



Metropolitan Transit Commission



April 27, 2022

METROPOLITAN TRANSIT COMMISSION

Wednesday, April 27, 2022

5:00pm

Charlotte-Mecklenburg Government Center

WebEx

AGENDA

- I. Call to OrderCommissioner Leigh Altman
 - Attendance (Roll Call)
- II. Approval of the March 23, 2022 Summary (p.5-10)Commissioner Leigh Altman
- III. Report from the Chair of the Transit Service Advisory Committee (TSAC)Krissy Oechslein
- IV. Report from the Chair of the Citizens Transit Advisory Group (CTAG) Adam Paisak
- V. Public Comments
- VI. Informational Items
 - Envision My Ride – Bus Priority Study Update (p.12-32) Bruce Jones
 - Regional Coordinated Human Services Plan Update (p.34-50)Arlanda Rouse
- VII. Action Items
 - FY2022 Amended Operating and Debt Service Budget (p.52-58) Blanche Sherman
FY2022-FY2026 Amended Capital Investment Plan
 - FY2023 Proposed Operating & Debt Services Budgets (p.60-113) John Lewis, Jr
FY2023-27 Capital Investment Plan Blanche Sherman
- VIII. MTC Commissioners’ Business
 - None
- IX. Chief Executive Officer’s Report (p.115-118) John Lewis, Jr
- X. Adjourn

METROPOLITAN TRANSIT COMMISSION
MEETING SUMMARY
March 23, 2022
(Approved on April 27, 2022)

Presiding: Commissioner Leigh Altman, Mecklenburg County Board of Commissioners

Present:

Marcus Jones, (City Manager, Charlotte)	Brian Welch (Town Manager, Mint Hill)
Mayor Woody Washam (Town of Cornelius)	Randy Hemann (Town Manager, Mooresville)
Andrew Grant (Town Manager, Cornelius)	Bill Thunberg (Mooresville Representative)
Mayor Rusty Knox (Town of Davidson)	Mayor Walker Reid III, (City of Gastonia)
Jamie Justice (Town Manager, Davidson)	Michael Peoples (City Manager, Gastonia)
Mayor Melinda Bales (Town of Huntersville)	Randi Gates (GCLMPO, Gastonia)
Anthony Roberts (Town Manager, Huntersville)	Brian Borne (Interim City Manager, Monroe)
Mayor John Higdon (Town of Matthews)	Mayor William Dusch, (City of Concord)
Mayor Pro-Tem Renee Garner (Matthews)	

CATS Chief Executive Officer: John Lewis, Jr

I. Call to Order

The regular meeting of Metropolitan Transit Commission was called to order via WebEx conferencing at 5:30pm by Mecklenburg County Commissioner Leigh Altman.

II. Review of Meeting Summary

The meeting summary of February 23, 2022 was approved.

III. Transit Services Advisory Committee (TSAC) Chairman's Report

Krissy Oechslein (Chairwoman) reported the following recap: At our last TSAC meeting we heard about the battery electric bus pilot that's currently being rolled out. We also had an in-depth look at the Envision My Ride Bus Priority Study that will be coming before the MTC for a vote in the coming months. As transit riders we support all efforts to improve the bus system by providing more and better bus stop amenities and by improving the frequency and reliability of the bus system through things like traffic signal priority and queue jumping.

We also got a preview of all the service changes that CATS is planning to roll out throughout the year, such as increasing frequency on many local and express bus routes, as well as some potential new cross-town routes.

Finally, we heard that CATS has been able to increase the frequency of trains on the Blue Line. It's been a recurring theme in our monthly meetings that we've heard feedback from train riders that ridership was increasing, and trains were crowded because it was such a long wait between trains. Moving from 20-minute headways to 15 minutes during peak hours is a step in the right direction. We hope that service frequency will continue to improve as needed, especially during sports events when there have been significant crowds and long waits for trains.

IV. Citizens Transit Advisory Group (CTAG) Chairman's Report – No Report

V. Public Comments – None

VI. Informational Item

A. LYNX Silver Line Rail Trail Study Update

Jason Lawrence

Jason Lawrence – CATS Senior Transportation Planner – made a presentation an update on LYNX Silver Line Rail Trail Study, based on pages 12-27 in the MTC Agenda packet for March 23rd, 2022 meeting.

Discussion:

COMMISSIONER ALTMAN (Mecklenburg County): What would be the funding source for this? Is it the MTC budget?

MR. LAWRENCE: I think that's where we are working through. Really that comes down to the definition of what the project is built with. If there's an opportunity to construct the project, which we're still trying to ascertain whether or not that's possible, if it's considered part of the station access that could be an opportunity, but we're still in the early stages of where all of that funding would lay out. It could be part of a capital improvement plan. We've done Blue Line South and Northeast, there was capital investment plans around each station that built roads and sidewalk connections with the station project. That could be another potential funding source as we look at bonded city projects. I think that's still to be determined. We'll be getting more information about that as we move along in the plan.

COMMISSIONER ALTMAN (Mecklenburg County Board of Commissioners): Okay. And the South End Rail Trail, who paid for that?

MR. LAWRENCE: Large sections of that project were built with the development community as they built out the project. There were sections that were built through City CATS funds, but the majority of the project as I understand, most of it was built through the development coordination.

COMMISSIONER ALTMAN (Mecklenburg County Board of Commissioners): Well, it is a much-loved amenity, and I'm glad and excited by the planning and thinking, more thought given to extending that amenity throughout this proposed line.

B. Silver Line TOD Planning Study Update

John Howard

John Howard – CATS Transportation Planner – made a presentation an update on Silver Line TOD Planning Study, based on pages 29-37 in the MTC Agenda packet for March 23rd, 2022 meeting.

Discussion:

COMMISSIONER ALTMAN (Mecklenburg County Board of Commissioners): If I understand, page 13 of the presentation tells us that you have a grant. And that this is something that's coming, that this study is going to be done. By the way, who funded this grant? Where did the funds come from for the grant?

MR. HOWARD: Just like a TOD study, it was an FTA award.

COMMISSIONER ALTMAN (Mecklenburg County Board of Commissioners): It's federal dollars?

MR. HOWARD: Yes

COMMISSIONER ALTMAN (Mecklenburg County Board of Commissioners): You're going to be bringing in a group that's expert in this or this is our staff doing this?

MR. HOWARD: Similar to the other projects here we would probably bring in a consultant to help with this level of work. It's going to be pretty intensive and again lots of meetings and lots of coordination efforts with neighborhoods and other groups, so this would be consultant-driven but also with a lot of staff input as well.

COMMISSIONER ALTMAN (Mecklenburg County Board of Commissioners): That's great. Do you expect the consultant to obviously build on, I guess 1 through 9, is what staff has already developed in our toolbox and we're looking for the consultant to help add additional strategies, is that what we're doing with this?

MR. HOWARD: I think partly that is what we're going to do is continue this conversation, but again, getting more granular with the public about it and maybe having them also give ideas that aren't on this list. It's not exhaustive, but it is a way to get the conversation kind of restarted if you will and just do a little more focus work about what equity means. We do look at probably expanding this list possibly. We're still working on refining the scope for the grant, given the reduced amount that we got. We actually applied for 800,000 and we got 405,000, so we had to go back over the scope again to make sure we can meet the project goals.

COMMISSIONER ALTMAN (Mecklenburg County Board of Commissioners): That's great; that's wonderful.

CATS CEO LEWIS: I'd like to add a little bit to John's response on that. One of the reasons that we began this study was clearly the broader goals of the City and the community outside of the mobility aspect. As John mentioned, housing and equitable transit-oriented development are a few of those, but one of the things we learned very clearly from lessons learned from the Blue Line extension and the South Corridor is that CATS could not address these issues on its own, and a lot of this was not just identifying the strategies that could be used, but an important part of this is going to be engaging the coalition of partners that will help us achieve these broader goals. I think when we look back at the South Corridor and some of the areas where CATS went alone, we fell short of the goal.

We can talk about Scaleybark. We thought at that time that if we accumulated property, we put a station there, that the market would handle the rest. I think what was obvious is that we needed to be intentional, we needed to cast a wide net, and we needed to come up with a very specific outcome-based strategy at the beginning of the project, not after we had built the project. What you are seeing here is some of the recommendations. Our second grant will help us get more detailed and really work hard on that coalition bill.

COMMISSIONER ALTMAN (Mecklenburg County Board of Commissioners): Wow, I think that's wonderful, and I'm excited at the prospect of this becoming more granular with public input, so thank you very much.

MAYOR HIGDON (Town of Matthews): Will the grant opportunity extend beyond Charlotte or is it going to be focused only in Charlotte?

MR. HOWARD: Mostly focused within the city limits. We do have some supporting document from Matthews, but it will be primarily a Charlotte centric study.

COMMISSIONER ALTMAN (Mecklenburg County Board of Commissioners): Well, Mr. Lewis, we certainly want our Towns to be able to benefit from this important work, and I'm concerned if we have towns that have that interest and may sort of be missing the boat. Do you have any thoughts on that?

CATS CEO LEWIS: I think we will have the opportunity as we're working through the scope of this project to identify working with the Towns, identify ways that we can expand this project. I think typically, these kind of housing and economic developments, are outside the scope of the transit focus, but if it is the goal of the MTC and if it is the consensus of the Board that we'd like to expand, we'll find a way to make that work.

VII. Action Item - None

VIII. MTC Commissioners' Business - None

IX. Chief Executive Officer's Report

John Lewis, Jr. – CATS CEO provided the following report: Echoing some of the comments that were made by our chair of our Transit Service Advisory Committee, over the last two years we know as a result of the pandemic and many external factors that went along with that reality, transit ridership across the nation dropped precipitously. In March of 2020 our ridership was reduced almost overnight by anywhere from 70% to 80%. Since then, our bus ridership has continued to grow on a steady basis. We are about 50% to 60% of where we were this time two years ago. But our rail ridership, which is very much in sync with the employment commute and the state of the environment from an economic and employment standpoint, the rail ridership has lagged behind.

But I think we have a couple of bright spots on the horizon that point to the fact that transit is going to make a comeback. When we had large events in Uptown, whether that be Panthers games or Hornets games or recent soccer games, the amount of demand for our rail ridership has been as great as it was before the pandemic. I think that points to when citizens in our region have destinations that they want to go to, and particularly our rail and bus service can serve those needs, they're coming back and making use of our system.

Now, we were a little bit surprised by the level of ridership that we've had for the most recent soccer games. We are making those adjustments, but from a transit provider standpoint, full trains are a good thing, full platforms are a good thing. This past weekend we inserted four unscheduled trains to help relieve that, but I think this bodes well for us into the future.

Also, working with our Transit Service Advisory Committee we've heard anecdotally that as businesses are beginning to reopen to in-person workplace that our rail ridership and some trains in the morning and in the afternoon commute times are a little more crowded than we've been used to in the last couple of years. Anticipating not just the recent opening of Wells Fargo but the imminent back to work notices from Bank of America, we are going to adjust our service levels in the next week on the Blue Line from 20-minute headways or intervals to 15 minutes.

We're doing our best to continue to follow demand of our customers and provide the service levels that they will need.

I think this trend will continue as whether or not we are transitioning out of the pandemic or learning to live with the pandemic, we're definitely seeing a rising demand in public transit services and we'll continue to meet that demand, paying particular attention to our ridership and keeping in close contact with our TSAC committee.

One of the things that we heard, again working with TSAC and our riders committee, is the need to take advantage of technology to provide real-time information to our customers. We launched our CATS-Pass bus app in October of last year, and this app has had great utilization. Over 40,000 users on a daily basis have downloaded the app and continue to use that.

One of the things that we've learned is we need to do a better job at marketing that. Some of our customers are still going to our old application. We are working hard to provide the information they need to transition to our new app but also providing tutorials for customers to really understand how to use this new technology which gives you real-time information of where your next bus is. I'd just like to give a shout-out to our marketing communications department. This is our latest marketing campaign that will be released later this week.

We are really excited about the future of this app as we continue. We are planning to integrate our Light Rail and Gold Line streetcar services later this spring, and I will say I am most excited about our fare capping option that we will be rolling out soon. That really is an equity issue, for so many of our cash paying customers who are laying out \$2.20 each and every time they are using our service, generally they're paying more for the same service that many others are getting a discount for by laying out \$88 at the beginning of the month.

This application will allow us that once our cash paying customers reach that monthly pass limit, that the rest of the month they will be acting as if they have that monthly pass. This really levels the playing field from an equity standpoint and something that we're really excited about rolling out. Stay tuned for that, but we're really pleased with the functionality of our new CATS-Pass app thus far.

Discussion:

MS. OECHSLIN (TSAC Chairwoman): This is amazing news. We've been pushing for fare capping for several years at least, ever since I've been on TSAC, I'm like super excited to hear this. I hope we'll hear more. I mean I'm certain we'll hear more in the TSAC meeting but I hope we'll hear more in an MTC meeting. Just like you said, fare capping is like a payment plan for people who can't afford the upfront cost because it's expensive to be poor. People who can at least afford it should also enjoy the benefits of a monthly pass. I'm really thrilled to hear that.

Also, I was wondering if you had a time frame to when the trains would be included in the CATS-Pass app real-time tracking.

CATS CEO LEWIS: Our goal is by early summer, but I will get you an exact date at the next MTC meeting.

X. Other Business – None

XI. Adjourn

The meeting was adjourned at 6:28 p.m. Mecklenburg County Commissioner Leigh Altman – MTC Chairwoman.

NEXT MTC MEETING: WEDNESDAY, APRIL 27TH, 2022; STARTS AT 5:00 P.M.

**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM
INFORMATION SUMMARY**

SUBJECT: Envision My Ride: Bus Priority Study Update

DATE: April 27, 2022

- 1.0 PURPOSE/SCOPE:** CATS will provide information on the ongoing Envision My Ride Bus Priority Study during the April meeting before seeking MTC plan adoption in May of this year. The presentation will focus on the recommendations of the study which include the future high frequency bus network, priority bus treatment types, mobility hub locations, a bus stop and ADA improvement plan, policy updates to improve the bus stop amenity rollout process, and microtransit zones to support first / last mile connections.

BACKGROUND/JUSTIFICATION: As a continuation of the Envision My Ride (EMR) effort, CATS began a Bus Priority study in 2021. This study will develop speed and reliability recommendations for the proposed EMR high frequency network. This analysis will include an evaluation of the following: queue jumpers, signal priority/preemption, dedicated bus lanes and related bus priority treatments. Additional deliverables will include proposed system wide bus stop amenity improvements, mobility hub locations, first / last mile solutions, and recommendations to improve the customer experience.

- 2.0 PROCUREMENT BACKGROUND:** N/A

- 3.0 POLICY IMPACT:** N/A

- 4.0 ECONOMIC IMPACT:** N/A

- 5.0 ALTERNATIVES:** N/A

- 6.0 RECOMMENDATION:** N/A

- 7.0 ATTACHMENT(S):** N/A

SUBMITTED AND RECOMMENDED BY:



John M. Lewis, Jr.
Chief Executive Officer, Charlotte Area Transit System
Director of Public Transit, City of Charlotte



ENVISION MY RIDE BUS PRIORITY STUDY



**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM**

APRIL 2022

AGENDA

- Overview of the Study
- Network Recommendations
 - Frequency Improvements
 - Focus Corridors
 - Mobility Hubs
 - Bus Stop & Amenity Rollout Updates
 - Microtransit and First / Last Mile Zones
- Outreach Activities
- Recommendations
- Funding Strategies & Peer City Examples
- Summary & Next Steps



ENVISION MY RIDE: BUS PRIORITY STUDY

Building a Better Bus Network

Envision My Ride developed the plan:



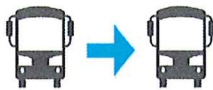
Create more frequent bus service



Create more direct bus service



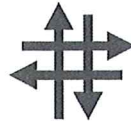
Develop more crosstown connections



Greater connectivity between different routes



The Bus Priority Study is recommending capital improvements that:



Makes bus trips faster, more reliable, and more enjoyable.



