit markets in communities such as Archer, Newberry, High Springs, Alachua and Hawthorne are needed to verify this initial observation. Such specific evaluation is beyond the scope of the present study.

Should future studies identify transit markets beyond the Urban Growth Area, the following initial approach to providing those transit services is recommended:

1. Develop moderate-scale park-and-ride facilities within the major communities mentioned above, adjacent to major regional highways.
2. Provide park-and-ride express services to the specific destinations identified in the market analysis for each area.
3. Continually monitor ridership trends on the added service, adding trips only when a specific demand for such additional service is clearly identified.
4. Integrate the regional network with the urban system at major transfer points/transit centers within the Urban Growth Area.

Future economic/residential development in many of these communities over the next few years could change the transit market characteristics significantly. A periodic revisiting of the regional service issue is recommended on a regular basis to reevaluate this recommendation.

In the longer term, many of the regional services outlined in the MTPO 2020 Plan's cost feasible scenario become more likely and the costs of those operations have been included in the long-term financial program discussed in Chapter 5.

4.7 System Governance

The RTS system, which serves the Gainesville Urban Growth Area, is owned and operated by the City of Gainesville. The majority of existing services operate primarily within the city boundaries, but significant areas outside of the City receive services from the RTS. In addition, anticipated growth in the Gainesville area seems to be directed into areas outside of the City's current corporate boundaries.

Currently, the local share of RTS' operating subsidy (the difference between operating costs and fare collections) is funded by the City of Gainesville, with negotiated payments contributed by Alachua County and the University of Florida. As demand for transit services continues to grow, the operating subsidies of the RTS will likewise grow, bringing into question the will and/or ability of the City of Gainesville to continue significant financial support of an increasingly regional public transportation system.

System governance, that is, the governmental framework under which the RTS will continue to operate, is becoming an increasingly important issue in the greater Gainesville area. The potential for an expanded political base and for regional control of the RTS, offers the potential for an expanded funding base and a more regional perspective in the decisions that affect the operations of public transportation in the Gainesville region.

In general, the State of Florida has made allowance for two major forms of transit system governance within the State:

- Systems owned and operated by municipalities, such as the City of Gainesville and
- Systems under the control of governmental bodies having jurisdiction over a larger physical area, transcending individual municipal boundaries. In Florida, these systems are generally under the control of county governments, such as in Dade County (Miami-Dade Transit) or the Tampa Area (Hillsborough Area Regional Transit Authority).

The issue in the Gainesville area, as elsewhere, essentially revolves around two separate issues: who will control the direction of public transportation development and how public transportation operations will be funded. Both questions are very much in the minds of Gainesville area citizens as the future of RTS and public transportation in the greater Gainesville area are discussed.

4.7.1 Local Transit Funding

While the RTS is funded from the City of Gainesville's share of the local-option gasoline tax, the City cannot, by itself, levy gasoline taxes for this purpose. The authority for levying that tax, and for implementing changes in the levy rate, rests with Alachua County. The City receives a portion of the Gasoline taxes levied in Alachua County but may not independently collect such taxes. To that extent, the City's ability to secure additional local funding for transit operations, given existing funding sources, is limited.

While the County currently has authorization from the State of Florida to levy up to 11 cents per gallon in local gasoline taxes, currently only 6 cents per gallon are actually levied. The potential exists for an additional 5 cents per gallon levy, but, even if collected, that money would not all be earmarked for public transit use. Only a portion of those additional funds would accrue to the City. Alachua County would also receive an allotment of those additional funds, only a portion of which might be dedicated to public transit operations.

A sales tax levy is also an option for the funding of RTS operations. The dedication of a ½ of 1% sales tax in Alachua County could supply as much as $14 million per year to fund RTS operations. This funding source could alternatively be levied only within RTS' urban service area, avoiding the levying of taxes on those not in a position to receive transit benefits. A sales tax could be levied as a supplement to gasoline tax financing or a dedicated sales tax could replace gas tax financing in part or in full.

While existing agreements reimburse the City, at least in part, for services provided primarily for the use of non-City residents, there appear to be no such provisions for sharing the burden of maintaining the infrastructure for keeping that service operating. The most acute case of under-funded infrastructure, system maintenance, has been discussed earlier in Section 7. The unprecedented growth in demand for services has also dictated that all buses be pressed into service, delaying the retirement of several many old buses. The funds necessary to allow the upgrading of the RTS revenue fleet, and to expand or replace an outgrown operations/maintenance facility have not been allocated.

