



## CHAPTER V

# Financial Plan

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### INTRODUCTION

One of the biggest hurdles related to increasing transit service is financial. The ability to procure funding for service expansion is a necessity, aiding in the development of the long-term plan. This chapter presents a fare structure for the KeyLine system, as well as financial plans for each of the three headways and a 10-year financial plan for the recommended system.

### FARES

Farebox revenues represent only approximately eight percent of the total income of the KeyLine system. The current fare for regular fixed-route service is \$1.00 for regular passengers, but is free for students with their school identification. Paratransit service currently operates with a fare of \$1.00 for ADA-approved passengers, and \$2.00 for senior citizens. The Trolley, which operates in summer months, currently has no fare.

### Fare-Free System

One idea that has been discussed is to make the fixed-route transit system free. Under this scenario, all of the fixed-route and general public demand-response service would operate at no charge to the passenger. Because the system (fixed-route and paratransit combined) only achieves a farebox recovery ratio of around 12 percent once farebox maintenance is considered, the gains are marginal. A free fixed-route system allows for the system to eliminate the fareboxes and their maintenance costs altogether. A fixed-route system also helps to increase ridership, especially with those who have other options. Transit-dependent individuals will ride the system whether the fare is \$1.00 or is free because of their circumstances. Other riders, however, need an incentive to use transit instead of their car. The two major ways to accomplish this are by providing a system that costs less than driving and/or by providing a trip time that is similar to driving. By eliminating fares on fixed-route service, riders (particularly commuters) may have

an incentive to ride transit instead. They will save money on gas and parking which can be a significant monthly cost for many commuters. When service is made free for fixed-route riders, it must also be made free for paratransit riders as well.

## Fare Structure

In order to recoup a greater percentage of operating costs, another option is to slightly raise fares. Raising fares on fixed-route service to \$1.50 will help to recover some of the rising costs that KeyLine is facing. Under this scenario, transfers would remain free. Another option is to include a semester pass for University and college students or a University Pass program. The proposed fare structure is shown in Table V-1.

| <b>Table V-1<br/>Proposed Fare Schedule</b> |             |
|---|-------------|
| <b>Fare Category</b>                        | <b>Fare</b> |
| Adult Cash Fare                             | \$1.50      |
| Students K-12 with School ID                | Free        |
| Students K-12 without School ID             | \$.75       |
| Half-Fare with KeyLine Half-Fare Card       | \$.75       |
| Half-Fare 11-Ride Ticket                    | \$7.50      |
| 11-Ride Ticket                              | \$15.00     |
| Monthly Pass                                | \$50.00     |
| University Semester Pass                    | \$50.00     |
| Minibus Paratransit                         | \$3.00      |

Paratransit service for ADA members would also be \$3.00, with seniors paying \$3.00 to use the service. Under the ADA, passengers may be charged up to twice the fixed-route cash fare for paratransit service. Paratransit has a higher cost per passenger, but provides a more convenient service. This fare structure would have users paying a greater proportion of the costs. Currently, approximately 20 percent of all Minibus riders are elderly (non-ADA) passengers. The Minibus

service should limit eligibility to that required by ADA only. This could result in a significant cost savings.

It is recommended that the downtown shuttle continue to operate free of charge year-round. Because the downtown shuttle will be geared toward moving employees and tourists around the downtown area, ridership could be greatly influenced by the presence of a fare. Having a free downtown shuttle and extension will allow users to conveniently access entertainment, retail, and employment within the downtown area. The shuttle will also allow users to access parking that is slightly farther away from their final destination, helping with congestion and traffic flow.