Improves connections to other transit lines, bikeshare, park & rides, and other mobility options



Improves the bus stop system-wide.

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The Vision

Improving time

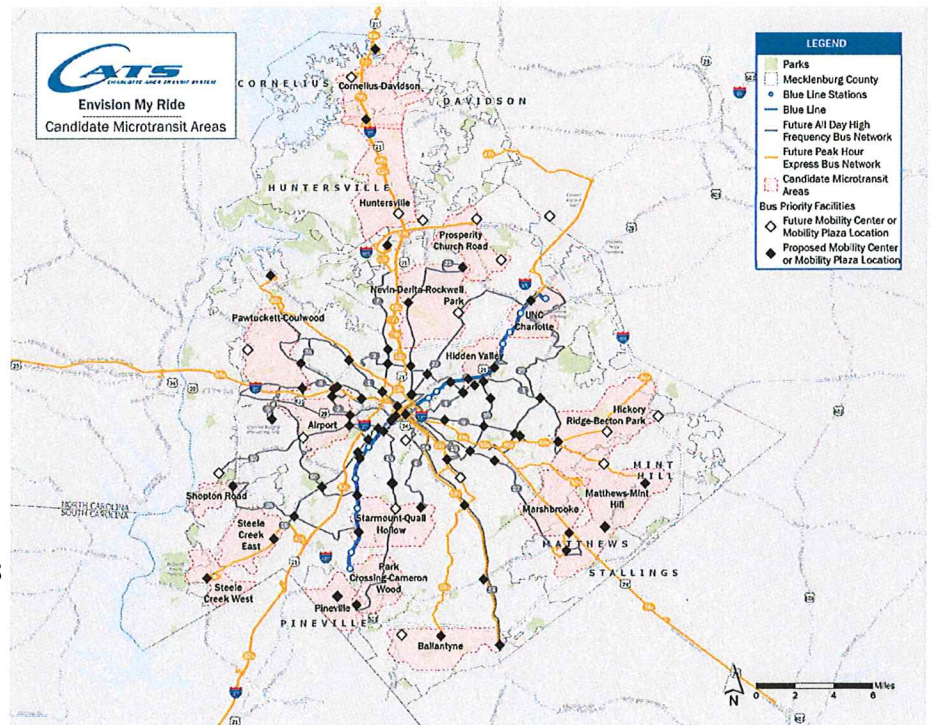
- More frequent service
- Consistent schedules
- Priority bus treatments

Enhancing experience

- Bus stop and amenity improvements
- Mobility hubs

Increasing access

- New crosstown connections
- First / last mile & On-demand solutions



Improving Time

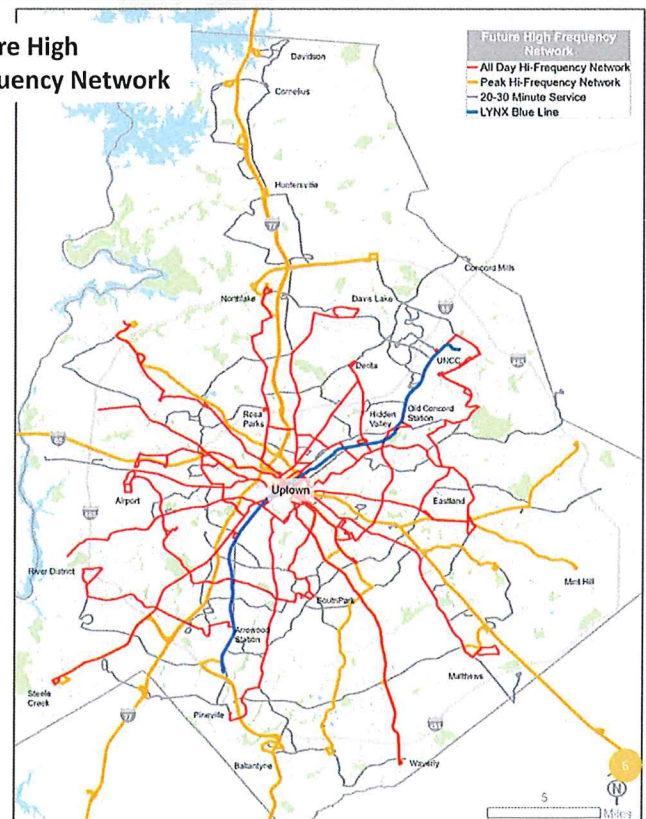


Network Improvements

- Systemwide improvements that include:
 - Enhanced bus frequency
 - Expanded high frequency network of 15-minute or better service
 - All remaining routes to have 30-minute or better service
 - Consistent headway-based schedules for weekdays and weekends



Future High Frequency Network



Priority Bus Treatments

• Systemwide Improvements:

- Transit signal priority at intersections managed by CDOT

• Focus Corridor Recommendations

- Transit signal priority
- Queue jumps at key intersections
- Bus stop adjustments



Transit signal priority example

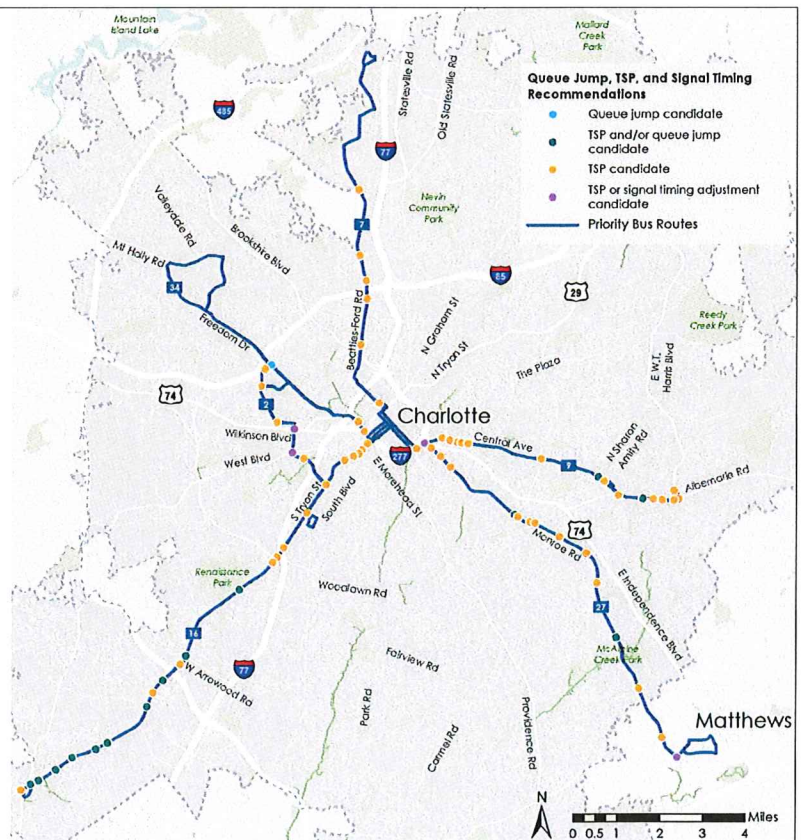


Queue jump example



Focus Corridors

- Evaluated future high-frequency network to determine 6 focus corridors
- Evaluation metrics included:
 - Current bus delay
 - Population & employment density
 - Equity
 - Charlotte 2040 Comp Plan goals
- Selected corridors include the following bus routes:
 - **Route 9: Central/Albemarle**
 - **Route 7: Beatties Ford**
 - **Route 16: S. Tryon**
 - **Route 27: Monroe**
 - **Route 34: Freedom**
 - **Route 2: Ashley/Scaleybark**
- Recommendations will be used to develop a capital program that can be applied along additional corridors



SIGNAL PRIORITY EVALUATION METHOD

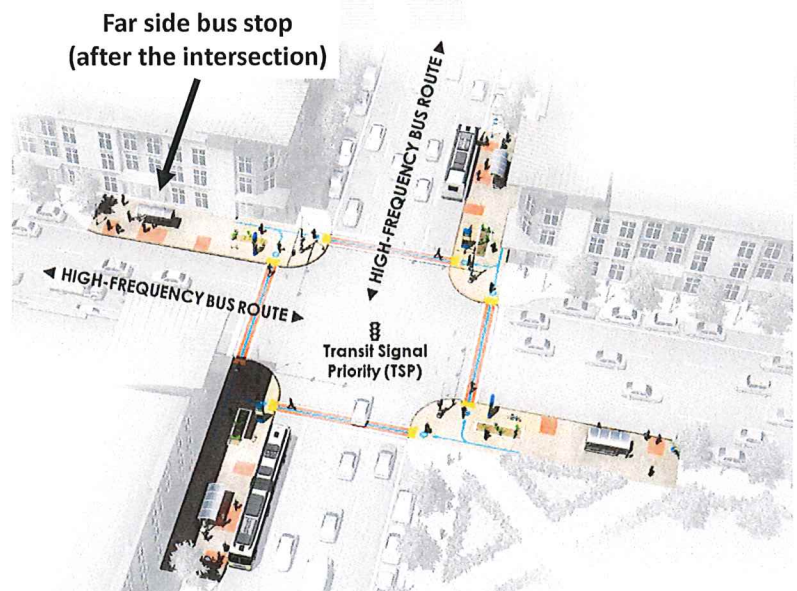
Indicator	Metric	Threshold	Data Source
Bus Running Speed	Average weekday AM/PM peak period running speed	12 mph	CATS Automatic Vehicle Location (AVL) system data (Sep. 1-Dec. 13, 2019)
Vehicle Probe Speed	Average weekday AM inbound/PM outbound peak period speed	15 mph	RITIS probe data (October 2019)

- Includes TSP and Queue Jump intersections
- Queue jump recommendations use existing right turn lanes



Bus Stop Adjustments

- Shifting stops to the far side of the intersection where possible
 - Helps buses take advantage of signal priority and queue jumps
- Adjustments to spacing to help improve dwell time delay
 - Stops will be spaced at roughly a ¼ mile
 - Exceptions apply (i.e. key destinations along route)



BUS LANES

- Recommended standard:
 - 24 buses peak hour/peak direction OR
 - 2,000 average weekday passengers
- Initial VISSIM results for Central Ave:
 - 5% travel time savings from TSP, bus stop balancing
- Consider bus lanes if:
 - Ridership or volume of buses increase in any corridor
 - Corridor context changes
 - Seeking federal or grant funding



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Enhancing Experience



NEW AMENITY ROLLOUT STRATEGY

- New “scoring” approach to determine amenity type for each bus stop
- Higher score reflects need for additional improvements and amenities
- Scoring used to identify set of near-term bus stop improvements

Evaluation Category	Evaluation Criteria
Ridership	Boardings
	On Bus Priority Corridor
Wait Time	Transfers
	Wait Time (Not on BPC)
Rider Profile	Equity Populations
	Reliant Populations
Activity Generator	Human Service Facility
	Activity Destinations
	Major Employer
	Operator Relief



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CURRENT ADOPTED POLICY

- Existing MTC standards for amenities are mainly ridership based
 - 25 or more boardings for shelter
 - Currently have just over 100 stops with >25 boardings but no amenity
- Other factors include:
 - Wait time
 - Transfers
 - High number of seniors or individuals with disabilities

Amenities: Placement of amenities should be based upon factors that consider equity in distribution throughout the service area, and factors that consider the benefit to the user and site-related constraints. Greater consideration should be given to stops on key bus routes due to a generally higher level of demand. Stop locations that have boardings greater than 25 people per day will be given priority.

Other factors that should be considered in determining the priority for amenities at stops are:

- Lengthy wait times between buses (beyond 30 minutes),
- High percentage of transfer passengers (more than 25 percent), and
- High percentage of seniors or individuals with disabilities using the stop (more than 25 percent).



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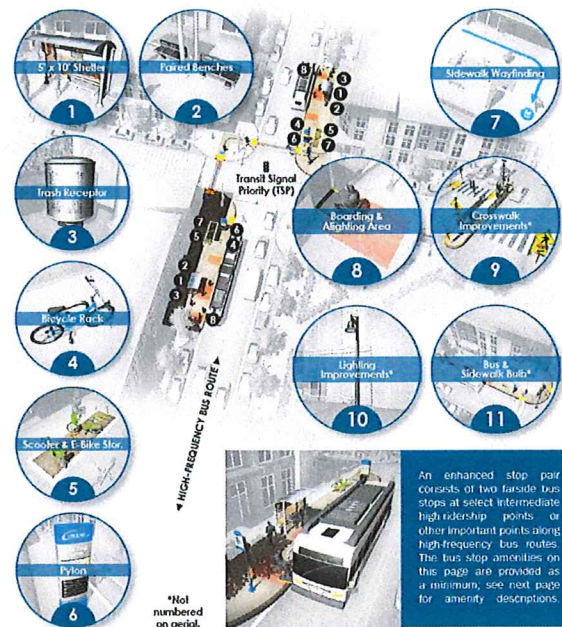
BUS STOP HIERARCHY

• 4 levels of bus stops

- Standard Bus Stop
- Mobility Hubs
 - Level 1: Enhanced Stop Pair
 - Level 2: Mobility Plaza
 - Level 3: Mobility Center

• Standard Bus Stop

- Standard bus stop design updated to reflect current ADA requirements
- Consistent with Charlotte ADA plan



An enhanced stop pair consists of two far-side bus stops at select intermediate high ridership points, or other important points along high-frequency bus routes. The bus stop amenities on this page are provided as a minimum; see next page for amenity descriptions.

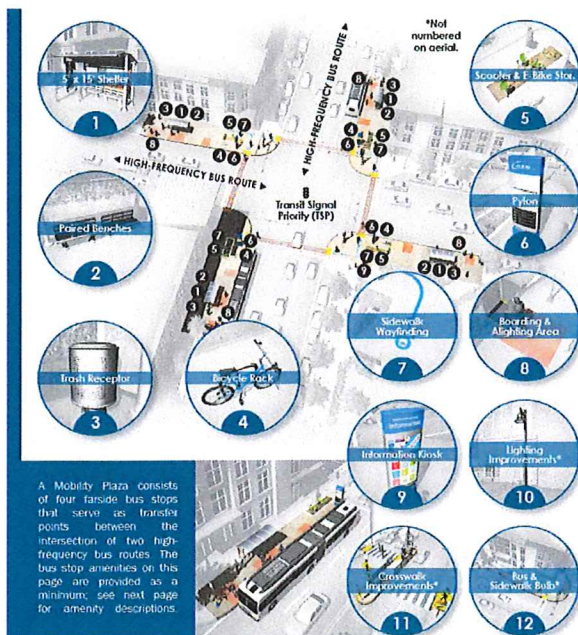
Level I: Enhanced Stop Pair

Amenity Overview

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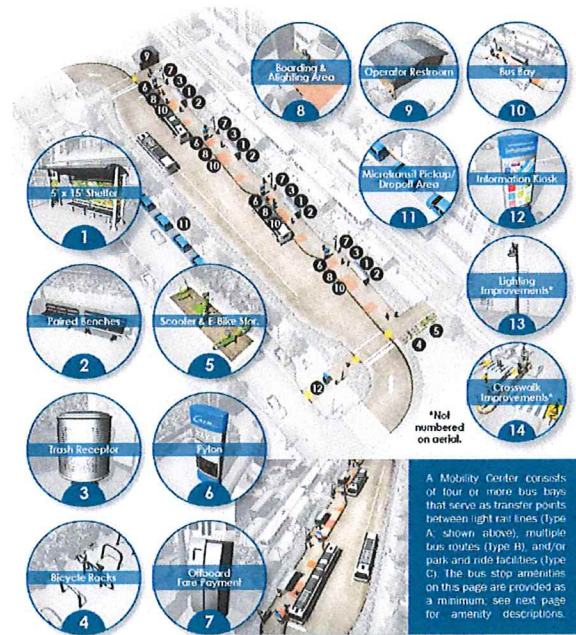
LEVEL II & III MOBILITY HUBS



A Mobility Plaza consists of four far-side bus stops that serve as transfer points between the intersection of two high-frequency bus routes. The bus stop amenities on this page are provided as a minimum; see next page for amenity descriptions.