While the RTS growth over the past five years is an enviable record that other agencies can only envy, that growth has placed tremendous pressures on the City to continue to come up with the money necessary to fund expansion of services and to upgrade the infrastructure necessary to support future operations. That infrastructure includes investing additional funds to permit the maintenance of scheduled services that reflect the operating reality of the expanded demand for transit service – more frequent stops and, consequently, longer travel times. This, in turn, increases the unit costs of providing all services, not just the added ones.

It seems clear that for the RTS to continue to meet the added demand for transit services by adding new and improved services, a dedicated and predictable source of funding for transit operations and infrastructure needs to be identified.

4.7.2 Regional Planning Perspectives

A review of recent comprehensive planning documents, from the City, Alachua County and the North Central Florida Regional Planning Council, clearly indicates the growing expectation that public transit will continue to expand its services and influence on a more regional basis. NCFRPC and Alachua County Plans clearly suggest the desire and need for transit services to more rural communities outside the Gainesville Urban Growth Area, including High Springs, Alachua, Newberry, Archer, and Hawthorne.

These regional plans call for a network of direct services connecting these communities with major destinations in the Gainesville Urban Area and supported by a number of high-profile capital programs including park-and-ride lots, transit centers and dedicated transit highway lanes. While these longer-term perspectives are better suited for analysis in a long-range Transit Development Plan, these expectations have spilled over into the expectations for treatment in this Comprehensive Operations Analysis.

Regional transportation needs must be included in transportation planning efforts in the Alachua County region. While these needs can be met in the short term by improved ridesharing and vanpool programs, changes in the land uses and developmental densities along regional corridors can change this outlook rapidly.

4.7.3 Governance Models

In addition to the two predominant models for public transit governance in the State of Florida, there are many other models in use elsewhere in the United States and Canada that could have application in the Gainesville region.

4.7.3.1 Municipal Systems

The RTS is currently a municipal system, owned and operated by the City of Gainesville and funded by locally generated taxes, supplemented by payments from other jurisdictions for services provided. While the long term-continuation of this governance model is possible in the Gainesville region, it does not address the regional perspectives described above.

4.7.3.2 County-Wide Systems

A second alternative is the ownership and operation of the RTS by Alachua County. This would broaden the tax base and permit the inclusion of more regional transportation issues in the development of long-term public transportation planning region-wide. Adoption of this model would require the sale of RTS to the County, reimbursement to the City of Gainesville for transferred assets. If expanded countywide operations require additional funding beyond the current resources provided by the local-option gasoline tax, a public vote would be required to authorize additional tax revenues to support the countywide system.

4.7.3.3 City-County Hybrid

A third alternative is the joint ownership of RTS by the City of Gainesville and by Alachua County, accompanied by a formula-funding package to insure funding continuity and the resources necessary to expand the RTS to a countywide system. Funding would need to include provisions for not only the direct cost of service, but also the development and maintenance of the service infrastructure, including maintenance, operations, park-and-ride lots, transit centers, shelters, benches and signs.

Under this model, services provided to or within other municipalities within Alachua County would need to be reimbursed by those communities in some manner.

4.7.3.4 Transit District

Many other states create special-purpose districts for the provision and funding of many public services, including water treatment, electric power and public transportation. The authorization for such special districts resides with the state legislature. The authorization for operating funds must be approved by a vote of the public.

Such districts can include multiple counties or just a portion of a single county. Usually, smaller municipalities can "opt in" to such a district by a majority vote of the registered voters in the affected area. The advantage of this model is that the tax burden associated with operations can be limited to the areas actually benefiting from those operations.

4.7.4 Governance Summary

Under the existing conditions in the greater Gainesville region, a Transit District model would probably work best, limiting operations to those specific area needing services and avoiding protests from some areas that they do not receive commensurate benefits for their monetary contributions. However, this would require a new approach to public transit funding in the State of Florida and is a complex process to undertake.

Either the Countywide or City-County Hybrid model would be relatively easy to create from a legal perspective, and would meet the requirements for a more regional decision-making process as the RTS becomes more regional in the provision of its services. While the existing institutional arrangements could probably continue for some time, it is clear that there is a need for significant additional investments in system infrastructure, created increasingly by demands for service outside the corporate boundaries of the City of Gainesville. A more broad-based source of funds would help address these needs.