## **FIVE-YEAR FINANCIAL PLAN OPTIONS**

For comparison, a financial plan was created using each of the three headway options separately. That is to say, the financial costs of operating the three different levels of service for FY 2010 through FY 2014 were developed. Tables V-2 through V-4 depict these costs. The financial plan for the recommended phasing is presented in the next section of this chapter.

| Table V-2<br>60-Minute Service Five-Year Budget |                     |                     |                     |                     |                     |                     |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Fixed-Route                                     | FY 08 Budget        | FY 10               | FY 11               | FY 12               | FY 13               | FY 14               |
| Operating Wages                                 | 464,274             | 1,124,157           | 1,163,502           | 1,204,225           | 1,246,373           | 1,289,996           |
| Operating Benefits                              | 131,723             | 318,944             | 330,107             | 341,661             | 353,619             | 365,995             |
| Admin Wages                                     | 46,151              | 49,438              | 51,168              | 52,959              | 54,813              | 56,731              |
| Admin Benefits                                  | 35,705              | 38,248              | 39,587              | 40,972              | 42,406              | 43,891              |
| Maintenance Wages                               | 73,295              | 177,471             | 183,682             | 190,111             | 196,765             | 203,652             |
| Maintenance Benefits                            | 22,844              | 55,313              | 57,249              | 59,252              | 61,326              | 63,473              |
| Supplies and Services                           | 10,360              | 25,328              | 26,341              | 27,395              | 28,490              | 29,630              |
| Printing and Promotion                          | 24,695              | 60,374              | 62,789              | 65,300              | 67,912              | 70,629              |
| General Liability Insurance                     | 32,283              | 78,925              | 82,082              | 85,365              | 88,779              | 92,331              |
| Other Insurance                                 | 2,863               | 6,999               | 7,279               | 7,571               | 7,873               | 8,188               |
| Travel  | 8,564               | 20,937              | 21,775              | 22,645              | 23,551              | 24,493              |
| Utilities                                       | 86,347              | 93,393              | 98,996              | 104,936             | 111,232             | 117,906             |
| Fuel  | 174,800             | 443,941             | 479,456             | 517,812             | 559,237             | 603,976             |
| Vehicle Maintenance                             | 288,389             | 705,045             | 733,247             | 762,577             | 793,080             | 824,804             |
| Maintenance and Operating Expense               | 4,316               | 10,552              | 10,974              | 11,413              | 11,869              | 12,344              |
| Shop Equipment                                  | 6,910               | 7,474               | 7,773               | 8,084               | 8,407               | 8,743               |
| Miscellaneous Equipment                         | 53,600              | 57,974              | 60,293              | 62,704              | 65,213              | 67,821              |
| Contractual Services                            | 162,563             | 175,828             | 182,861             | 190,176             | 197,783             | 205,694             |
| Subtotal  | \$ 1,629,682        | \$ 3,450,339        | \$ 3,599,160        | \$ 3,755,158        | \$ 3,918,730        | \$ 4,090,297        |
| <b>Minibus</b>                                  |                     |                     |                     |                     |                     |                     |
| Operating Wages                                 | 429,771             | 337,125             | 348,924             | 361,137             | 373,776             | 386,859             |
| Operating Benefits                              | 94,134              | 73,841              | 76,426              | 79,101              | 81,869              | 84,735              |
| Supplies and Services                           | 230                 | 269                 | 280                 | 291                 | 303                 | 315                 |
| Printing and Promotion                          | 260                 | 304                 | 316                 | 329                 | 342                 | 356                 |
| General Liability Insurance                     | 10,093              | 11,698              | 12,166              | 12,653              | 13,159              | 13,685              |
| Utilities                                       | 370                 | 467                 | 495                 | 525                 | 556                 | 590                 |
| Fuel  | 64,048              | 77,864              | 84,093              | 90,820              | 98,086              | 105,933             |
| Vehicle Maintenance                             | 117,225             | 137,186             | 142,673             | 148,380             | 154,315             | 160,488             |
| Contractual Services                            | 7,308               | 8,552               | 8,894               | 9,250               | 9,620               | 10,005              |
| Dispatching Services (contracted)               |                     | 60,000              | 62,400              | 64,896              | 67,492              | 70,192              |
| Software  | 5,741               |                     |                     |                     |                     |                     |
| Subtotal  | \$ 729,180          | \$ 707,307          | \$ 736,668          | \$ 767,382          | \$ 799,519          | \$ 833,156          |
| <b>Total</b>                                    | <b>\$ 2,358,862</b> | <b>\$ 4,157,646</b> | <b>\$ 4,335,828</b> | <b>\$ 4,522,540</b> | <b>\$ 4,718,249</b> | <b>\$ 4,923,453</b> |