Level II: Mobility Plaza

Amenity Overview



A Mobility Center consists of four or more bus stops that serve as transfer points between light rail lines (Type A, shown above), multiple bus routes (Type B), and/or park-and-ride facilities (Type C). The bus stop amenities on this page are provided as a minimum; see next page for amenity descriptions.

Level III: Mobility Center

Amenity Overview (Types A, B, and C)

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Proposed Amenities by Stop Type

Stop Amenity	Mobility Hubs					
	Standard Stop		Enhanced Stop (Level 1)	Mobility Plaza (Level 2)	Mobility Center (Level 3)	
	Type A	Type B	Type C			
5'x10' or 5'x15' Shelter			•	•	•	
Freestanding Bench		•	•	•	•	
Simme seats		•	•			
Trash Receptor	•	•	•	•	•	
Bicycle Rack			•	•	•	
Scooter & E-Bike Storage				•	•	
Bus Stop Marker: Signpost with Sign	•	•	•			
Bus Stop Marker: Pylon				•	•	
Sidewalk Wayfinding				•	•	
Boarding & Alighting Area	•	•	•	•	•	
Crosswalk Improvements			•	•	•	• ¹
Operator Restroom						•
Bus & Sidewalk Bulb				•	•	
Bus Bay						•
Offboard Fare Payment						•
Public Wifi ²				•	•	•



Recommended Amenity



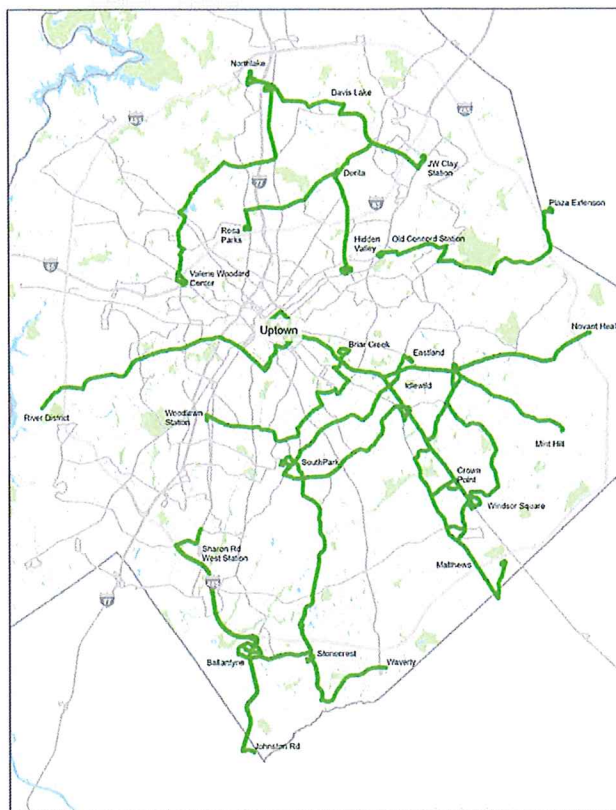
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Increasing Access



Network Improvements

- New bus connections including:
 - WT Harris between JW Clay & Northlake
 - Albemarle Rd to I-485
 - Sugar Creek Rd to Derita
 - Waverly to Ballantyne
 - Ballantyne to LYNX Sharon Rd West Station
 - Mint Hill – All day local route along Lawyers Rd
- Increased crosstown coverage
- On-demand and micro-transit zones



Microtransit

- On-demand type of transit service:
 - Provides important first / last mile connections
 - Acts as a feeder service to connect riders to frequent transit routes
 - Operates within a designated zone or boundary
 - Uses smaller transit vehicles



Image source: Sparelabs.com



Microtransit Use Cases

New Service / Neighborhood Circulation

- Service would act more as a neighborhood circulator providing curb to curb access to neighborhood attractions.
- New service could act as extended hours for existing transit routes.



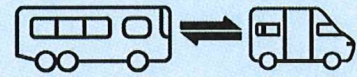
First / Last Mile Connections

- Provides connections to higher frequency transit or planned transit facilities.
- Could supplement existing fixed routes that feed into the high frequency transit network.



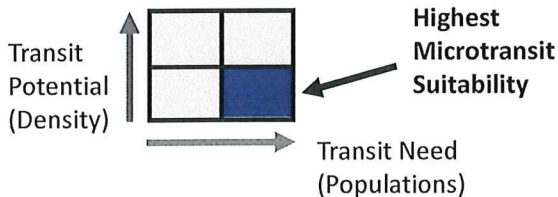
Fixed-Route Replacement Service

- Replaces or supplements existing fixed-route or deviated fixed-route service, with an equal or higher level of service.

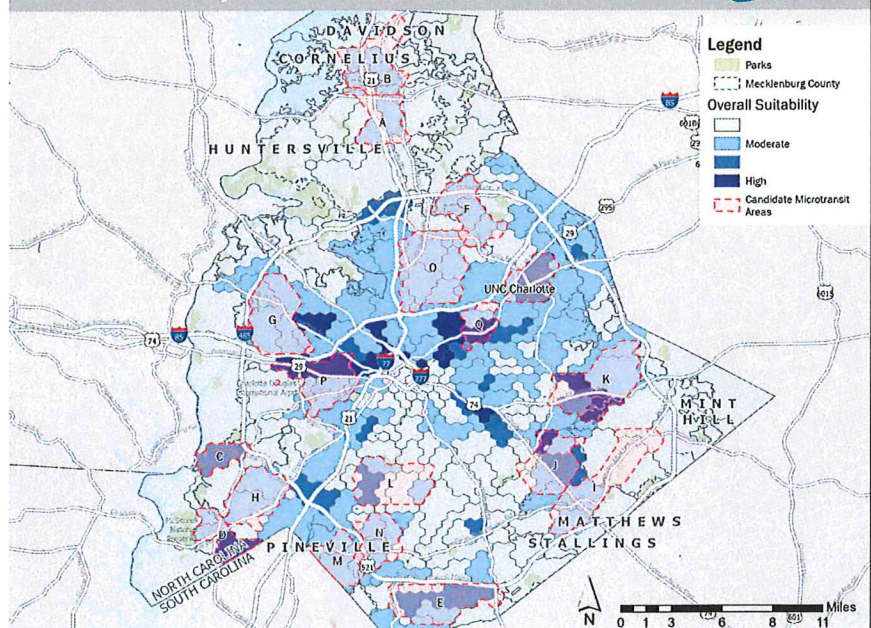


MICROTRANSIT ZONE IDENTIFICATION

- **Microtransit Suitability Analysis:** Layers these three inputs to identify areas with:
 - High population need for transit
 - Low potential for fixed-route transit service

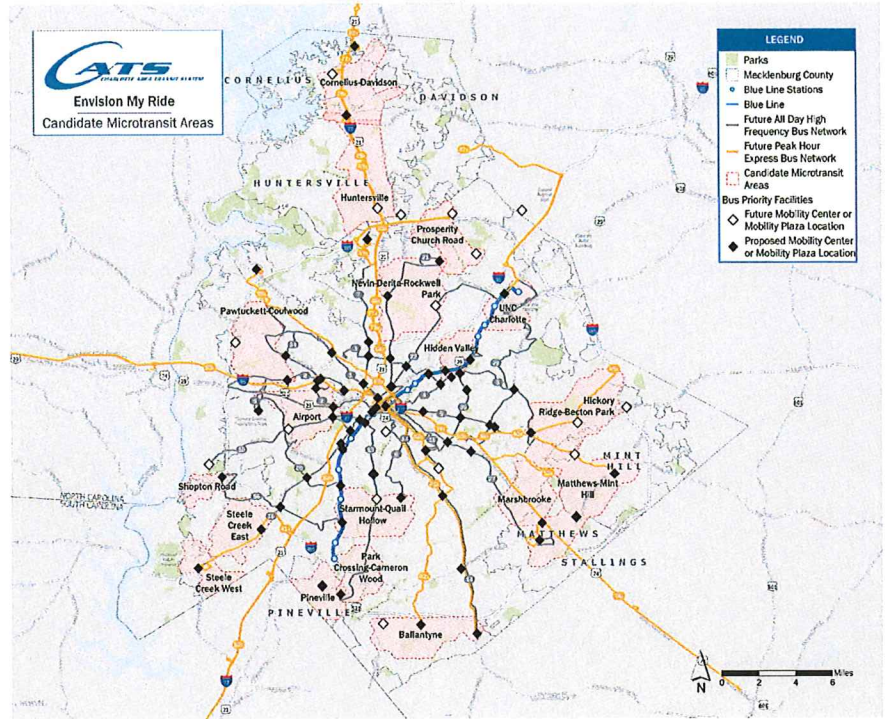


CATS Envision My Ride - Candidate Zones

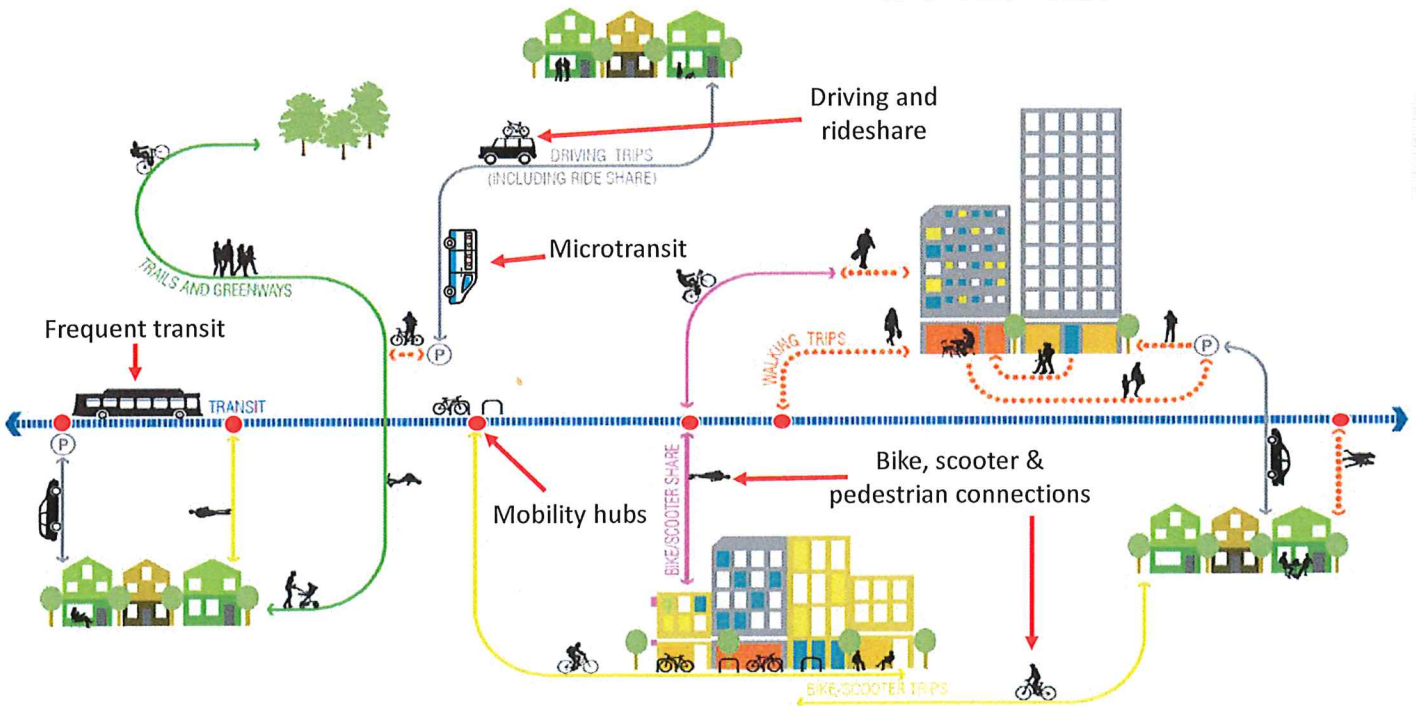


Recommended Microtransit Zones

- Candidate Zones feed into High Priority Network and future Mobility Hubs
- Opportunities for zones to serve as first mile/last mile connections to LYNX Blue Line
- Future study to develop operational strategy



Building a Connected Network

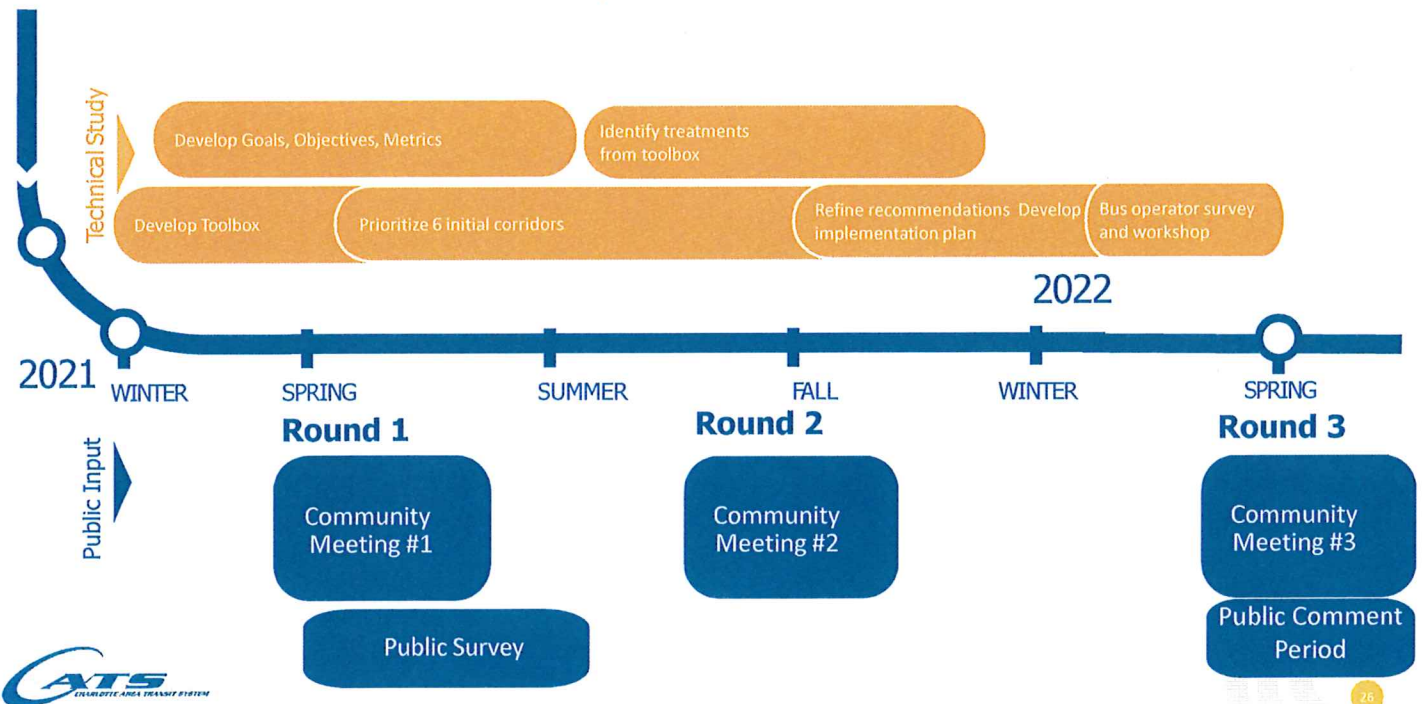




PUBLIC & STAKEHOLDER OUTREACH

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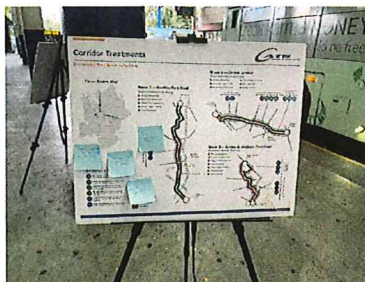
3 ROUNDS OF OUTREACH 5,500 PEOPLE ENGAGED