It is recommended that the City of Gainesville and Alachua County jointly pursue a study of the potential for the formation of a modified, extended-jurisdiction governance of public transportation in order to plan, operate, manage and fund public transportation services in the Greater Gainesville region. Such a governance plan should be designed to take effect within the next five years.

Chapter 5: Financial Program

This final chapter discusses the costs associated with the proposed service modifications, the capital infrastructure associated with the COA and *2020 Transportation Plan* recommendations and the anticipated annual financial program necessary to support that modified system.

5.1 Capital Element

The capital program includes the specific capital facility and equipment recommendations included in Chapter 4, as well as necessary infrastructure improvements to support those enhanced operations.

5.1.1 Maintenance / Operations Base

The need for an expanded maintenance / operations base has been discussed in Section 4.3.1 on page 75. The cost of developing such a facility depends upon a number of considerations. For the purposes of this capital program, it is assumed that additional maintenance / operations facilities are to be constructed having the capacity to store and maintain a fleet of 125 buses and provide ample office space and parking for the entire RTS administrative staff and its drivers. Facilities can be expanded at the existing maintenance/operations location as well as constructing a satellite facility to store additional revenue vehicles.

While the exact cost of such additional facilities may vary widely based upon features and configuration, a figure of $10 million for land and buildings and an additional $500,000 for equipment has been included in the financial program for this facility. This figure is based upon extrapolating historical costs of similar facilities in other regions. It is assumed that this project will begin in FY 2005 and be completed in FY 2007. For this reason, costs have been apportioned over all three years.

5.1.2 Transit Centers

Nine separate transit centers have been recommended for implementation by this COA, three major facilities and six neighborhood facilities. The costs of the major facilities have been estimated at $500,000 per facility plus $200,000 per bus bay included in the design. The community facilities are developed at a much smaller scale and the costs assumed for these facilities are $50,000 per facility plus $20,000 per bus bay.

In addition, a further five transfer centers have been identified in the cost-feasible scenario of the *Gainesville Metropolitan Area 2020 Transportation Plan*. The costs associated with these facilities have been assumed at the community transit center level.

Figure 5-1 on page 94 summarizes the proposed transit center facilities and the costs associated with their inclusion in the financial program.

Recommended 2020	COA	Year	Location	Class	Bays		Cost
X	X	2005	Downtown	Major	10	$	2,500,000
X	X	2006	Oaks Mall	Major	6	$	1,700,000
X	X	2007	UF	Major	8	$	2,100,000
	X	2007	Gainesville Mall	Community	4	$	130,000
	X	2007	Millhopper Square	Community	4	$	130,000
X	X	2008	Butler Plaza	Community	6	$	170,000
X	X	2008	SFCC	Community	4	$	130,000
	X	2010	Northgate SC	Community	3	$	110,000
	X	2011	Northwood SC	Community	3	$	110,000
X		2009	Shands Medical Center	Community	5	$	150,000
X		2010	SFCC Downtown	Community	4	$	130,000
X		2014	Royal Park	Community	2	$	90,000
X		2015	Tower Square	Community	4	$	130,000
X		2016	Airport	Community	3	$	110,000

Figure 5-1
Proposed Transit Centers Costs and Implementation Schedule

5.1.3 Park and Ride Lots

Although park and ride facilities have not been recommended as part of this COA, a number of such facilities have been identified in the *Gainesville Metropolitan Area 2020 Transportation Plan* for implementation before 2020. These facilities, along with their estimated costs and year of implementation are shown in ***Figure 5-2***.

Year	Facility	Location	Stalls	Cost
2012	Park and Ride	Newberry	120	$ 1,820,000
2014	Park and Ride	Alachua	100	$ 1,650,000
2015	Park and Ride	Archer	100	$ 1,650,000
2016	Park and Ride	Hawthorne	80	$ 1,480,000
2017	Park and Ride	Waldo	65	$ 1,352,500

Figure 5-2
Proposed Park and Rides Costs and Implementation Schedule

The implementation priorities and facility sizes shown in ***Figure 5-2*** differ somewhat from the priorities established in the *Gainesville Metropolitan Area 2020 Transportation Plan*. The modified priorities are based on the understanding that regional land use planning continues to support public transit development, that the use of public transit and the use of these individual facilities are extensively marketed both before and after facility implementation and that development plans are implemented that increase both residential and employment densities in Alachua County.