Source: KeyLine, 2008; LSC, 2009

**Table V-3**  
**30-Minute Peak/60-Minute Off-Peak Service Five-Year Budget**

| <b>Fixed-Route</b>                | <b>FY 08 Budget</b> | <b>FY 10</b>        | <b>FY 11</b>        | <b>FY 12</b>        | <b>FY 13</b>        | <b>FY 14</b>        |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Operating Wages                   | 464,274             | 1,357,980           | 1,405,509           | 1,454,702           | 1,505,616           | 1,558,313           |
| Operating Benefits                | 131,723             | 385,284             | 398,769             | 412,725             | 427,171             | 442,122             |
| Admin Wages                       | 46,151              | 49,438              | 51,168              | 52,959              | 54,813              | 56,731              |
| Admin Benefits                    | 35,705              | 38,248              | 39,587              | 40,972              | 42,406              | 43,891              |
| Maintenance Wages                 | 73,295              | 214,384             | 221,888             | 229,654             | 237,692             | 246,011             |
| Maintenance Benefits              | 22,844              | 66,818              | 69,156              | 71,577              | 74,082              | 76,675              |
| Supplies and Services             | 10,360              | 30,596              | 31,820              | 33,093              | 34,416              | 35,793              |
| Printing and Promotion            | 24,695              | 72,931              | 75,849              | 78,882              | 82,038              | 85,319              |
| General Liability Insurance       | 32,283              | 95,341              | 99,154              | 103,121             | 107,245             | 111,535             |
| Other Insurance                   | 2,863               | 8,455               | 8,793               | 9,145               | 9,511               | 9,891               |
| Travel                            | 8,564               | 25,292              | 26,304              | 27,356              | 28,450              | 29,588              |
| Utilities                         | 86,347              | 93,393              | 98,996              | 104,936             | 111,232             | 117,906             |
| Fuel                              | 174,800             | 536,280             | 579,182             | 625,517             | 675,558             | 729,603             |
| Vehicle Maintenance               | 288,389             | 851,694             | 885,762             | 921,192             | 958,040             | 996,362             |
| Maintenance and Operating Expense | 4,316               | 12,746              | 13,256              | 13,786              | 14,338              | 14,911              |
| Shop Equipment                    | 6,910               | 7,474               | 7,773               | 8,084               | 8,407               | 8,743               |
| Miscellaneous Equipment           | 53,600              | 57,974              | 60,293              | 62,704              | 65,213              | 67,821              |
| Contractual Services              | 162,563             | 175,828             | 182,861             | 190,176             | 197,783             | 205,694             |
| <b>Subtotal</b>                   | <b>\$ 1,629,682</b> | <b>\$ 4,080,156</b> | <b>\$ 4,256,120</b> | <b>\$ 4,440,582</b> | <b>\$ 4,634,012</b> | <b>\$ 4,836,910</b> |
| <b>Minibus</b>                    |                     |                     |                     |                     |                     |                     |
| Operating Wages                   | 429,771             | 337,125             | 348,924             | 361,137             | 373,776             | 386,859             |
| Operating Benefits                | 94,134              | 73,841              | 76,426              | 79,101              | 81,869              | 84,735              |
| Supplies and Services             | 230                 | 269                 | 280                 | 291                 | 303                 | 315                 |
| Printing and Promotion            | 260                 | 304                 | 316                 | 329                 | 342                 | 356                 |
| General Liability Insurance       | 10,093              | 11,698              | 12,166              | 12,653              | 13,159              | 13,685              |
| Utilities                         | 370                 | 467                 | 495                 | 525                 | 556                 | 590                 |
| Fuel                              | 64,048              | 77,864              | 84,093              | 90,820              | 98,086              | 105,933             |
| Vehicle Maintenance               | 117,225             | 137,186             | 142,673             | 148,380             | 154,315             | 160,488             |
| Contractual Services              | 7,308               | 8,552               | 8,894               | 9,250               | 9,620               | 10,005              |
| Dispatching Services (contracted) |                     | 60,000              | 62,400              | 64,896              | 67,492              | 70,192              |
| Software                          | 5,741               |                     |                     |                     |                     |                     |
| <b>Subtotal</b>                   | <b>\$ 729,180</b>   | <b>\$ 707,307</b>   | <b>\$ 736,668</b>   | <b>\$ 767,382</b>   | <b>\$ 799,519</b>   | <b>\$ 833,156</b>   |
| <b>Total</b>                      | <b>\$ 2,358,862</b> | <b>\$ 4,787,463</b> | <b>\$ 4,992,788</b> | <b>\$ 5,207,964</b> | <b>\$ 5,433,531</b> | <b>\$ 5,670,066</b> |