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• March 2022 Outreach

- In person meeting held at the Charlotte Transportation Center on 3/3
- Virtual meeting (3/15) at 5:30pm
- Pop up events at park and rides:
 - Huntersville-Northcross Park & Ride: 3/22
 - Cornelius Park & Ride: 3/22
 - Northlake Mall Park & Ride: 3/24
 - Huntersville-Gateway Park & Ride: 3/24
 - Albemarle Park & Ride: 3/29
 - Matthews Park & Ride: 3/29



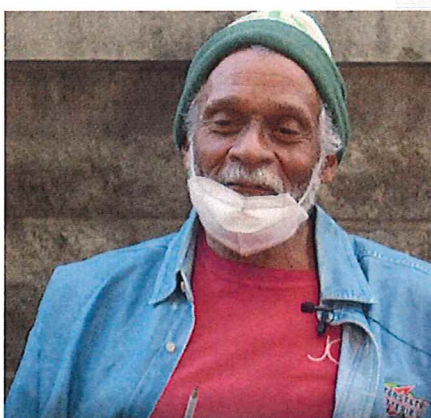
ridetransit.org/envisionmyride

Riders Stories



"I use public transportation to go to school, go shopping, go to work, and see friends—I use public transportation like it's my own car. Public transportation is vital to me because I don't own a car, and I don't want to own a car...Public transportation gives me the independence to go wherever I want to go. More reliable buses would give us a better quality of life and independence."

- Ebony



"CATS gets me from point A to point B. My typical ride has got a lot of stops. From the time I get on the bus 'til the time I get downtown is a lot of stops. Public transportation is important to me because I don't have transportation right now. A lot of people aren't fortunate enough to have transportation. You know, you can get on the bus, you can get bus passes—it's convenient. More service would mean I would have a little more time to come and drink some coffee, eat some breakfast, and be ready to go to work. By the time I get on the bus with a lot of stops and a lot of people on the bus, it could be slow. I could be early or I might be late."

- Nathaniel



"More service would help me a great deal. Maybe I could get to the doctor a little bit early, and they could get me in and out a little earlier. I don't like to go anywhere late, and when I go to church, I definitely don't want to be late. Sometimes I can't get there like I want to because of the bus being late."

- Mary-Anne



EvancesMyAdeBSVideo_proof2



RECOMMENDATIONS

PUBLIC, RIDERS & OPERATORS FEEDBACK

Key Themes	Recommendations
Fare Collection slows down the boarding process	Off-board fare collection
	Make payment on app as convenient as possible
Buses are delayed at intersection	Transit Signal Priority
	Queue Jumps
	Explore dedicated bus only lanes
Bus Stops are uncomfortable and feel unsafe	Mobility hub improvements
	System-wide bus stop improvements & ADA upgrades
	Lighting
My bus is delayed, and I need to wait a long time	Real-time arrival information
My bus stop is too far or not walkable/bikeable, I need to take an Uber/Lyft to get to it	Microtransit



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RECOMMENDATIONS IN SUMMARY

- **System-wide Improvements**
 - Adopt Better Bus Network recommendations map
- **Corridor Improvements**
 - Begin implementation of improvements in initial six corridors
- **Bus Stop Improvements**
 - Adopt bus stop typology and scoring system for defining level of improvements at each bus stop
 - Use methodology to prioritize near-term improvements
 - Adopt ADA Bus Stop Improvement Plan, updated bus stop design standards
 - Assess options to reduce time for fare collection
- **Microtransit**
 - Adopt proposed microtransit zones to allow further study
- **Capital Program**
 - Develop formal capital program from the recommended elements above
 - Explore corridors for "Corridor based BRT" solutions



32

Funding Strategies & Peer City Examples



Build a Better Bus Network Capital Program

Pending funding partnership



Scale

*Scalable
depending on
funding
sources*



Timeframe & Approach

*2-3 corridors
per year for
the next 10
years*



Funding Sources

*Local, Federal
Grants/funding
sources*



Peer Agency Review

Austin: Capital Metro

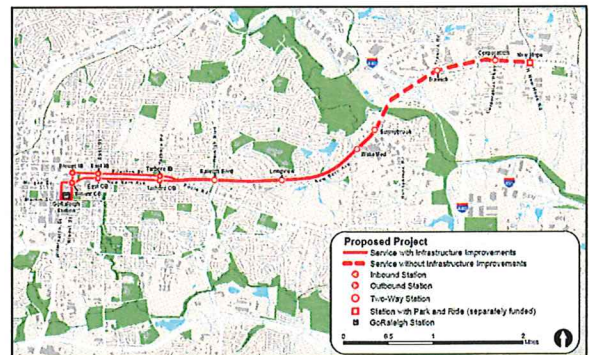
- **MetroRAPID Bus Program**
 - 10-minute frequency
 - Transit priority treatments
 - 1-mile of dedicated bus lanes with plans for future expansion
 - Reallocated on street parking
 - Enhanced stops/stations
- **Project CONNECT**
 - To be funded through recently approved referendum
 - Includes 8 new “MetroRapid” bus routes



Peer Agency Review

Raleigh: Wake BRT – New Bern Ave

- 5.1-mile BRT project
 - 50% of dedicated bus lanes
- All intersections will feature transit signal priority
- Estimated cost: **\$71.45 million**
 - **\$35.05 million** funded through FTA Small Starts
- Corridor has similarities to Central Ave

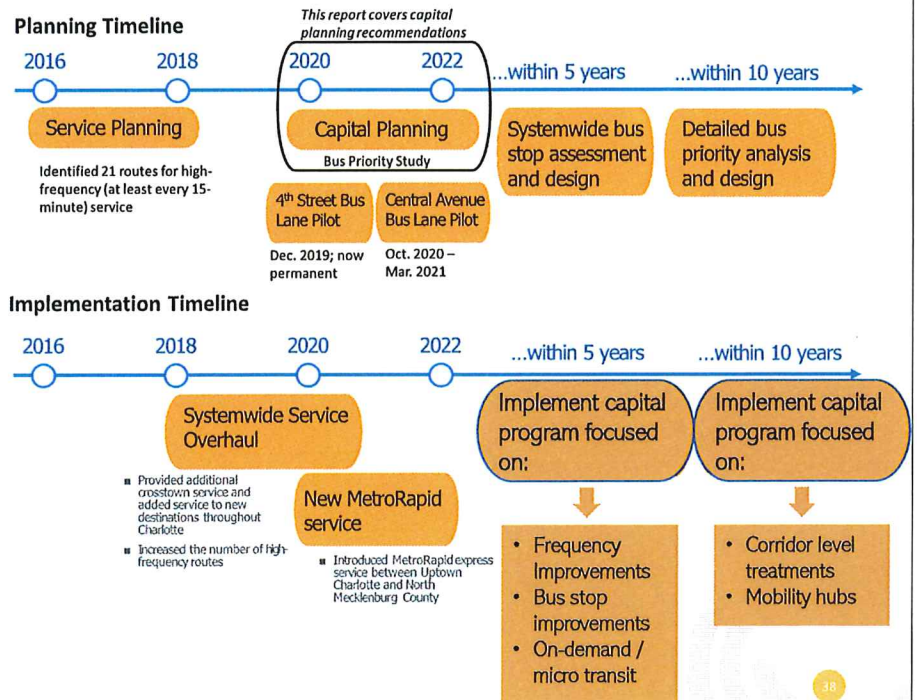


Timeline & Next Steps



PRESENTING THE RECOMMENDATIONS

- Present to MTC in April (Informational) and May (Action)
- Present to Town Boards in May/June
- Prepare a capital program for investments



Q&A



**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM
STAFF SUMMARY**

SUBJECT: Regional Coordinated Human Services Plan Update

DATE: April 27, 2022

1.0 PURPOSE/SCOPE: To present the draft Coordinated Public Transit Human Services Transportation Plan Update. The plan presentation will assess current transportation services available in the region for older adults and individuals with disabilities, as well as provide recommendations to address unmet needs and opportunities for the coordination of transportation services, and the next steps for the plan implementation.

2.0 BACKGROUND/JUSTIFICATION: The plan is required under the federal Enhanced Mobility of Seniors & Individuals with Disabilities-Section 5310. The plan is updated every 5 years, with the last plan update occurring in 2016.

The region is allocated Section 5310 funds annually. CATS was designated to serve as the direct recipient of the 5310 funding, and is responsible for the administrative of the funds, which includes awarding, reporting, and subrecipient oversight.

Transit agencies and non-profits are eligible to apply for the funding through a competitive selection process. To apply for funding, agencies must submit applications, which provide background information, assurance of matching funds and details of plans to address an unmet need found within the "Recommendations" section of the Coordinated Public Transit Human Services Transportation Plan.

3.0 POLICY IMPACT: N/A

4.0 ECONOMIC IMPACT: N/A

5.0 ALTERNATIVES: N/A

6.0 RECOMMENDATION: N/A

7.0 ATTACHMENT(S): Draft Coordinated Public Transit Human Services Transportation Plan Recommendations

SUBMITTED AND RECOMMENDED BY:



John M Lewis, Jr.
Chief Executive Officer, Charlotte Area Transit System
Director of Public Transit, City of Charlotte

**Charlotte Urbanized Area Coordinated Public Transit-Human Services Transportation Plan Draft Recommendations
April 2022**

Implementation Period	Type	Recommendation	Description
Near-Term	Mobility Management and Agency Coordination	Establish Regional Mobility Manager position(s) (CONNECT Beyond C-09)	The Regional Mobility Manager would help coordinate on policies that support public transit, build local partnerships and help coordinate transportation services across service providers and funding agencies in the region. The Regional Mobility Manager would also support the development of information tools and trip planning tools for transit riders.
Near-Term	Mobility Management and Agency Coordination	Establish a Paratransit Working Group (CONNECT Beyond D-03)	Establish a Paratransit Working Group that is made up of representatives from each Community Transportation Provider in the region and is coordinated by the Regional Mobility Manager. The objective of this Working Group should be to coordinate paratransit policies and operations region-wide and to work together to implement CONNECT Beyond recommendations related to Community Transportation Services.
Near-Term	Mobility Management and Agency Coordination	Travel Training	Establish transportation kiosks in senior / low income housing and social service locations, create a demonstration bus, create a mobile classroom, and provide one-on-one instruction, as well as group instruction, to target populations for "first and last mile" access
Near-Term	Organizational Assessments	Review the Impacts of Medicaid Managed Care on Transportation Providers in the Region (CONNECT beyond C-03)	Community Transportation Providers should assess the impact of Medicaid Managed Care by maintaining records for system ridership and financials to determine impacts on system operations.
Near-Term	Customer Service	Regional Information Center (CONNECT Beyond D-37)	One-Click One-Call Center or Regional Transit Information Website
Near-Term	Customer Service	Improve service times	Reduce reservation wait times and expand eligibility and frequency for on-demand trips in areas served by Community Transportation Providers (outside of existing fixed route and deviated fixed route service areas).
Near-Term	Facility Improvements and Safety	Develop a comprehensive transit safety and convenience program (CONNECT Beyond D-26)	Develop a comprehensive safety and convenience program for transit users, operators, other staff, and the public (a systematic approach to review issues in proximity to transit stops and address them through lighting, access improvements, safety officers, etc.).
Near-Term	Facility Improvements and Safety	Improve access to existing public transit stops	Upgrade bus stops with highest ridership with bus shelters, improve ADA compliant bus stop pads and upgrade lighting. Add Braille to fixed-route bus stops signs.
Near-term	Mobility Management and Agency Coordination	Improve marketing and information sharing about existing services (short-term)	Help seniors and individuals with disabilities connect with existing transit services, coordinate with travel training for seniors and individuals with disabilities to help them navigate transit services.
Mid-Term	Connectivity	Microtransit /Community Shuttle Pilot Program	Test a pilot and implement microtransit /on-demand community shuttle services with ADA-accessible vehicles and same day reservation capabilities in high demand areas to expand the reach of existing fixed route and deviated fixed route transit

Implementation Period	Type	Recommendation	Description
Mid-Term	Connectivity	Mobility Hubs pilot program	Test a pilot and implement mobility hubs at key station areas to improve transfer and waiting areas with access to a variety of last-mile solutions including pedestrian access, ride sharing, microtransit/shuttles and taxi services
Mid-Term	Customer Service	Reduce reservation wait times for on-demand transportation and ADA Paratransit	Provide same-day on-demand transportation services including ADA Paratransit /Special Transportation Service (STS)
Mid-Term	Service Expansion	Increase Service	Increase trips for on-demand non-emergency trips
Mid-term	Service Expansion	Expand service	Expand On-Demand and Community Transportation Service Hours (Evenings and Weekends)
Mid-Term	Connectivity	Volunteer Transportation Services Program (CONNECT Beyond C-20)	Launch a redesigned regional Volunteer Transportation Services Program for older adults and people with disabilities. This program is intended as a safety net service for those who do not qualify or cannot access other transit services.
Mid-term	Connectivity	Expand Mobility Choices (CONNECT Beyond B-21)	Identify small area or station area plans that coincide with mobility hub candidate areas and incorporate hub elements into the area plans. This should be completed after the alternatives analysis study for future HCT and in coordination with existing fixed-route and human services plans.
Mid-Term	Connectivity	Establishing connecting service procedures between transit providers	Create new and improved transfer locations, improve communication methods, and schedule software, and improve agreements between agencies to be able to transfer passengers for longer trips
Mid-Term	Connectivity	Strengthen Rural to Urban Connections (CONNECT Beyond C-01)	Involve Community Transportation Providers in CONNECT Beyond Service Planning Working Group to ensure service improvements are coordinated at a regional level (2-3 times/year)
Mid-Term	Customer Service	Regional Fare Strategy (CONNECT Beyond B-19)	Develop fare interoperability agreements between CATS, Rider, ICATS and other connecting agencies. Implement a shared regional mobile ticketing platform that allows for access by underbanked individuals and individuals with disabilities
Mid-Term	Customer Service	Regional Platform for Demand Response Trip Scheduling and Dispatching (CONNECT Beyond D-53)	Integrate demand response trip scheduling and dispatching systems into a single regional platform.