5.1.4 Buses

The recommendations summarized in Chapter 4 require the addition of 11 buses, plus 3 spares to the RTS fleet, bringing the system total to approximately 100 buses. In addition, other service additions included in the *Gainesville Metropolitan Area 2020*

Transportation Plan require the addition of a further 54 buses, plus 11 additional spares to the fleet, for a total of 165 buses. By spreading out the bus purchase schedule, this requires the annual purchase/replacement of approximately 14 buses per year, given a 12-year depreciated life for these vehicles.

An average of $325,000 per vehicle has been included in the financial program for the bus purchase program, an average of $4,550,000 per year. Because the fleet cannot be appreciably expanded until an expanded maintenance storage facility is completed, the annual purchase of 8 buses per year ($2,600,000) is assumed until such completion, with 14 per year assumed after that date.

5.1.5 Passenger Shelters

It is recommended that passenger shelters be provided at all RTS City Route bus stops with more than 35 average passenger boardings per weekday. According to the boarding and alighting counts conducted as part of this project, 83 such stops are currently in existence, including the existing shelters at the Downtown Plaza Transit Center, but excluding locations on the UF campus.

Route	Dir	Stop	Board
9	N	LEXINGTON CROSSING	710
5	W	DOWNTOWN PLAZA SE 1ST AVE	408
5	E	OAKS MALL	366
11	E	DOWNTOWN PLAZA UNIVERSITY AVE	325
12	E	ARCHER RD& SW 28TH	311
1	W	SE 1ST AVE & SE 2ND ST	266
1	W	ARCHER & SW 34TH AVE	245
16	W	SW 13TH & SW MUSEUM	239
35	N	SW 35TH PL & SW 26TH TER	231
16	W	SW 16TH AVE & SW 10TH	229
12	E	39TH BLVD & SW 34TH ST	217
20	E	SW 62ND BLVD & SW 9TH LN	204
15	W	E UNIVERSITY AVE & SE 2ND ST	199
16	W	SW 16TH AVE & S MAIN ST	189
43	E	SANTA FE COMMUNITY COLLEGE	188
16	W	SW 16TH AVE & SW 13TH ST	185
12	W	SW 39TH BLVD & SW 34TH ST	184
9	N	SW 23RD TERR & ARCHER RD	183
12	W	SW 37TH & SW 39TH (CAMPUSCLUB)	173
9	S	SW 23RD ST & WILLISTON RD	153
20	E	SW 62ND BLVD & SW 4TH AVE	151
16	E	NEWELL DR & SW ARCHER RD	149
16	W	SW 16TH AVE & SW 6TH ST	140
13	N	SW 13TH ST & MUSEUM RD	137
2	S	E UNIVERSITY AVE & NE 1ST ST	137
35	S	SW WILLISTON RD & SW 25TH TER	137
7	E	SE 1ST AVE & SE 1ST ST	127
9	S	SW WILLISTON RD & SW 25TH ST	126
12	E	SW 41 ST PL & SW 34TH ST	123
16	W	SW 16TH AVE & SW WILLISTON RD	123
10	W	NW 83RD ST & SOUTH DR.	120
20	E	SW 20TH AVE & SW 40TH ST	113
35	N	SW ARCHER RD & SW 23RD DR	112
12	E	SW ARCHER RD & MAGUIRE	112
13	N	SW 13TH ST & SW 14TH AVE	112
5	W	W UNIVERSITY AVE & NW 13TH ST	110
8	N	SW 13TH AVE & W UNIVERSITY AVE	109
20	E	SW 20TH AVE & SW 38TH ST	103
16	S	SW 13TH ST & SW 14TH AVE	95
35	S	SW 34TH ST & SW 42ND PL	94
75	N	SW 35TH BLVD & SW WINDMEADOWS BLVD	93
6	N	SE 1ST ST & E UNIVERSITY AVE	93
9	N	SW 23RD & SW 27TH	93
20	E	SW 20TH AVE & SW 42ND ST	88
35	S	SW 34TH ST & SW 41ST PL	85
13	N	SW 13TH ST & SW 25TH AVE	85
9	N	SW 23RD ST & SW 30TH AVE	84
43	W	SE 1ST AVE & SE 2ND ST	80
35	N	SW 35TH PL & SW 32ND TER	78
8	S	SW 13TH ST & SW 23RD AVE	78
9	N	SW 35TH & SW 23RD	77
16	E	SE WILLISTON RD & SE 1ST ST	74
20	E	OAKS MALL	74
20	E	SW 62ND BLVD & SW 9TH ST	74
8	S	NW 23RD AVE & NW 28TH ST	74
15	E	NW 13TH ST & NW 29TH AVE	73
13	N	SW 13TH ST & SW 36TH AVE	68
35	N	SW 23RD TER & SW 29TH AVE	65
35	N	SW 23RD TER & SW 28TH PL	63
35	N	SW 35TH PL & SW 24TH ST	61
12	E	SW ARCHER RD & SW OLD ARCHER RD	59
2	N	SE 8TH AVE & SE 15TH DR	57
9	N	SW 27TH AVE & SW 35TH BLVD	55
1	W	SW ARCHER RD & SW 34TH ST	54
13	N	SW 13TH ST & SW 14TH AVE	52
9	N	SW ARCHER RD & SW 23RD TERR	50
8	N	SW 13TH ST & SW 4TH AVE	48
5	E	W UNIVERSITY AVE & SW 13TH ST	46
5	W	W UNIVERSITY AVE & NW 17TH AVE	45
1	W	SW ARCHER RD & SW 28TH ST	45
24	S	NE 51ST PL & NE 49TH DR	45
20	E	SW 20TH AVE & SW 34TH ST	43
5	E	SW 2ND AVE & SW 32ND ST	43
75	N	SW 67TH ST & SW 6TH AVE	43
9	N	SW 35TH BLVD & SW 25TH AVE	41
13	S	SW ARCHER RD & SW 16TH ST	41
8	S	NW 23RD AVE & NW 31ST ST	41
5	W	W UNIVERSITY AVE & NW 16TH ST	40
35	S	SW 34TH ST & SW 35TH PL	38
35	N	SW ARCHER RD & SW 23RD DR	38
2	S	SE 4TH ST & NE 19TH PL	37
15	E	N MAIN ST & NE 9TH AVE	36
24	S	NE 9TH ST & NE 16TH AVE	35