Source: KeyLine, 2008; LSC, 2009

**Table V-4**  
**30-Minute All-Day Service Five-Year Budget**

| <b>Fixed-Route</b>                | <b>FY 08 Budget</b> | <b>FY 10</b>        | <b>FY 11</b>        | <b>FY 12</b>        | <b>FY 13</b>        | <b>FY 14</b>        |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Operating Wages                   | 464,274             | 1,569,907           | 1,624,854           | 1,681,724           | 1,740,584           | 1,801,505           |
| Operating Benefits                | 131,723             | 445,411             | 461,001             | 477,136             | 493,836             | 511,120             |
| Admin Wages                       | 46,151              | 49,438              | 51,168              | 52,959              | 54,813              | 56,731              |
| Admin Benefits                    | 35,705              | 38,248              | 39,587              | 40,972              | 42,406              | 43,891              |
| Maintenance Wages                 | 73,295              | 247,841             | 256,516             | 265,494             | 274,786             | 284,404             |
| Maintenance Benefits              | 22,844              | 77,245              | 79,949              | 82,747              | 85,643              | 88,641              |
| Supplies and Services             | 10,360              | 35,371              | 36,786              | 38,257              | 39,787              | 41,379              |
| Printing and Promotion            | 24,695              | 84,313              | 87,686              | 91,193              | 94,841              | 98,634              |
| General Liability Insurance       | 32,283              | 110,220             | 114,629             | 119,214             | 123,982             | 128,942             |
| Other Insurance                   | 2,863               | 9,775               | 10,166              | 10,572              | 10,995              | 11,435              |
| Travel                            | 8,564               | 29,239              | 30,409              | 31,625              | 32,890              | 34,205              |
| Utilities                         | 86,347              | 93,393              | 98,996              | 104,936             | 111,232             | 117,906             |
| Fuel                              | 174,800             | 619,972             | 669,570             | 723,135             | 780,986             | 843,465             |
| Vehicle Maintenance               | 288,389             | 984,610             | 1,023,995           | 1,064,954           | 1,107,553           | 1,151,855           |
| Maintenance and Operating Expense | 4,316               | 14,736              | 15,325              | 15,938              | 16,576              | 17,239              |
| Shop Equipment                    | 6,910               | 7,474               | 7,773               | 8,084               | 8,407               | 8,743               |
| Miscellaneous Equipment           | 53,600              | 57,974              | 60,293              | 62,704              | 65,213              | 67,821              |
| Contractual Services              | 162,563             | 175,828             | 182,861             | 190,176             | 197,783             | 205,694             |
| <b>Subtotal</b>                   | <b>\$ 1,629,682</b> | <b>\$ 4,650,996</b> | <b>\$ 4,851,562</b> | <b>\$ 5,061,822</b> | <b>\$ 5,282,313</b> | <b>\$ 5,513,610</b> |
| <b>Minibus</b>                    |                     |                     |                     |                     |                     |                     |
| Operating Wages                   | 429,771             | 337,125             | 348,924             | 361,137             | 373,776             | 386,859             |
| Operating Benefits                | 94,134              | 73,841              | 76,426              | 79,101              | 81,869              | 84,735              |
| Supplies and Services             | 230                 | 269                 | 280                 | 291                 | 303                 | 315                 |
| Printing and Promotion            | 260                 | 304                 | 316                 | 329                 | 342                 | 356                 |
| General Liability Insurance       | 10,093              | 11,698              | 12,166              | 12,653              | 13,159              | 13,685              |
| Utilities                         | 370                 | 467                 | 495                 | 525                 | 556                 | 590                 |
| Fuel                              | 64,048              | 77,864              | 84,093              | 90,820              | 98,086              | 105,933             |
| Vehicle Maintenance               | 117,225             | 137,186             | 142,673             | 148,380             | 154,315             | 160,488             |
| Contractual Services              | 7,308               | 8,552               | 8,894               | 9,250               | 9,620               | 10,005              |
| Dispatching Services (contracted) |                     | 60,000              | 62,400              | 64,896              | 67,492              | 70,192              |
| Software                          | 5,741               |                     |                     |                     |                     |                     |
| <b>Subtotal</b>                   | <b>\$ 729,180</b>   | <b>\$ 707,307</b>   | <b>\$ 736,668</b>   | <b>\$ 767,382</b>   | <b>\$ 799,519</b>   | <b>\$ 833,156</b>   |
| <b>Total</b>                      | <b>\$ 2,358,862</b> | <b>\$ 5,358,302</b> | <b>\$ 5,588,230</b> | <b>\$ 5,829,203</b> | <b>\$ 6,081,833</b> | <b>\$ 6,346,766</b> |