Implementation Period	Type	Recommendation	Description
Mid-Term	Customer Service	Develop a standardized ADA certification process across all agencies and reciprocity agreements (CONNECT Beyond D-19)	A standardized process and reciprocity agreements would greatly improve user experience by eliminating unnecessary transfers .
Mid-Term	Customer Service	Sensitivity Training	Provide disability sensitivity training to taxi and limousine drivers.
Mid-term	Mobility Management and Agency Coordination	Expand Mobility Choices- Promote Regional Coordinatoin on Emerging Mobility Technology (CONNECT Beyond B-06)	In coordination with the existing Connected and Autonomous Vehicle Task Force convened by Centralina Regional Council Regional Council, establish an Emerging Mobility Working Group. The Group will engage transit stakeholders to understand current and future technology needs and set a path for the effective
Mid-term	Organizational Assessments	Regional Paratransit and Community Transportation Scheduling Integration (CONNECT Beyond D-09)	Perform a regional Paratransit and Community Transportation Scheduling Integration and Implementation Study.
Mid-Term	Service Expansion	Improve Existing Services- Community Transportation and On-Demand Transportation Services	<ol style="list-style-type: none"> 1. Expand medical appointments transportation including dialysis transportation 2. Purchase larger vehicles to accommodate over-sized mobility aids 3. Improve transportation options for employment and related needs 4. Improve access to transportation for veterans and others with visual impairments 5. Upgrade vehicle fleets to include more fuel-efficient, environmentally-friendly options
Long-Term	Mobility Management and Agency Coordination	Unified Regional Paratransit Scheduling Software (CONNECT Beyond D-69)	CONNECT Beyond recommends the region Community Transportation Providers adopt a unified regional community transportation and paratransit scheduling software to help better coordinate paratransit services throughout the region.
Long-Term	Organizational Assessments	Evaluate additional funding options	Expand additional public transportation funding options in the region. Review next steps to generate additional public transportation revenue streams to support future service expansion
Long-Term	Facility Improvements and Safety	Upgrade bus stops with ADA accessible loading pads and walk access routes as part of roadway projects design and construction (Complete Streets implementation).	As part of Complete Streets policy implementation, ensure bus stops in the region are upgraded with ADA accessible loading pads and walk access routes during roadway projects design and construction.

THE CHARLOTTE, NC-SC URBANIZED AREA

Coordinated Public Transit-Human Services Transportation Plan

MTC Presentation



April 27, 2022

Agenda

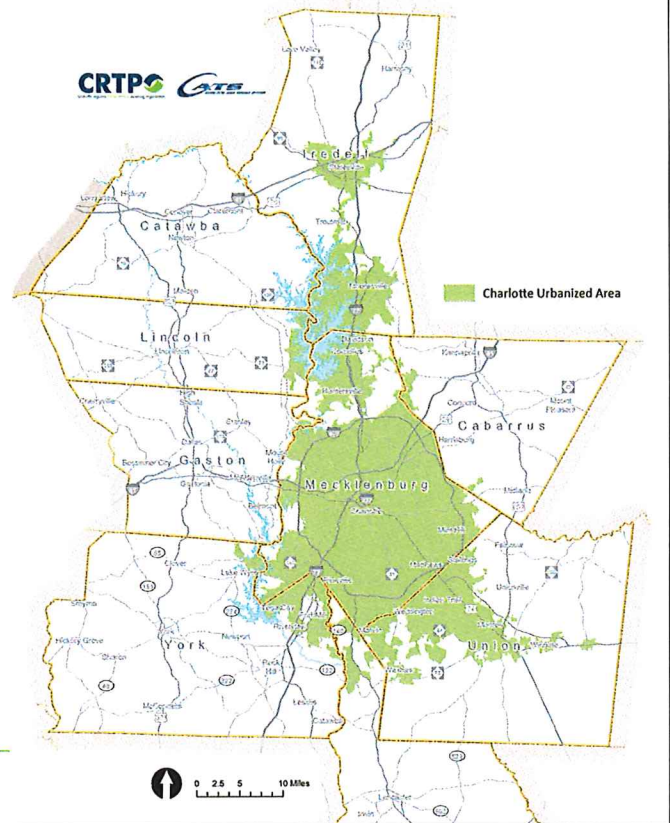
- Study Purpose and Area
- Study Key Steps
- Recommendations
- Next Steps



Study Region and Project Oversight

- CRTPO managing the study
- CATS participation and oversight
- MTC approval and CRTPO Board endorsement
- Urbanized Area overlaps with 9 Counties, spans multiple MPOs and two states

Iredell County, NC
 Mecklenburg County, NC
 Union County, NC
 York County, SC
 Lancaster County, SC
 Cabarrus County, NC
 Gaston County, NC
 Lincoln County, NC
 Catawba County, NC



What is a Coordinated Public Transit-Human Services Transportation Plan

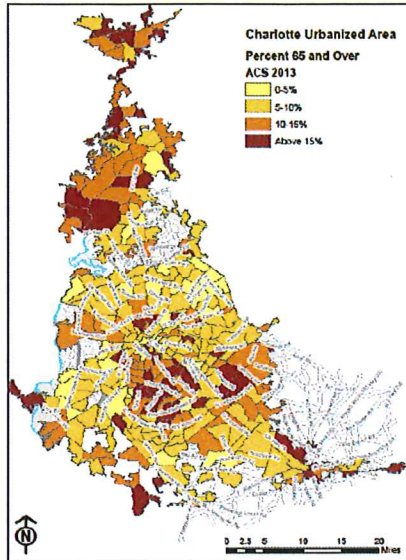
- A federally required plan focusing on the transportation needs of older adults and individuals with disabilities
- The Coordinated Plan:
 - (1) assesses the transportation services currently available
 - (2) identifies unmet transportation needs
 - (3) identifies coordination opportunities and needs to eliminate or reduce duplication in services
 - (4) develops strategies, activities, and/or projects to address unmet needs
- The Coordinated Plan will help guide the selection process for Section FTA 5310 grant funding allocated to the Charlotte Urbanized Area
 - FY 2021 allocation of FTA 5310 for Charlotte region: \$983,028 + rural 5310 funding passed through NCDOT



SLIDE 4

Previous Plan

- 2016-2021 timeframe
- Charlotte Urbanized Area



Coordinated Human Services Transportation Plan for the Charlotte Urbanized Area FY2016-FY2021

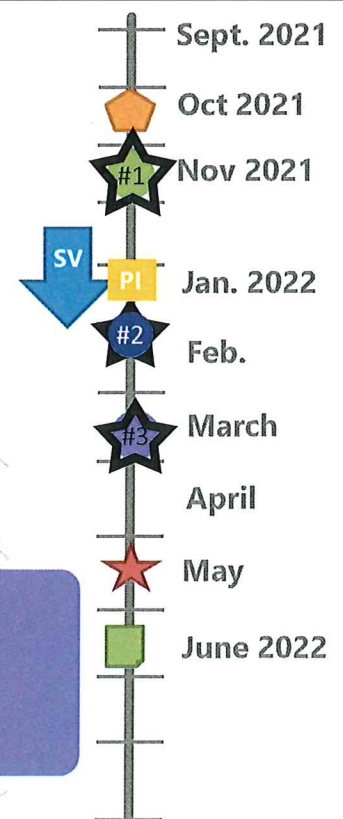


Project Schedule

Kick-off meeting with Project Team
Assemble Steering Committee, First Meeting
Review Existing Plans and Demographic Data
Identify and Evaluate Existing Transit Service
Stakeholder Interviews

Online Survey (MetroQuest) to help identify service needs and gaps
Hold Public Involvement Meetings and 2nd Steering Committee Meeting
Prioritized List of Transportation Needs and Strategies

Draft Plan
Steering Committee Meeting #3
CRTPO Board and MTC Presentations-Informational in April 2022
MTC Adoption in May 2022
CRTPO Endorsement and Project Close-Out June 2022



Public and Stakeholder Engagement

- Stakeholder interviews and Steering Committee meetings held
- Three virtual public meeting held in January
- Three pop up public engagement events
 - Two at the CTC station
 - One at Scaleybark station (light rail, high bus ridership)
- Approximately 155 participants in public meetings
- MetroQuest online survey finished February 6, 2022
- Short form questionnaires collected during pop up engagement
- 157 survey responses total



SLIDE 7



Stakeholder Interviews



- 11 interviews conducted with transit agencies and non-profit agencies
- Consensus that the region is quite large and difficult to coordinate transportation needs
- Needs and gaps identified, including the following:
 - Lack of funding to support services expansion
 - A need for a more coordinated scheduling software
 - A need for additional staff support to focus on regional Mobility Management
 - There is a lack of community education around what transportation services are available
 - COVID-19 pandemic has disrupted ridership, many routes had to be reduced in terms of frequency of service or cut and not yet fully back to normal
 - Medicaid Brokerage System transition is also having an impact on public transportation providers, especially community transportation providers



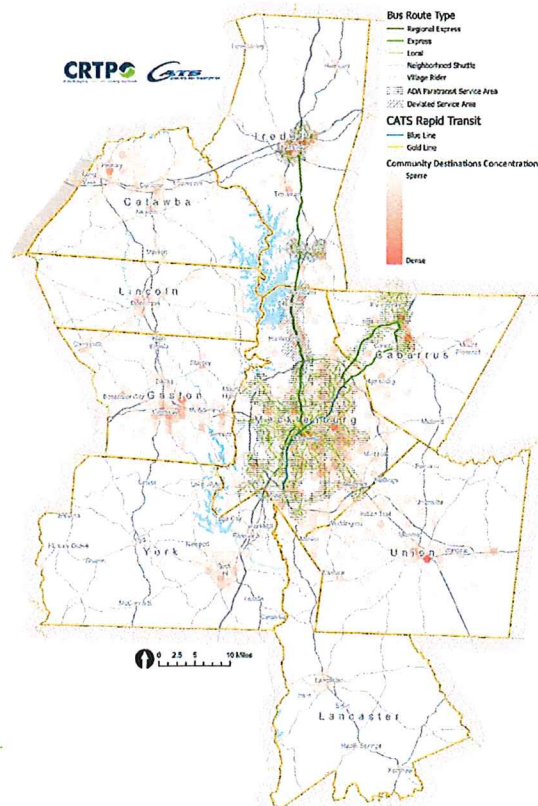
SLIDE 8

Socioeconomic Data and Existing Agency Data Collection



Existing Transit Service and Community Destinations

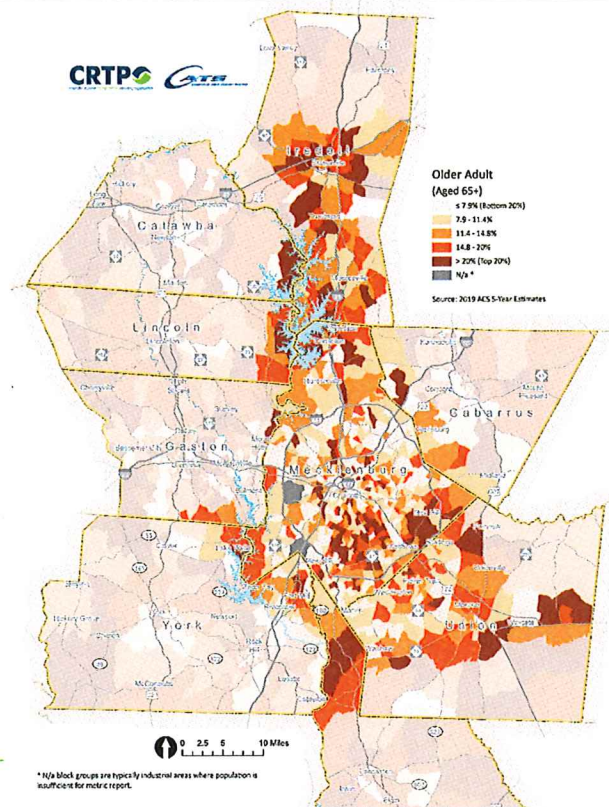
- Portions of Mecklenburg County, Cabarrus County, Gaston County and Iredell County served by fixed route and deviated fixed route service
- Catawba County, York County, Gaston County-existing fixed route transit service outside of Charlotte Urbanized Area
- Remaining gaps between population centers and destinations and existing transit



Seniors 65+

Overlap with ADA Paratransit and Deviated Fixed Route Service Area

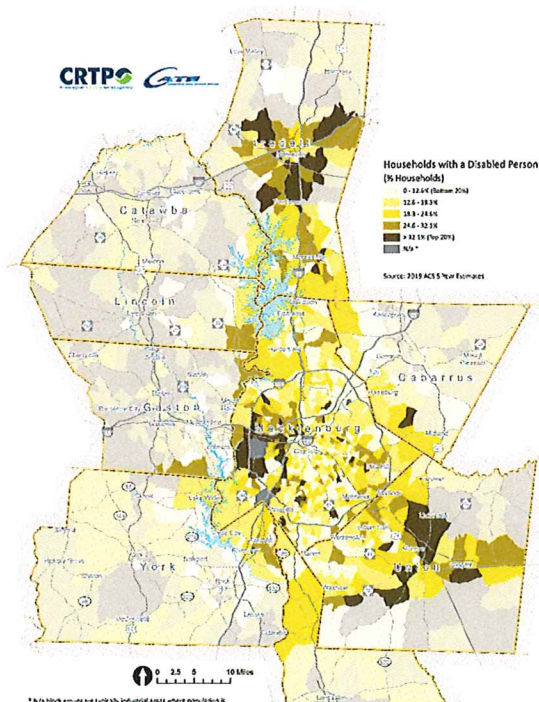
% Older Adults (65+)	28.6%
# Older Adults (65+)	95,188



Households with Disabilities

Overlap with ADA Paratransit and Deviated Fixed Route Service Area

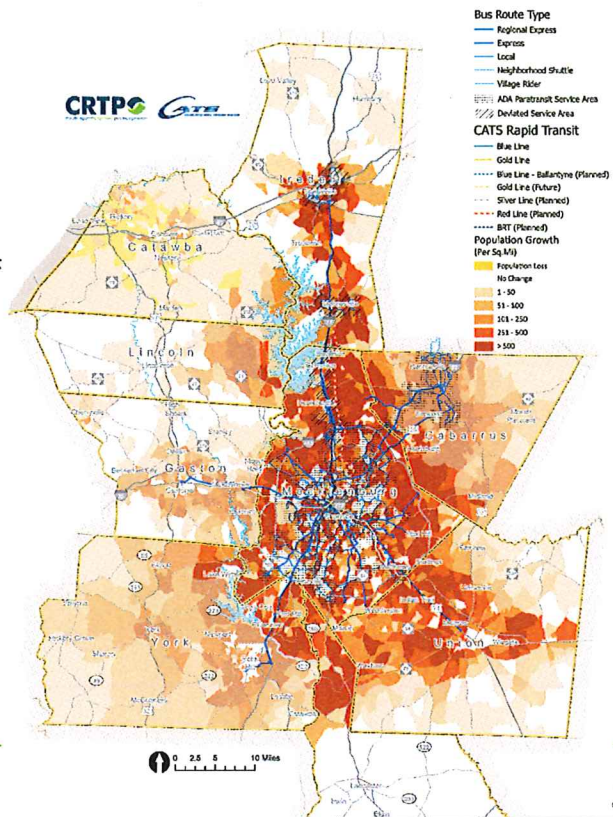
% HH with Disability	29.5%
# HH with Disability	58,175



Future Population Growth

- Based on Regional Travel Demand Model Data
- Population growth per square mile 2018-2045
- Significant population growth expected outside of I-485 loop