Figure 5-3
Proposed Shelter Locations

An additional 20 bus stops on the UF campus have been identified which also meet the shelter criteria. It is recommended that RTS and the University work together to identify additional funding for the placement of shelters at these locations.

Accordingly, provisions are included in the financial program for the placement of 8 passenger shelters per year for the ten years beginning in FY 2004. Since many of the shelter sites are adjacent to student housing developments, it is recommended that RTS work with the property owners at these locations to jointly share the cost of shelter placement.

5.2 Service Element

The financial program likewise contains costs for the operations of two classes of service:

- RTS routes analyzed in this COA (see Chapter 4)
- New routes identified in the *Gainesville Metropolitan Area 2020 Transportation Plan*

5.2.1 Fixed Route Services

The fixed route service recommendations of the COA and the *Gainesville Metropolitan Area 2020 Transportation Plan* are discussed in the following subsections.

5.2.1.1 Existing RTS Services

The costs of the individual modifications to existing routes have been noted in the Route Profiles on pages 56 through 73. The table shown in ***Figure 5-4*** summarizes those costs and notes the proposed implementation schedule for these services.

Year	Service	Corridor	From	To	Buses Added	Annual Cost
2003	Modify Route	Route 24	Downtown	Job Corps		$ -
2003	Modify Route	Route 6	NW 39th St	NW 45th St.		$ -
2004	Modify Route	Route 2	SE 22nd St.	SE 41st St.		$ -
2005	Enhanced	Route 75	Butler Plaza	Oaks Mall		$ 160,000
2006	Enhanced	Route 6	Downtown	Gainesville Mall	1	$ 199,000
2007	Enhanced	Route 10	SFCC	Downtown	1	$ 165,000
2007	Enhanced	Route 20	Oaks Mall	UF	1	$ 145,000
2008	Enhanced	Route 43	SFCC	Downtown	2	$ 270,000
2008	Express	SR 26	Oaks Mall	Downtown	3	$ 640,000
2009	Enhanced	Route 11	Downtown	Eastwood Meadows	1	$ 190,000
2009	Enhanced	Route 24	Downtown	Job Corps	1	$ 170,000
2009	Enhanced	Route 7	Downtown	Eastwood Meadows	1	$ 180,000
2010	Modify Route	Route 75	Linton Oaks	Cedar Ridge		$ -
Total					11	$ 2,119,000

Figure 5-4
Estimated Cost and Implementation Schedule
COA Service Recommendation Elements

In some cases, more than one modification has been recommended for an individual route. In several instances, these separate modifications are scheduled to occur in different years as described in ***Figure 5-4***.