Source: KeyLine, 2008; LSC, 2009

One of the major reasons that there is a large increase in costs is that service will be provided two hours longer each day, the Trolley will operate year-round, and funding is provided for the RTA Express. The longer service hours, along with an enhanced service area, create a greater cost. The cost to provide paratransit is slightly lower during the first few years of implementation, largely due to the savings created by greater efficiency with consolidated scheduling.

Using a 60-minute headway, the new system has the lowest costs as it provides the least amount of service, comparatively. Because of the extended hours and a mix of services provided, a service with 60-minute headways provides more than double the revenue-hours. As the headways decrease in time, a greater amount of service will be provided. A 30-minute daily headway is the most expensive option, but it also provides sufficient service for both transit-dependent individuals and choice riders.

## **PHASED IMPLEMENTATION PLAN**

Table V-5 provides a 10-year plan for the recommended phasing plan. This table is important because it shows the progression of operating costs as services increase over the next 10 years. Although the first year in the implementation plan is the least costly, it represents the greatest increase in cost, albeit over a two-year period. In conjunction with the implementation plan, 60-minute service is in operation between FY 2010 and FY 2012. Starting in FY 2013, service will be operating at 30-minute headways during the peak times and 60-minute headways during the middle of the day. This service will operate through 2016, with the final four years of the 10-year plan operating service at 30-minute headways all day. This phasing plan is tentative and will ultimately be decided as part of the budgeting process.

Table V-6 provides a 10-year phasing plan for capital projects, including bus procurement and facility upgrades and maintenance. Costs for FY 2010 include the replacement schedule provided by KeyLine, as well as the purchase of two additional trolleys to run service. In addition, the cost to develop a new site for the Delhi transfer center is estimated at approximately \$2 million. This figure includes the attainment and development of land. The new site will need to provide ade-

quate shelter, amenities, and appropriate space for pedestrian and vehicle circulation. Actual costs will depend on the character of the chosen site.