	Existing Conditions	Future Conditions (2045)
Population Within ¼ mi of Fixed and Deviated Fixed Route Transit (% of Total Population)	1,134,150 44.1%	1,656,508 42.2%
Employment Within ¼ mi of Fixed and Deviated Fixed Route Transit (% of Total Jobs)	1,211,821 71.5%	1,622,580 67.3%



Recommendations



Needs and Gaps Assessment-Key Themes

- Recognition that with the regional growth and housing costs escalation more people will be living outside of the reach of existing fixed route transit
- Existing transit providers have limited budgets to keep up with increased demand
- Improve information-sharing across the region to make it easier to find what services an individual can sign up for
 - Regional Mobility Manager recommendation in CONNECT Beyond
- The need for improved communication between existing transit providers and availability of additional connection points
- Increase the reach of existing transit service to reach a larger percentage of transportation-disadvantaged populations
 - Increased frequency and hours for existing transit routes
 - Mobility hubs, improve walk access to transit and upgrade transit stops to be ADA accessible
 - Continue to work towards implementing CONNECT Beyond recommendations



Recommendations

- Mobility Management and Agency Coordination
- Organizational Assessments
- Customer Service
- Facility Improvements and Safety
- Connectivity
- Service Expansion



Recommendations-Mobility Management and Agency Coordination

- Establish and hire a Regional Mobility Manager position(s). (CONNECT Beyond C-09). The Regional Mobility Manager promotes public transit, working with multiple Community Transportation Providers
 - Mobility Management eligible for capital project 80/20 funding
- Establish a Paratransit Working Group (CONNECT Beyond D-03) that is made up of representatives from each Community Transportation Provider in the region and is coordinated by the CONNECT Beyond Regional Mobility Manager.
- Travel Training
- Improve Marketing and Information Sharing about Existing Services
- Expand Mobility Choices-Promote Regional Coordination on Emerging Mobility Technology (CONNECT Beyond B-06)
- Unified Regional Paratransit Scheduling Software (CONNECT Beyond D-69)



Recommendations-Organizational Assessments

- Review the Impacts of Medicaid Managed Care on Transportation Providers in the Region (CONNECT beyond C-03)
- Perform a Regional Paratransit and Community Transportation Scheduling Integration Study (CONNECT Beyond D-09)
- Evaluate additional funding options and next steps to generate additional public transportation revenue streams to support future service expansion



Recommendations-Customer Service

- Regional Information Center (CONNECT Beyond D-37)
- Improve services times
- Reduce reservation wait times for on-demand transportation and ADA Paratransit
- Regional Fare Strategy (CONNECT Beyond B-19): fare interoperability agreements and shared mobile ticketing platform
- Regional Platform for Demand Response Trip Scheduling and Dispatching (CONNECT Beyond D-53)
- Develop a standardized ADA certification process across all agencies and reciprocity agreements (CONNECT Beyond D-19)
- Disability Sensitivity Training for private providers



Recommendations-Facility Improvements and Safety

- Develop a comprehensive transit safety and convenience program (CONNECT Beyond D-26) to review issues in proximity to transit stops and address them
- Upgrade bus stops with highest ridership with bus shelters, improve ADA compliant bus stop pads and upgrade lighting. Add Braille to fixed-route bus stops signs.
- Upgrade bus stops with ADA accessible loading pads and walk access routes as part of roadway projects design and construction (Complete Streets implementation).



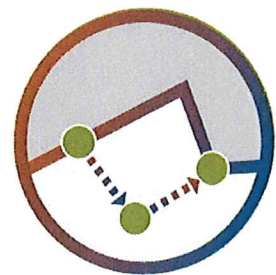
Recommendations-Connectivity

- Develop a Microtransit/Community Shuttle Pilot Program
- Develop a Mobility Hub Pilot Program (CONNECT Beyond B-18)-to learn best practices on mobility hubs and identify highest priority locations for Mobility Hub implementation; identify funding partners
- Volunteer Transportation Services Program (CONNECT Beyond C-20)
- Expand Mobility Choices (CONNECT Beyond B-21)
- Establish connecting service procedures between transit providers (transfer locations, communication)
- Strengthen rural to urban connections; involve community transportation providers in CONNECT Beyond service planning workgroup



Recommendations-Service Expansion

- Increase service: increase trips for on-demand non-emergency trips
- Expand service: expand on-demand /community transportation service hours (evenings and weekends).
- Improve existing service
 - Expand medical appointments transportation including dialysis transportation
 - Purchase larger vehicles to accommodate over-sized mobility aids
 - Improve transportation options for employment and related needs
 - Improve access to transportation for veterans and others with visual impairment
 - Upgrade vehicle fleets to include more fuel-efficient, environmentally-friendly options



Microtransit/Community Shuttle Target Locations for Follow-up Study

- Several locations identified
 - Based on a combination of demographic data (BGs with highest concentration of seniors, disabilities, zero vehicle households)
 - Proximity to key transit routes, identified mobility hub locations
- Follow-up feasibility study would be required for any of those target areas to implement a community shuttle or microtransit service
- A variety of service models possible



Next Steps:

- Draft Recommendations and Plan Materials available at <https://charlottenc.gov/cats/transit-planning/Pages/coordinated-services-plan.aspx>
- Informational presentations
 - Present to MTC April 25
 - CRTPO TCC May 5
 - CRTPO Board May 18
- MTC Approval in May 2022
- CRTPO Board endorsement in June 2022
- Future FTA 5310 Calls for Projects would be impacted by the plan

Questions?

- CATS: Arlanda Rouse,
arlanda.rouse@charlottenc.gov
- CRTPO: Jerrel Leonard
jerrel.leonard@charlottenc.gov
- VHB Study Team: Lyuba Zuyeva
lyzuyeva@vhb.com



**METROPOLITAN TRANSIT COMMISSION
ACTION ITEM
STAFF SUMMARY**

SUBJECT: MTC Approval**DATE: April 27, 2022**
FY2022 Transit Operating Budget Amendments
FY2022 Transit Capital Investment Plan (CIP) Budget Amendment

1.0 ACTION:

In compliance with the Transit Governance Interlocal Agreement, the Metropolitan Transit Commission is required to take action concerning the CATS' FY2022 operating and capital budget amendments based on the chief executive officer's recommendation.

2.0 BACKGROUND:

On April 20, 2021, the Metropolitan Transit Commission took action to approve the FY2022 Transit Operating Budget and The FY2022-2026 Transit Capital Investment Plan (CIP) budget. The CATS FY2022 Operating Budget and The FY2022-2026 Capital Investment Plan (CIP) were presented in compliance with the Transit Governance Interlocal Agreement. The balanced budgets were developed in compliance with CATS Financial Policy guidelines and objectives.

Based on anticipated revenue decreases and employee incentives, CATS' staff is requesting the following budget amendments:

- ✓ Changes to the FY2022 Operating Revenue Budget are below:
 - Estimated reduction in Fare Revenue \$6,669,364
 - Reduction of SMAP Funding \$1,854,444
 - Of the \$11,063,205 estimated for FY2022 only \$9,208,761 was allocated to Charlotte.
 - Increase in Sales Tax Operating Allocation \$9,050,910
 - As a result of the Sales Tax Trendline adjustment
 - Slight decreased in COVID relief funding \$527,102 needed for cleaning.
- ✓ Changes to the FY2022 Operating Expense Budget are below:
 - Increase in Security \$760,000
 - Enhancements to Safety & Security contract
 - Increase for Recruitment and Retention Bonuses \$1,970,000
 - Reduction for Staff Vacancies \$2,730,000

Revenue	
FY2022 Adopted Budget	\$ 185,836,947
Fare Revenue	(6,669,364)
Sales Tax Operating Allocation	9,050,910
COVID Relief Funding	(527,102)
Non-Operating Revenue (SMAP)	(1,854,444)
FY2022 Amended Operating Revenue	\$ 185,836,947
Expenses	
FY2022 Adopted Budget	\$ 185,836,947
Security Enhancements	760,000
Recruitment and Retention Bonuses	1,970,000
Staff Vacancies	(2,730,000)
FY2022 Amended Operating Expenses	\$ 185,836,947

- ✓ Changes to the FY2022 CIP Budget are below:
 - Land Acquisitions
 - Increase of \$1,358,517 for Various Land Swaps transactions
 - Increase of \$3,400,000 for Arboretum Land Acquisition-Condemnation
 - Increase of \$3,668,419 for Kia Land Acquisition
 - Electric Vehicle Chargers
 - Increase of \$500,000
 - Equipment for Non-revenue supervisor vehicles
 - Part of the City's initiative to convert all fleet to Electric
 - Rail Car Vehicle
 - Increase of \$4,731,581
 - Additional funding for Rail Car Vehicle Expansion
 - BLE Additional Projects
 - Increase of \$25,787,675
 - As a result of federal savings on the Blue Line Extension project FTA allowed CATS to use the remaining on additional projects. The \$30M awarded for additional projects includes the Southend Station which was already included in the CIP budget.
 - BLE Adjustment
 - Decrease of \$43,544,695 to adjust to current budget.
 - Bus Replacement and State Matching Funds
 - Decrease of \$1,986,129
 - A shift in funds from bus replacement to rail vehicles and additional funding from NCDOT for Bus Replacement
 - Vanpool Replacement
 - Increase of \$35,416 for additional funding from 5310 grants.

FY2022 Adopted Budget	\$ 245,401,018
Land Swaps	1,358,517
Arboretum Land	3,400,000
Bus Replacements & State Match	(1,986,129)
Electric Vehicle Chargers	500,000
BLE Additional Projects	25,787,675
Rail Vehicles	4,731,581
Kia Land Acquisition	3,668,419
BLE	(43,544,695)
Vanpool Replacement	35,416
FY2022 Amended Budget	\$ 239,351,802

FY2022 Adopted Budget	Federal	State	Private	Soft Match	Local	Total
Land Swaps	\$ -	\$ -	\$ 1,358,517	\$ -	\$ -	\$ 1,358,517
Arboretum Land	-	-	-	-	3,400,000	3,400,000
Bus Replacements & State Match	(2,693,441)	707,313	-	-	-	(1,986,128)
Electric Vehicle Chargers	-	-	-	-	500,000	500,000
BLE Additional Projects	15,150,000	-	490,948	-	10,146,727	25,787,675
Rail Vehicles	-	-	-	-	4,731,581	4,731,581
Kia Land Acquisition	-	-	-	-	3,668,419	3,668,419
BLE	(11,396,152)	(16,358,431)	-	(15,790,112)	-	(43,544,695)
Vanpool Replacement	24,747	-	-	-	10,669	35,416
FY2022 Amended Budget	\$ 1,085,154	\$ (15,651,118)	\$ 1,849,465	\$ (15,790,112)	\$ 22,457,396	\$ (6,049,215)

3.0 PROCUREMENT BACKGROUND: N/A

4.0 POLICY IMPACT: The recommended FY2022 Operating and Capital Investment Plan (CIP) Budget Amendment remain in compliance with the following MTC Policy directives, except where impacted by the COVID-19 pandemic

- A. CATS Mission, Vision, and Strategic Goals
- B. CATS Financial Policies (Rev. 2016)
- C. The 2030 Transit Corridor System Plan
- D. CATS Service and Fare Policies

5.0 ECONOMIC IMPACT: N/A

6.0 ALTERNATIVES: N/A

7.0 RECOMMENDATION: CATS Chief Executive Officer recommends approval of the FY2022 budget amendments.

8.0 ATTACHMENT(S): N/A

SUBMITTED AND RECOMMENDED BY:



John M. Lewis, Jr.
Chief Executive Officer, Charlotte Area Transit System
Director of Public Transit, City of Charlotte

FY2022 Amended Operating & Debt Service Budgets FY2022 Amended Capital Investment Plan

Overview of Key Changes

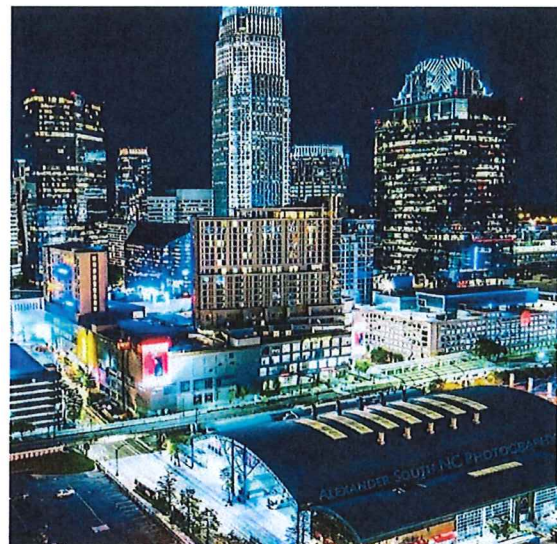
Presented to

Metropolitan Transit Commission (MTC)

April 27, 2022

FY2022 Amended Budget

- I. Key Changes from Adopted Operating Budget
- II. Key Changes from Adopted Capital Budget
- III. Next Steps



BUDGET SUMMARY				
	FY2022 Adopted Budget (millions)	FY2022 Amended Budget (millions)	Variance (millions)	Variance (%)
Operating Revenues	\$ 185.8	\$ 185.8	\$ -	0.0%
Total Operating Revenue	\$ 185.8	\$ 185.8	\$ -	0.0%
Operating Expenditures	\$ 185.8	\$ 185.8	\$ -	0.0%
Transfer to Capital	-	-	-	0.0%
Total Operating Expenditures and Transfers	\$ 185.8	\$ 185.8	\$ -	0.0%
Debt Service Budget	\$ 62.1	\$ 62.1	\$ -	0.0%
Capital Budget*	\$ 245.4	\$ 239.4	\$ (6.0)	-2.4%
*Includes Carryover Projects				

Key Changes in Operating Budget

Operating Revenues

\$185.8 M FY2022 Adopted Budget

\$ (6.7M) Decrease in Fare Revenue

\$ +9.1M Increase in Sales Tax Operating Allocation

\$ (0.5M) Decrease in COVID Relief Funding

\$ (1.9M) Decrease in Non-Operating Revenue (Reduction of SMAP)

\$185.8 M FY2022 Amended Budget

Operating Expenses

\$185.8 M FY2022 Adopted Budget

\$ +2.0M Recruitment & Retention Bonuses

\$ +0.7M Security Enhancements

\$ (2.7M) Vacancies

\$185.8 M FY2022 Amended Budget

\$245.4 M FY2022 Adopted w/ Carryover Budget*

- \$ +1.4M Land Swaps
- \$ +3.4M Arboretum Land
- \$ +0.5M Electric Vehicle Chargers
- \$ +4.7M Rail Car Vehicles
- \$ +3.7M Kia Land Acquisition
- \$ +25.8M BLE Additional Projects
- \$ (43.5M) BLE Adjustment
- \$ (2.0M) Bus Replacements and State Matching Funds

\$239.4 M FY2022 Amended Budget*

**Includes Carryover Projects*



MTC Approval of CEO's Recommended FY2022 Budget Amendment

Next Steps

- City Council Proposed Budget Presentation- May 2022
- City Council Budget Adoption – June 2022



**METROPOLITAN TRANSIT COMMISSION
ACTION ITEM
STAFF SUMMARY**

SUBJECT: MTC Approval **DATE: April 27, 2022**
FY2023 Transit Operating Budget & Debt Services Budget
FY2023-2027 Transit Capital Investment Plan (CIP)

1.0 ACTION:

In compliance with the Transit Governance Interlocal Agreement, the Metropolitan Transit Commission is required to take action on CATS budgets and CIP by April 30 of each year.

MTC Action is included in Resolution 2022-02

2.0 BACKGROUND:

On January 26, 2022, CATS presented the CEO recommended FY2023 Operating Budget, FY2023 Debt Service Budget and FY2023-2027 Capital Investment Plan (CIP) to the Metropolitan Transit Commission.