The costs or recommended modifications have been included in the financial program in the years of their assumed implementation, added to the costs of the FY 2002 RTS fixed route system as reported in the FY 2002 budget ($9,385,432). This excludes an apportionment of 10% of system fixed costs to the operation of the ADA paratransit system.

The SR 26 Express service (Route 5) is identified in both this COA and the 2020 Transportation Plan. For that reason, the costs reflect an express mode overlaid on top of the existing route 5 local service, rather than the modification of alternate trips described in section 4.1.3 of the COA recommendations.

The implementation schedule is related to the completion of the maintenance facility as described in section 5.1.1. Since the maintenance capacity of the RTS system has already been reached, implementation of recommendations that add vehicles to the fleet has been largely postponed until the new facility is completed, assumed to be in FY 2007.

5.2.1.2 Services Identified in 2020 Transportation Plan

In addition to the recommendations based upon the data generated as a part of the COA project, there are a number of longer-range service improvements that have been identified in the cost-feasible scenario in the *Gainesville Metropolitan Area 2020 Transportation Plan.* These service elements, along with their estimated costs and implementation schedule are included in ***Figure 5-5***.

Like the COA recommendations, most *2020 Plan* service elements that tend to increase the size of the RTS fleet have been scheduled for implementation after the opening of a new maintenance and operations base. Should that facility be implemented at a later date than estimated here, those additional services will also be postponed.

Figure 5-6 summarizes the added costs of implementation of the service and capital elements of the COA recommendations and the *2020 Plan* service and capital elements by year from FY 2005 through FY 2019. In addition, a further $250,000 per year has been included in the financial program from FY 2004 through FY 2020 to cover implementation of additional fixed route services required to address overloads and schedule adherence issues.

Year	Service	Corridor	From	To	Buses Added	Annual Cost
2006	Circulator	Oaks Mall			1	$ 140,000
2007	Circulator	UF-Downtown	Downtown	UF	1	$ 220,000
2007	Enhanced	Newberry Road	Jonesville	Oaks Mall	4	$ 850,000
2007	Feeder	NW 43rd St.	Newberry Road	Hunter's Crossing	2	$ 420,000
2008	Enhanced	Archer Road	Tower Road	I-75	2	$ 380,000
2008	Feeder	W 34th st.	Farmers' Market	Butler Plaza	3	$ 600,000
2009	Circulator	Butler Plaza			1	$ 140,000
2009	Enhanced	US 441	NW 36th Ave.	NW 43rd St.	3	$ 650,000
2009	Feeder	NW 98th St. & SR 26	Spring Hills	Oaks Mall	2	$ 440,000
2010	Feeder	Tower Road & SR 26	Tower Square	Oaks Mall	3	$ 610,000
2011	New	NW 8th Avenue	NW 43rd St.	NE 11th St.	3	$ 600,000
2012	New	NW 39th Ave.	NW 13th St.	NE 27th St.	2	$ 430,000
2012	Park/Ride Express	Newberry Road	Newberry	Jonesville	2	$ 180,000
2013	Circulator	Spring Hills			1	$ 150,000
2013	Enhanced	Hawthorne Road	SE 50th St.	E University Ave.	2	$ 410,000
2014	Enhanced	Waldo Road	NE 8th Ave.	NE 50th St.	2	$ 420,000
2014	Park/Ride Express	US 441	Alachua	NW 43rd St.	2	$ 220,000
2015	Feeder	NW 83rd St.	NW 23rd Ave.	Millhopper Road	2	$ 390,000
2015	Park/Ride Express	Archer Road	Archer	Tower Square	3	$ 270,000
2016	Feeder	SE 24th St & E 27th St	Downtown	Airport	3	$ 650,000
2016	Park/Ride Express	Hawthorne Road	Hawthorne	SE 50th street.	5	$ 450,000
2017	Circulator	Haile Plantation			1	$ 150,000
2017	Park/Ride Express	Waldo Road	Waldo	NE 50th ave.	4	$ 390,000
Total					54	$ 9,160,000

Figure 5-5
Estimated Cost and Implementation Schedule
2020 Transportation Plan Service Elements

5.2.2 Demand Response Services

In addition to the fixed route services described above, the RTS must continue to meet the demand for ADA-mandated services to the disabled. Currently, $600,000 per year is allocated for this service in FY 2002, plus an allocation of $155,000 representing 10% of existing RTS fixed administrative costs, $756,215 in all.