Another cost that was added to the table is the cost to upgrade the current bus stops. Current bus stop signage and access need to be improved to meet ADA standards and provide a more comfortable experience for the passenger. This cost is slightly higher during the first year with subsequent costs at roughly \$30,000 annually. The cost to upgrade all of the bus stops simultaneously is too great to incur at one time. Thus, the costs to upgrade these locations is dispersed among the other capital costs.

In total, the capital costs for the first year of the system (FY 2010) are the highest at approximately \$4.18 million. Subsequent years are significantly less, primarily because the bus replacement and transfer center costs are more significant during the first year. The remaining capital costs generally peak during the years just prior to a change in service. FY 2014 also shows a large cost as six heavy-duty buses will need to be replaced with medium-duty vehicles during that year.

The costs for vehicle replacement and the need for additional vehicles was derived from the current bus fleet's expected life and the need to increase the fleet size in conjunction with the recommended phasing plan. Please note that in FY 2015 and FY 2017 possible replacement costs for the standard taxis and sprinter vans scheduled for purchase in 2010 are considered. These vehicles have a shorter period of use than larger vehicles and will thus have to be replaced more frequently.

**Table V-5  
Preferred Plan Ten-Year Budget**

|                                   | FY 08 Budget | 60-Minute Headways |              |              | 30-Minute Peak Headways |              |              | 30-Minute Headways |              |              |              |  |
|-----------------------------------|--------------|--------------------|--------------|--------------|-------------------------|--------------|--------------|--------------------|--------------|--------------|--------------|--|
|                                   |              | FY 10              | FY 11        | FY 12        | FY 13                   | FY 14        | FY 15        | FY 16              | FY 17        | FY 18        | FY 19        |  |
| <b>Fixed-Route</b>                |              |                    |              |              |                         |              |              |                    |              |              |              |  |
| Operating Wages                   | 464,274      | 1,124,157          | 1,163,502    | 1,204,225    | 1,505,616               | 1,558,313    | 1,612,854    | 1,929,817          | 1,997,361    | 2,067,268    | 2,139,623    |  |
| Operating Benefits                | 131,723      | 318,944            | 330,107      | 341,661      | 427,171                 | 442,122      | 457,596      | 547,524            | 566,688      | 586,522      | 607,050      |  |
| Admin Wages                       | 46,151       | 49,438             | 51,168       | 52,959       | 54,813                  | 56,731       | 58,717       | 60,772             | 62,899       | 65,101       | 67,379       |  |
| Admin Benefits                    | 35,705       | 38,248             | 39,587       | 40,972       | 42,406                  | 43,891       | 45,427       | 47,017             | 48,662       | 50,365       | 52,128       |  |
| Maintenance Wages                 | 73,295       | 177,471            | 183,682      | 190,111      | 237,692                 | 246,011      | 254,621      | 304,660            | 315,324      | 326,360      | 337,783      |  |
| Maintenance Benefits              | 22,844       | 55,313             | 57,249       | 59,252       | 74,082                  | 76,675       | 79,358       | 94,954             | 98,278       | 101,717      | 105,277      |  |
| Supplies and Services             | 10,360       | 25,328             | 26,341       | 27,395       | 34,416                  | 35,793       | 37,225       | 44,755             | 46,546       | 48,407       | 50,344       |  |
| Printing and Promotion            | 24,695       | 60,374             | 62,789       | 65,300       | 82,038                  | 85,319       | 88,732       | 106,683            | 110,950      | 115,388      | 120,004      |  |
| General Liability Insurance       | 32,283       | 78,925             | 82,082       | 85,365       | 107,245                 | 111,535      | 115,997      | 139,463            | 145,042      | 150,843      | 156,877      |  |
| Other Insurance                   | 2,863        | 6,999              | 7,279        | 7,571        | 9,511                   | 9,891        | 10,287       | 12,368             | 12,863       | 13,377       | 13,913       |  |
| Travel                            | 8,564        | 20,937             | 21,775       | 22,645       | 28,450                  | 29,588       | 30,771       | 36,997             | 38,477       | 40,016       | 41,616       |  |