Key elements of the Operating Budgets are:

- COVID-19 Relief
 - Funding for Transit to cover cost incurred as result of the COVID-19 pandemic, including personal protective equipment, protection equipment on fleet, services excess operating expenses, preventive maintenance and mid-life overhaul expenses
- Safety and Support
 - Safety Enhancements to support Bus, Rail, Streetcar operations, Charlotte Transportation Center (CTC), and funding for new personnel.
- New All-Access Pass Agreements
 - Funding for universities and colleges along the CityLYNX Goldline corridor such as Johnson and Wales and Johnson C. Smith Universities and Central Piedmont Community College.

Key elements of the Capital Budgets are:

- State of Good Repair
 - Priorities include replacement of fixed-route diesel buses with fully electric buses, Special Transportation Services (STS) buses and vanpool vehicles, and facility upgrades and enhancements.
- Technology Upgrades
 - Funding to enhance delivery of transit services, asset and financial management, including replacing the City's Enterprise system, Access Control System Upgrade, and Automatic Vehicle Locator (AVL) replacement.

3.0 RECOMMENDATION:

CATS Chief Executive Officer recommends approval of the following budgets:
FY2023 Operating Budget
FY2023 Debt Service Budget
FY2023-2027 Community Investment Plan

4.0 **ATTACHMENT(S)**: CATS FY2023 Proposed Operating and Debt Service Budget and
FY2023-2027 Proposed Capital Investment Plan Information Booklet

SUBMITTED AND RECOMMENDED BY:



John M. Lewis, Jr.
Chief Executive Officer, Charlotte Area Transit System
City of Charlotte Director of Public Transit

**RESOLUTION
No. 2022-02**

**ADOPTION OF THE FY2023 TRANSIT OPERATING BUDGET, FY2023 TRANSIT DEBT SERVICE
BUDGET AND FY2023-2027 CAPITAL INVESTMENT PLAN**

A motion was made by **Mayor Vi Lyles (City of Charlotte)** and seconded by **Mayor John Higdon (Town of Matthews)** for the adoption of the following resolution, and upon being put to a vote was duly adopted by the Metropolitan Transit Commission (MTC).

WHEREAS, The Amended Transit Governance Interlocal Agreement (11-28-2005) provides that the Chief Transit Official shall submit to the MTC by January 30 of each year a proposed transit budget and program delineating the public transit services, activities and programs to be undertaken in the upcoming fiscal year starting July 1, and the financial resources required to carry out the services, activities and programs, and

WHEREAS, the Chief Transit Official provided budget and program recommendations to the MTC on January 26, 2022, which have been developed in compliance with CATS Mission, Vision, Strategic Goals and Financial and Fare Policies, and

WHEREAS, the Chief Transit Official's recommended budgets and programs have been reviewed by the Citizens Transit Advisory Group and the Transit Services Advisory Committee in accordance with the provisions of the Transit Governance Interlocal Agreement and the Metropolitan Transit Commission Rules of Procedures, and


WHEREAS the Metropolitan Transit Commission has reviewed the recommended FY2023 Transit Operating and Debt Service Budgets and Programs and the FY2023-2027 Capital Investment Plan and Projects to determine the transit program plans for meeting transportation needs of the Charlotte-Mecklenburg community,

NOW THEREFORE, be it resolved that the Metropolitan Transit Commission hereby

1. Approves the FY2023 Transit Operating Budget, the FY2023 Transit Debt Service Budget and the FY2023-2027 Transit Capital Investment Plan (attached to this Resolution)
2. Authorizes Chief Transit Official to present the FY2023 Transit Operating Budget, the FY2023 Debt Service Budget and the FY2023-2027 Capital Investment Plan to the Charlotte City Council for their review, approval and inclusion in the City of Charlotte's FY2023 Budget Ordinance.

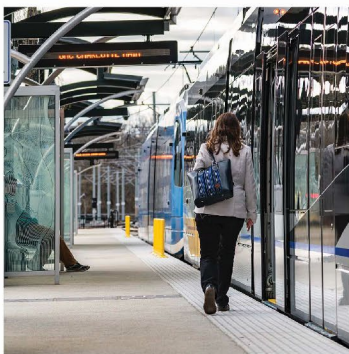
This resolution shall take effect immediately upon its adoption.

I, **Mecklenburg County Commissioner Leigh Altman, Chairwoman of the Metropolitan Transit Commission** do hereby certify that the above Resolution is a true and correct documentation of the MTC's action from their meeting duly held on April 27, 2022.



Signature of MTC Chairperson

FY2023 PROPOSED OPERATING AND DEBT SERVICE BUDGET
FY2023-FY2027 PROPOSED CAPITAL INVESTMENT PLAN



Chief Executive Officer's Transmittal Letter

April 27, 2022

**To: The Chair and Members of the Metropolitan Transit Commission
Charlotte, North Carolina**

I am pleased to present to you the CATS' FY2023 Proposed Operating Budget and FY2023 Proposed Debt Service Budget, which includes the Staffing Summary and Financial and Business Performance Targets and the FY2023-2027 Capital Investment Plan (CIP) for the Charlotte Area Transit System (CATS.) The balanced budget maintains current services and commitments with a focus on employee safety, asset management and flexible mobility options.

CATS' FY2023 Proposed Operating Budget is supported primarily by the transit sales tax, fare revenues, service reimbursements, maintenance of effort, Coronavirus Disease 2019 (COVID-19) Funds, operating and non-operating assistance from the Federal and State government and other miscellaneous sources. The budget is balanced, meets CATS Financial performance objectives (unless impacted by the COVID-19 pandemic) and delivers a variety of transportation options for the community.

FY2023 Priorities:

The FY2023 budget reflects priorities in the Metropolitan Transit Commission's approved Mission and Strategic Goals for CATS.

- Outstanding community-wide public transportation services
- Focused Regional Growth
- Safety and Accountability
- Safe, affordable mobility options to jobs, education and housing
- Contribution to economic development in the County and region
- Investment in employees

FY2023 Preliminary Operating Budget Highlights:

- **Safety and Support Cost including Security Enhancements** to support Bus, Rail, Streetcar, Charlotte Transit Center (CTC) operations, recruitment and retention cost and funding for new personnel.
- **COVID-19 Relief** funding for Transit will cover costs incurred as a result of the COVID-19 pandemic, including personal protective equipment, protective equipment on fleet, services, excess operating expenses, preventive maintenance and mid-life overhaul expenses.
- **New All Access Pass Agreements** for Universities and colleges along the CityLYNX Goldline corridor such as Johnson and Wales and Johnson C. Smith Universities and Central Piedmont Community College.

FY2023 Proposed Capital Budget Highlights:

- **State of Good Repair priorities** including replacement of fixed-route diesel buses with fully electric buses, Special Transportation Services (STS) buses and vanpool vehicles; and facility upgrades and enhancements.
- **Technology Upgrades** to enhance delivery of transit services, asset & financial management, including replacing the City's Enterprise system, Access Control System Upgrade and Automatic Vehicle Locator (AVL) replacement.

The FY2023 Operating and Capital Budget is mostly supported by an Increase in Sales Tax Revenue and COVID-19 Relief funding. Though fare revenue has not returned to pre-pandemic levels the overall cost of operations has increased due to supply chain issues, increased material cost and the on-going need for fleet and facility maintenance. The capital program has also grown as the City enters an agreement to update the current transit center that may cause CATS to temporarily re-locate. CATS plans to continue to work with current funding sources to advance the 2030 Transit Corridor System Plan but will need significant new funding sources to advance through completion.

Respectfully Submitted,

John M. Lewis, Jr.

Chief Executive Officer

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BUDGET SUMMARY					
	FY2022 Amended Budget (millions)	FY2023 Proposed Budget (millions)	Variance (millions)	Variance (%)	
Operating Revenues	\$ 185.8	\$ 211.2	\$ 25.4	13.7%	
CATS Control Account	-	-	\$ -	0.0%	
Total Operating Revenue	\$ 185.8	\$ 211.2	\$ 25.4	13.7%	
Operating Expenditures	\$ 185.8	\$ 211.1	\$ 25.3	13.6%	
Transfer to Capital	-	0.1	0.1	0.1%	
Total Operating Expenditures and Transfers	\$ 185.8	\$ 211.2	\$ 25.4	13.7%	
Debt Service Budget	\$ 62.1	\$ 18.1	\$ (44.0)	-70.9%	
Capital Budget*	\$ 245.4	\$ 280.9	\$ 35.5	14.5%	

*FY2023 Capital Budget includes carryover

The budget reflects the continued effort to provide outstanding community-wide public transportation services while proactively contributing to focused growth and sustainable regional development.

The FY2023 proposed operating budget totals \$211.2 million and remains aligned with MTC approved mission and strategic goals. The budget continues to reflect the impact of the current health pandemic, estimated fare revenue decreases, and increased assistance from the Federal Government for operations and maintenance.

CATS is projecting to contain operating cost in FY2022 as the pandemic continues and plans to maintain expense controls through FY2023. Although fuel consumption reduced from prior year, the average price slightly increased. Sales tax growth is expected to continue in FY2023. Additional revenue from new pass agreements and COVID-19 relief funding are also expected in FY2023.

The FY2023 Capital Investment Plan (CIP) budget totals \$280.9 million which includes projects such as a Temporary Facility for the Charlotte Transit Center, State of Good Repair and Technology Upgrades. The CIP plan is guided by the 2030 Transit Corridor System Plan, CATS' financial policies and CATS' long range financial plan. The FY2023 Debt Service totals \$18.1 million, a decrease from the prior year amount of \$62.1 million due to principal payments for temporary debts, debt payoffs and savings from refinancing.

I. OPERATING BUDGET

The FY2023 Proposed Operating Budget is \$211.2 million.

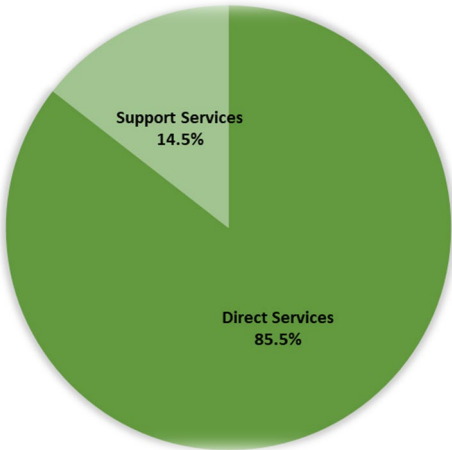
BUDGET SUMMARY			Variance	Variance
	FY2022 Amended Budget (millions)	FY2023 Proposed Budget (millions)	(millions)	(%)
Operating Revenues	\$ 185.8	\$ 211.2	\$ 25.4	13.7%
CATS Control Account	-	-	\$ -	0.0%
Total Operating Revenue	\$ 185.8	\$ 211.2	\$ 25.4	13.7%
Operating Expenditures				
Current Service Levels	\$ 185.7	\$ 207.6	\$ 21.9	11.8%
Service Level Changes	0.1	\$ 3.5	\$ 3.4	1.8%
Subtotal Operating Expenditures	\$ 185.8	\$ 211.1	\$ 25.3	13.6%
Transfer to Capital	-	0.1	0.1	0.1%
Total Operating Expenditures and Transfers	\$ 185.8	\$ 211.2	\$ 25.4	13.7%
Debt Service Budget	\$ 62.1	\$ 18.1	\$ (44.0)	-70.9%
Capital Budget*	\$ 245.4	\$ 280.9	\$ 35.5	14.5%

*FY2023 Capital Budget includes carryover
Reference: Appendix 1

The FY2023 Proposed Operating Budget covers cost for transit provided by the City of Charlotte and contracted employees. Approximately 57.8% (or \$122.1 million) of the Operating Budget includes Personnel Services with the remaining 42.2% covering other operating expenses (or \$89.1 million.)

Direct services such as Bus, Rail, Streetcar, Special Transportation Services and Vanpool operations, Vehicle and Track Maintenance, Facilities, Planning and Scheduling, Customer Service, Revenue collections and Safety and Security account for 85.5% (or \$180.6 million) of the Operating Budget. Support services such as admin, marketing, technology, Human Resources and Civil Rights and Development and other indirect services account for 14.5% (or \$30.6 million) of the Operating Budget.

Total \$211.2 million



A. Operating Revenues: \$211.2 million

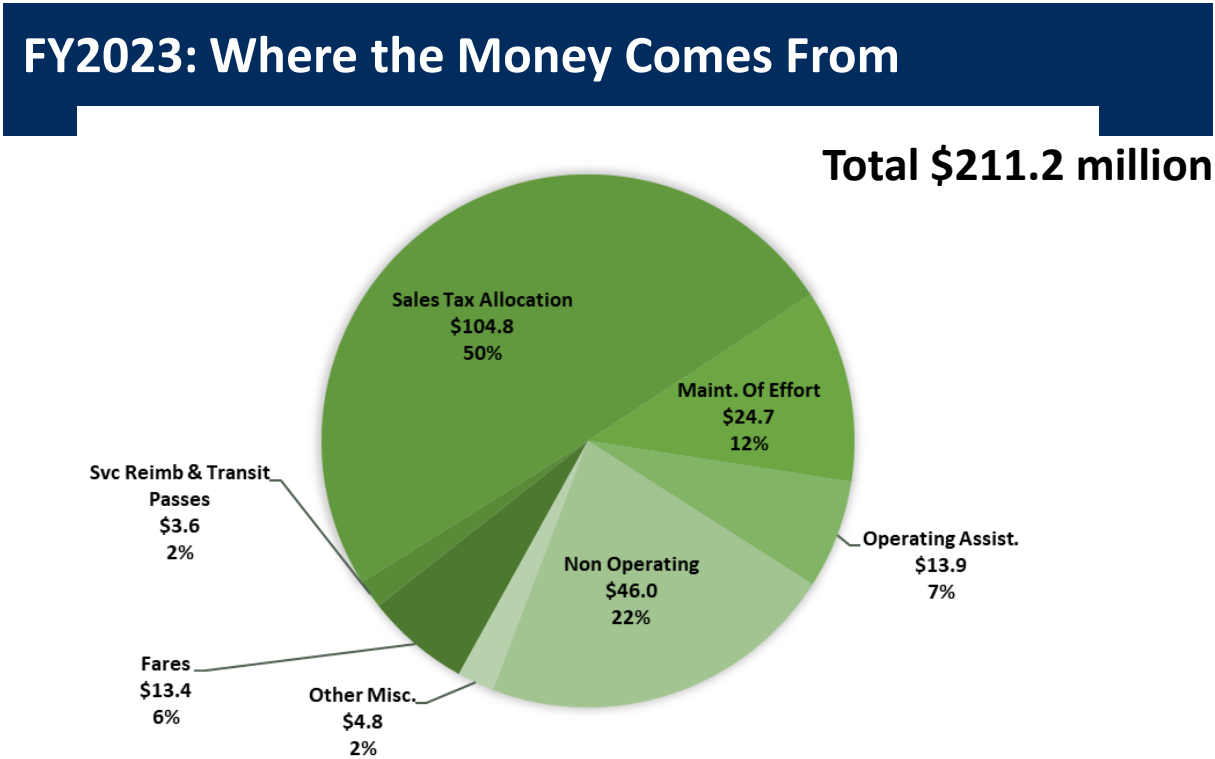
In FY2023, operating revenues are projected at \$211.2 million, an increase of \$25.4 million compared to the FY2022 Amended Budget, which represents an increase of 13.7%.