Demand for these services has grown significantly in recent years and will continue to grow significantly in the future. Growth is expected to come both from increased awareness and availability of existing services to the disabled as well as from the expansion of the RTS fixed-route service area.

As the fixed route service area expands, the requirement for the provision of comparable paratransit service to disabled persons residing within ¾ mile of RTS fixed routes will likewise expand the paratransit service area. This expansion will increase the demand for ADA-mandated services. As demand for ADA services grows, it is anticipated that the RTS will follow a policy of attempting to assign as many disabled riders as possible to the fixed-route system. However, many disabled citizens have neither the ability nor access to ride fixed route transit. These persons must continue to be served by the demand response system.

RTS is currently investigating alternative forms of administration of the ADA paratransit service. Each of the studied options has its own cost characteristics, but no decision has yet been made as to the future direction of the ADA administration. For this reason,

an annual growth factor of 12% has been included in the financial program to cover the expansion of the demand response transportation system as well as added costs associated with a more direct involvement in the administration of ADA services.

5.3 Financial Program

The expenses associated with the transit improvement described in Chapter 4 and the first part of Chapter 5 are summarized in ***Figure 5-6***. Each part of that figure describes a six-year segment of the time period 2002 through 2019. The "Other" expense category shown for 2002 represents expenditures for non-recurring costs not directly related to the provision of transit services, such as special projects and grant-funded activities. Because these expenses change year to year, but are not directly related to the provision of services, they are omitted from the expense projections in subsequent years.

The following estimated expenditures reflect only continuing transit service costs and the costs of recommendations described in Chapter 4.

Expenses	2002	2003	2004	2005	2006	2007
Operating						
Fixed Route						
Regular Routes	7,356,401	7,356,401	7,356,401	7,516,401	7,855,401	9,655,401
Schedule Maintenance			250,000	250,000	250,000	250,000
UF	633,896	652,913	672,500	692,675	713,456	734,859
Demand Response						
ADA	600,000	672,000	752,640	842,957	944,112	1,057,405
Other						
Overhead						
Fixed Route	1,395,135	1,395,135	1,395,135	1,395,135	1,395,135	1,395,135
Demand Response	156,215	156,215	156,215	156,215	156,215	156,215
Other	634,396					
Capital						
Vehicles						
Bus Replacement			2,600,000	2,600,000	2,600,000	2,600,000
Bus Fleet Expansion						
Other						
Facilities						
Park & Ride						
Transit Center				2,500,000	1,700,000	2,360,000
Shelters & Benches			40,000	40,000	40,000	40,000
Other						
Other						
Buildings				3,150,000	4,725,000	2,125,000
Equipment						500,000
Miscellaneous	137,673					
Depreciation						
Total Operating	**10,776,043**	**10,232,664**	**10,582,891**	**10,853,383**	**11,314,318**	**13,249,015**
Total Capital	**137,673**	**0**	**2,640,000**	**8,290,000**	**9,065,000**	**7,625,000**
Total Expenses	**10,913,716**	**10,232,664**	**13,222,891**	**19,143,383**	**20,379,318**	**20,874,015**

Figure 5-6a
Estimated Program Expenses 2002 through 2007

Expenses	2008	2009	2010	2011	2012	2013
Operating						
Fixed Route						
Regular Routes	11,545,401	13,315,401	13,925,401	14,525,401	15,135,401	15,695,401
Schedule Maintenance	250,000	250,000	250,000	250,000	250,000	250,000
UF	756,905	779,612	803,000	827,091	851,903	877,460
Demand Response						
ADA	1,184,294	1,326,409	1,485,578	1,663,847	1,863,509	2,087,130
Other						
Overhead						
Fixed Route	1,395,135	1,395,135	1,395,135	1,395,135	1,395,135	1,395,135
Demand Response	156,215	156,215	156,215	156,215	156,215	156,215
Other						
Capital						
Vehicles						
Bus Replacement	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
Bus Fleet Expansion	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000
Other						
Facilities						
Park & Ride					1,820,000	0
Transit Center	300,000	150,000	240,000	110,000	0	0
Shelters & Benches	40,000	40,000	40,000	40,000	40,000	40,000
Other						
Other						
Buildings						
Equipment						
Miscellaneous						
Depreciation						
Total Operating	**15,287,950**	**17,222,772**	**18,015,329**	**18,817,689**	**19,652,163**	**20,461,341**
Total Capital	**4,890,000**	**4,740,000**	**4,830,000**	**4,700,000**	**6,410,000**	**4,590,000**
Total Expenses	**20,177,950**	**21,962,772**	**22,845,329**	**23,517,689**	**26,062,163**	**25,051,341**