| Utilities                         | 86,347       | 93,393             | 98,996       | 104,936      | 109,134                 | 115,682      | 122,623      | 127,528            | 135,179      | 143,290      | 151,887      |  |
| Fuel                              | 174,800      | 443,941            | 479,456      | 517,812      | 663,048                 | 716,092      | 773,379      | 947,717            | 1,023,535    | 1,105,418    | 1,193,851    |  |
| Vehicle Maintenance               | 288,389      | 705,045            | 733,247      | 762,577      | 958,040                 | 996,362      | 1,036,216    | 1,245,846          | 1,295,680    | 1,347,507    | 1,401,407    |  |
| Maintenance and Operating Expense | 4,316        | 10,552             | 10,974       | 11,413       | 14,338                  | 14,911       | 15,508       | 18,645             | 19,391       | 20,167       | 20,973       |  |
| Shop Equipment                    | 6,910        | 7,474              | 7,773        | 8,084        | 8,407                   | 8,743        | 9,093        | 9,457              | 9,835        | 10,228       | 10,638       |  |
| Miscellaneous Equipment           | 53,600       | 57,974             | 60,293       | 62,704       | 65,213                  | 67,821       | 70,534       | 73,355             | 76,290       | 79,341       | 82,515       |  |
| Contractual Services              | 162,563      | 175,828            | 182,861      | 190,176      | 197,783                 | 205,694      | 213,922      | 222,479            | 231,378      | 240,633      | 250,258      |  |
| Subtotal                          | \$ 1,629,682 | \$ 3,450,339       | \$ 3,599,160 | \$ 3,755,158 | \$ 4,619,403            | \$ 4,821,174 | \$ 5,032,860 | \$ 5,970,038       | \$ 6,234,375 | \$ 6,511,949 | \$ 6,803,523 |  |
| <b>Minibus</b>                    |              |                    |              |              |                         |              |              |                    |              |              |              |  |
| Operating Wages                   | 429,771      | 337,125            | 348,924      | 361,137      | 373,776                 | 386,859      | 400,399      | 414,413            | 428,917      | 443,929      | 459,467      |  |
| Operating Benefits                | 94,134       | 73,841             | 76,426       | 79,101       | 81,869                  | 84,735       | 87,700       | 90,770             | 93,947       | 97,235       | 100,638      |  |
| Supplies and Services             | 230          | 269                | 280          | 291          | 303                     | 315          | 327          | 341                | 354          | 368          | 383          |  |
| Printing and Promotion            | 260          | 304                | 316          | 329          | 342                     | 356          | 370          | 385                | 400          | 416          | 433          |  |
| General Liability Insurance       | 10,093       | 11,698             | 12,166       | 12,653       | 13,159                  | 13,685       | 14,233       | 14,802             | 15,394       | 16,010       | 16,650       |  |
| Utilities                         | 370          | 467                | 495          | 525          | 556                     | 590          | 625          | 662                | 702          | 744          | 789          |  |
| Fuel                              | 64,048       | 77,864             | 84,093       | 90,820       | 98,086                  | 105,933      | 114,407      | 123,560            | 133,445      | 144,120      | 155,650      |  |
| Vehicle Maintenance               | 117,225      | 137,186            | 142,673      | 148,380      | 154,315                 | 160,488      | 166,907      | 173,584            | 180,527      | 187,748      | 195,258      |  |
| Contractual Services              | 7,308        | 8,552              | 8,894        | 9,250        | 9,620                   | 10,005       | 10,405       | 10,821             | 11,254       | 11,704       | 12,173       |  |
| Dispatching Services (contracted) |              | 60,000             | 62,400       | 64,896       | 67,492                  | 70,192       | 72,999       | 75,919             | 78,956       | 82,114       | 85,399       |  |
| Software                          | 5,741        |                    |              |              |                         |              |              |                    |              |              |              |  |
| Subtotal                          | \$ 729,180   | \$ 707,307         | \$ 736,668   | \$ 767,382   | \$ 799,519              | \$ 833,156   | \$ 868,373   | \$ 905,257         | \$ 943,897   | \$ 984,390   | \$ 1,026,840 |  |
| <b>Total</b>                      | \$ 2,358,862 | \$ 4,157,646       | \$ 4,335,828 | \$ 4,522,540 | \$ 5,418,922            | \$ 5,654,331 | \$ 5,901,234 | \$ 6,875,295       | \$ 7,178,272 | \$ 7,496,339 | \$ 7,830,362 |  |

Source: KeyLine, 2008; LSC, 2009

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**Table V-6  
Capital Phasing Plan**

|                             | FY 10 |             | FY 11 |            | FY 12 |            | FY 13 |            | FY 14 |             | FY 15 |            | FY 16 |           | FY 17 |            | FY 18 |           | FY 19 |           |
|-----------------------------|-------|-------------|-------|------------|-------|------------|-------|------------|-------|-------------|-------|------------|-------|-----------|-------|------------|-------|-----------|-------|-----------|
|                             | Qty   | Cost        | Qty   | Cost       | Qty   | Cost       | Qty   | Cost       | Qty   | Cost        | Qty   | Cost       | Qty   | Cost      | Qty   | Cost       | Qty   | Cost      | Qty   | Cost      |
| Replacement Vehicles        |       |             |       |            |       |            |       |            |       |             |       |            |       |           |       |            |       |           |       |           |
| Standard Taxi (\$40,000)    | 2     | 80,000      |       |            |       |            |       |            |       |             |       |            |       |           |       |            |       |           |       |           |
| Sprinter Van (\$75,000)     | 8     | 600,000     |       |            |       |            |       |            |       |             |       |            |       |           |       |            |       |           |       |           |
| Trolley (\$225,000)         |       |             |       |            |       |            |       |            |       |             |       |            |       |           |       |            |       |           |       |           |
| Small Bus (\$90,000)        |       |             |       |            | 1     | 99,225     |       |            |       |             |       |            |       |           |       |            |       |           |       |           |
| Medium-Duty Bus (\$250,000) | 4     | 1,000,000   | 2     | 525,000    |       |            |       |            | 6     | 1,823,259   | 2     | 638,141    |       |           |       |            |       |           |       |           |
| Additional Vehicles         |       |             |       |            |       |            |       |            |       |             |       |            |       |           |       |            |       |           |       |           |
| Standard Taxi (\$40,000)    |       |             |       |            |       |            |       |            |       |             | 2     | 102,103    |       |           |       |            |       |           |       |           |
| Sprinter Van (\$75,000)     |       |             |       |            |       |            |       |            |       |             |       |            |       |           | 8     | 844,260    |       |           |       |           |
| Trolley (\$225,000)         | 2     | 450,000     |       |            |       |            |       |            |       |             |       |            |       |           |       |            |       |           |       |           |
| Small Bus (\$90,000)        |       |             |       |            |       |            |       |            |       |             |       |            |       |           |       |            |       |           |       |           |
| Medium-Duty Bus (\$250,000) |       |             |       |            |       |            | 2     | 578,813    |       |             |       |            |       |           |       |            |       |           |       |           |
| Bus Stop Improvement Costs  |       | 50,000      |       | 30,000     |       | 30,000     |       | 30,000     |       | 30,000      |       | 30,000     |       | 30,000    |       | 30,000     |       | 30,000    |       | 30,000    |
| Delhi Transfer Development  |       | 2,000,000   |       |            |       |            |       |            |       |             |       |            |       |           |       |            |       |           |       |           |
| <b>Total</b>                | 16    | \$4,180,000 | 2     | \$ 555,000 | 1     | \$ 129,225 | 2     | \$ 608,813 | 6     | \$1,853,259 | 4     | \$ 770,243 | -     | \$ 30,000 | 8     | \$ 874,260 | -     | \$ 30,000 | -     | \$ 30,000 |

Source: KeyLine 2008; LSC 2009  
Future costs inflated at 5% annually