Figure 5-6b
Estimated Program Expenses 2008 through 2013

Expenses	2014	2015	2016	2017	2018	2019
Operating						
Fixed Route						
Regular Routes	16,335,401	16,995,401	18,095,401	18,635,401	18,635,401	18,635,401
Schedule Maintenance	250,000	250,000	250,000	250,000	250,000	250,000
UF	903,784	930,898	958,825	987,589	1,017,217	1,047,734
Demand Response						
ADA	2,337,586	2,618,096	2,932,267	3,284,139	3,678,236	4,119,625
Other						
Overhead						
Fixed Route	1,395,135	1,395,135	1,395,135	1,395,135	1,395,135	1,395,135
Demand Response	156,215	156,215	156,215	156,215	156,215	156,215
Other						
Capital						
Vehicles						
Bus Replacement	2,600,000	2,600,000	2,600,000	2,600,000	4,550,000	4,550,000
Bus Fleet Expansion	1,950,000	1,950,000	1,950,000	1,950,000		
Other						
Facilities						
Park & Ride	1,650,000	1,650,000	1,480,000	1,352,500	0	0
Transit Center	90,000	130,000	110,000	0	0	0
Shelters & Benches						
Other						
Other						
Buildings						
Equipment						
Miscellaneous						
Depreciation						
Total Operating	**21,378,121**	**22,345,745**	**23,787,843**	**24,708,480**	**25,132,204**	**25,604,109**
Total Capital	**6,290,000**	**6,330,000**	**6,140,000**	**5,902,500**	**4,550,000**	**4,550,000**
Total Expenses	**27,668,121**	**28,675,745**	**29,927,843**	**30,610,980**	**29,682,204**	**30,154,109**

Figure 5-6c
Estimated Program Expenses 2014 through 2019

5.4 Summary

The RTS has undergone a period of extremely rapid change over the past five years. That period of rapid growth has outstripped the system's infrastructure to some extent over that period, resulting in some difficulties which, if not addressed in the near future, may negatively impact RTS' ability to continue to meet the growth in demand for new and improved services. The RTS has succeeded in significantly expanding the scope of transit services while being constrained by the number and age of existing buses and the capacity to maintain the operating fleet and provide sufficient space for the operating and administrative staff.

Given those constraints, RTS has done an admirable job of maintaining a high level and quality of public transit services to the public. At the same time, the expectations of the community for a continuing expansion of services over the next decade have given a new urgency to the need to augment the system's operating infrastructure to position RTS for an increasing role in meeting the transportation needs of the greater Gainesville region and ultimately those of Alachua County.

The findings of the Comprehensive Operations Analysis include the following observations.

- The existing fleet of vehicles contains a number of aged vehicles that have surpassed their useful life.
- The existing maintenance and operations facility is of inadequate size and capacity to support expanded future public transit services by RTS.
- The Downtown Plaza Transit Center is operating significantly above its design capacity, creating periodic traffic congestion and potentially hazardous pedestrian conditions at the existing site.
- Some minor modifications have been identified for individual routes but there were not identified any major problems with existing route alignments or schedules other than overcrowding on selected trips.
- There is a need to improve north-south connectivity in the western portion of the RTS service area.
- Future expansion of the RTS service area needs to be accompanied by the identification of a dedicated funding source and the development of a more regional governing body.

A number of additional capital facilities have been identified to better support existing and future transit operations. Among these are:

- A new transfer center in the downtown vicinity is needed to replace the existing Plaza Transit Center. The existing location should continue as a major transit destination but no longer function as the focus of system interline transfers.
- Additional transit centers at the University of Florida, Milhopper Square and in the Butler Plaza area are needed to facilitate major transfer

movements as well as a number of smaller centers to serve as a focus of neighborhood transit services.

- A satellite maintenance/operations facility is needed to augment the operations currently directed from the existing facility.
- Future park and ride facilities should be developed close to the trip origin locations in outlying communities and developed only as a specific market for park-and-ride services has been identified.
- A consistent program of annual bus purchases should be undertaken to replace aged vehicles in a timely and regular manner and to provide for an expanded revenue fleet as demand dictates while avoiding the financial impact of large bus purchases at more infrequent intervals.
- Efforts should be made to significantly expand RTS' inventory of passenger shelters at bus stops exhibiting significant (35 or more) daily boardings.