Compared to the FY2022 Amended Budget Passenger Fare revenue will increase by \$0.9 million as demand for service increases. Despite an increase, Fare Revenue is not expected to reach pre-pandemic levels in FY2023. Service Reimbursement and Transit Passes are expected to increased by \$0.4 million. The overall increase is a result of \$1.5 million in new All Access passes for Johnson & Wales and Johnson C. Smith Universities and Central Piedmont Community College and elimination of the Airport All Access Pass and Lowe’s Agreement.

Service Income decreased by \$3.4 million due to a significant adjustment for interest earnings and lease income. Federal Operating Assistance increased by \$7.3 million to support on-going operations and direct expenses associated with the pandemic with the use of COVID-19 operating assistance funding to ensure our system maintains a state of good repair throughout the pandemic.

Sales tax increased by \$7.5 million as result of an increase in the trend-line resulting from growth in CATS’ sales tax revenue. Non-Operating revenue increased by \$10.9 million due to an increase in available COVID-19 funding to be used for preventative maintenance cost. Other changes include a \$0.7 million increase in Maintenance of Effort funding and \$1.0 million for Goldline Operations, both funded by the City of Charlotte.

The following chart identifies the sources of the \$211.2 million in revenue that will fund the FY2023 operating programs.



Budget Summary

Key changes in revenue in the FY2023 Proposed Operating Budget versus the FY2022 Amended Operating Budget are as follows:

Revenue Source	FY2022 Amended Budget (millions)	FY2023 Proposed Budget (millions)	Variance (millions)	Variance (%)
<u>Operating Allocation</u>	\$ 97.3	\$ 104.8	\$ 7.5	7.7%
The Operating Allocation increase reflects an updated sales tax trendline due to a significant growth in sales tax revenue				
<u>Fare Revenues</u>	\$ 12.5	\$ 13.4	\$ 0.9	7.1%
Fares are projected to increase as demand for service increase. Despite the slight, increase Fare Revenue has not returned to pre-pandemic levels				
<u>All Access Pass & Service Reimbursements</u>	\$ 3.3	\$ 3.7	\$ 0.4	12.1%
New All Access (Johnson C Smith, Johnson & Wales, CPCC) passes replenish passes that will not continue in FY2023 such as Lowe's and Airport. In addition, slight increased revenue for service providers based on increased operating cost.				
<u>Maintenance of Effort</u>	\$ 24.0	\$ 24.7	\$ 0.7	2.9%
Maintenance of Effort are funds received from the City of Charlotte, which are paid to CATS in compliance with state law. The City of Charlotte increases its annual contribution by 3%.				
<u>Operating Assistance</u>	\$ 5.6	\$ 13.9	\$ 8.3	148.2%
The increase is a combination of Federal COVID-19 Relief funding and City of Charlotte funds for Goldline operations. Federal COVID-19 Relief Funding provides operating assistance to Transit Agencies to help combat the impact of the current health pandemic. It covers direct expenses such as PPE, social distancing equipment, cleaning services in addition to a operating loss. The total increase for COVID-19 Relief funding is \$7.3 million. Operating assistance from the City of Charlotte will increase by \$1.0 million for Goldline operations.				
<u>Other (Miscellaneous)</u>	\$ 8.1	\$ 4.8	\$ (3.3)	-40.7%
Other Miscellaneous revenues include advertising, lease agreements and interest earned. Interest earnings are expected to decrease by \$2.4 million based on prior year actuals and current trend. Advertising decreased by \$0.6 million and miscellaneous income increased by \$0.7 million due to bringing the advertising production and installation in house. All cost is reimbursable from the client. Parking deck, Leases and Private partner agreements are expected to decrease by a net amount of \$1.2 million.				
<u>Non-Operating Revenue</u>	\$ 35.0	\$ 45.9	\$ 10.9	31.1%
COVID -19 Relief funding increased by \$5.0 million as funding shifted from Operating Assistance to Non-Operating Revenue ensuring the system can remain in a state of good repair during the pandemic. Grant Funded operating projects such as Preventive Maintenance, anticipated grant awards for planning and studies such as Transit Oriented Development, and Unified Planning Work Program (UPWP) funding will increase by \$5.9 million.				
Total Operating Budgetary Increases (Decreases)	\$ 185.8	\$ 211.2	\$ 25.4	13.7%

B. Operating Expenses: \$211.2 million

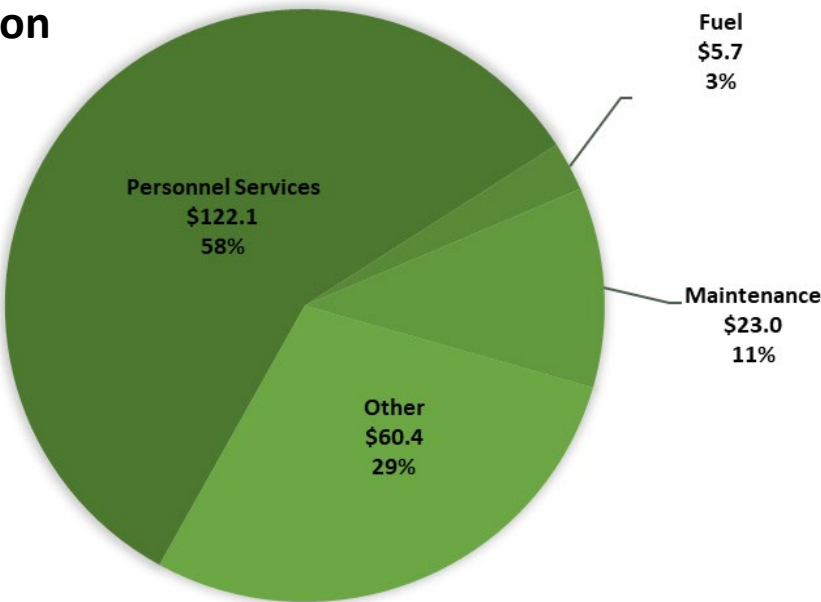
In FY2023, operating expenses are projected at \$211.2 million, an increase of \$25.4 million compared to the FY2022 Amended Budget, or 13.7% increase. This increase is primarily due to personnel and maintenance costs. Personnel Services cost increased by \$10.1 million due to additional staff for administrative support and employee recruitment and retention cost. As the system continues to grow funds have been heavily allocated for operation staff failing to consider the increased amount of administrative support needed to maintain funding, hiring, planning, technology and security. Maintenance costs increased by \$7.2 million due to mid-life overhauls, incremental S70 Overhauls for the light rail vehicles, on-going State of Good repair for Bus and Special Transportation Services vehicles, operating cost for new electric fleet and the direct COVID related expenses for social distancing requirements. Other operating expenses increased by \$8.5 million due to security enhancements, MOUs for facility services, planning and development services, streetcar operations, subrecipient funding, and shared city support cost. Fuel is expected to decrease by \$0.4 million in FY2023 due to lower consumption due to an increase in electric vehicles.

C. Operating Balance: \$0.1 million

The Operating Balance is transferred to the capital program and provides a portion of the ‘matching fund’ dollars required by federal and/or state grants as well as being programmed to fund capital projects where grant funds are not available. In FY2023 the department will shift a portion to the City’s capital account to fund the City’s planning grant program.

FY2023: Where the Money Goes

Total \$211.2 million



Budget Summary

Key changes in expenses in the FY2023 Proposed Operating Budget versus the FY2022 Amended Operating Budget are as follows:

Expenditure	FY2022 Amended Budget (millions)	FY2023 Proposed Operating Budget (millions)	Variance (millions)	Variance (%)
<u>Personnel Services</u>	\$ 112.0	\$ 122.1	\$ 10.1	9.0%
Personnel Services increased due to the following: '-Increases for Annual Merit -Increase headcount by 31 positions to support operations and administration. -Overtime for Bus and Rail Operators due to the national shortage of operators				
<u>Fuel</u>	\$ 6.1	\$ 5.7	\$ (0.4)	-6.6%
Diesel fuel for Bus & STS Operations is forward purchased at approximately \$2.03/gallon in FY2023 for 2.6 gallons. In FY2022 it was forward purchased at \$1.80/gallon for 3.2 gallons. As a result of the lower consumption fuel is expected to decrease in FY2023.				
<u>Maintenance</u>	\$ 15.8	\$ 23.0	\$ 7.2	45.6%
Maintenance cost for Bus, STS, and Rail increased by \$7.2 million due to aging fleet and repairs, mid-life overhaul and COVID related cleaning and PPE.				
<u>Other Operating Expense</u>	\$ 51.9	\$ 60.4	\$ 8.5	16.4%
Facility services increased by \$2.9 million due to MOU increases, and increased cost for building and maintenance repair such as a stormwater reparis and carpet replacement at S. Tryon facility. Planning and Scheduling increased by \$1.3 million due to anticipated Route Restoration planning grant, an automooous vehicle pilot program with NCDOT and connect beyond rail trail studies. Development increased by \$1.0 million due to a an anticipated grant for Transit Oriented Development and a modeling consultant for future development. Marketing increased by \$.08 million due changes in the advertising program, to bring the installation and prodcution in house. This cost is reimbursable by the vendor. Transit Security increased by \$2.0 million for CMPD MOU and contractual services such for police and security along the Rail alignment, Bus Routes, Streetcar and Charlotte Transportation Center (CTC). City Shared Cost increased by \$0.5 million. CATS is responsible for paying a portion of City Cost related to Administrative Support; Finance, Budget, Proucrement, Legal, Communications and Technology.				
Total Operating Budgetary Increases (Decreases)	\$ 185.8	\$ 211.2	\$ 25.4	13.7%

D. Service Level Changes

The FY2023 Proposed Operating Budget includes service level changes totaling \$3.5 million in additional personal cost for 31 additional City full-time equivalent (FTE) positions:

Section	Position	FTE	Additional Budget
411010- Admin	AOIV	1	\$ 115,108
411010- Admin	Management Analyst	1	105,130
413001- Development	Senior Engineer- Bus Infrastructure	1	132,028
413001- Development	Senior Project Manager- Goldline Phase 3	1	158,806
418010- Planning and Scheduling	Transportation Planner II- Scheduling Sr	1	115,108
414010- Marketing & Communications	Marketing Rep	1	91,872
414030- Technology	Applications Administrator	1	120,475
414030- Technology	Technology Support Specialist	1	87,868
416010- Rail	Chief Rail Controllers	2	219,994
416010- Rail	Rail Controllers	3	329,992
416011- Rail Admin	Transit Asset Management Position	1	115,108
416011- Rail Admin	Administrative Officer II	1	91,872
416011- Rail Admin	Administrative Officer III	1	84,053
416011- Rail Admin	Transit Energy Analyst	1	91,872
416011- Rail Admin	Maintenance Training Supervisor	1	115,108
416011- Rail Admin	Safety Training Supervisor	1	115,108
416011- Rail Admin	Transit Energy Coordinator	1	120,475
416011- Rail Admin	Training Specialist	3	315,389
416012- Rail Car Maintenance	Rail Car Maintenance Shift Managers	2	289,528
417010- Safety & Security	Safety Coordinator	3	329,992
417010- Safety & Security	Safety Coordinator- Senior	1	120,475
419010- HR	AO III	2	200,988
		31	\$ 3,466,349

E. Staffing

The FY2023 Proposed Operating Budget provides for 610.75 full-time equivalent (FTE) positions, which includes 31 additional City full-time equivalent (FTE) position. A staffing summary by section can be found in Appendix 3.

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II. DEBT SERVICE BUDGET

A. Debt Service Revenues: \$18.1 million

No new debt financing is planned for FY2023. Key sources of revenue for payment of the current debt expenses are federal and state grants and the transit sales tax (local).

Debt financing proceeds are utilized to fund CATS’ capital investment projects.

B. Debt Service Expenses: \$18.1 million

Debt service expenses include principal and interest costs on project financings, together with fees and miscellaneous costs associated with capital financings.

In FY2023, debt service expenses are as follows:

- \$18.0 million is for principal and interest payments shown below
- \$ 0.1 million covers miscellaneous fees

Project	Source of Funding	FY2023	
		Principal & Interest (millions)	
Blue Line Extension	Federal	\$	-
	State	\$	-
	Local	\$	8.3
Blue Line & Transit Facilities	Local	\$	6.1
South Tryon Bus Garage	Federal	\$	3.0
	Local	\$	0.7
Total FY2023 Proposed Debt Service		\$	18.1

Reference: Appendix 5

III. REVENUE RESERVE FUND

In 2016, the MTC approved the revision of CATS’ Financial Policies, which created a CATS Control Account. This account receives sales tax revenue in excess of the sales tax trend line only when the balance in the Revenue Reserve Fund has reached the maximum required balance of \$30 million.

The Revenue Reserve Fund (RRF) reached the required balance of \$30 million in FY2017. Therefore, the projected FY2023 **\$16.8** million of sales tax dollars that would have been deposited into this fund will transfer directly to the CATS Control Account. In accordance with Section 3.3 of MTC Financial Policies MTC-01, *“the Transit CEO may recommend use of such funds, for operating or capital programs, to the Metropolitan Transit Commission as a part of the CEO Recommended Budget in January of each year.”*

IV. CAPITAL INVESTMENT PLAN (CIP)

CATS' \$377.9 million five-year CIP is prioritized to continue the system's State of Good Repair by replacing vehicles, facility upgrades and enhancements, and technology upgrades. The breakout of CIP revenues and expenses over five years is shown below:

Sources of Funds	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Grants- Federal	\$ 25,233,161	\$19,281,862	\$14,274,362	\$16,499,538	\$17,046,329	\$ 92,335,252
Grants-State	2,512,798	1,126,781	1,145,322	1,302,802	1,559,108	7,646,811
Local 1/2% Sales Tax	17,638,789	5,869,509	4,900,250	2,981,636	11,033,209	42,423,393
Re-allocated from Prior Year Savings- Local	1,721,201	-	-	-	-	1,721,201
Carry Over Projects-Federal	153,230,596	-	-	-	-	153,230,596
Carry Over Projects-State	11,126,422	-	-	-	-	11,126,422
Carry Over Projects-Private	2,959,592	-	-	-	-	2,959,592
Carry Over Projects-Soft Match	7,284,509	-	-	-	-	7,284,509
Carry Over Projects-Local	59,152,976	-	-	-	-	59,152,976
Total	\$280,860,044	\$26,278,152	\$20,319,934	\$20,783,976	\$29,638,646	\$377,880,752

CAPITAL EXPENDITURES	FY2023	FY2024	FY2025	FY2026	FY2027	Total
State of Good Repair- Vehicle Replacement	\$ 19,666,943	\$21,905,699	\$13,383,086	\$15,591,085	\$24,556,365	\$ 95,103,178
State of Good Repair- Facilities & Others	1,800,000	1,625,000	1,351,000	1,079,000	1,570,000	7,425,000
Transit Safety & Security	348,897	326,136	2,396,339	686,339	736,339	4,494,050
Transit Long Range Capital Improvement	18,947,054	200,000	250,000	250,000	-	19,647,054
Non-Revenue Vehicle	390,530	650,740	70,000	833,212	1,319,942	3,264,424
Transit New Equipment	5,952,525	1,570,577	2,869,509	2,344,340	1,456,000	14,192,951
Carry Over Projects	233,754,095	-	-	-	-	233,754,095
Total	\$280,860,044	\$26,278,152	\$20,319,934	\$20,783,976	\$29,638,646	\$377,880,752

Note:

Excludes Grant-Funded Operating Projects

A. Capital Revenues: \$377.9 million

Revenues for CATS' five-year capital program include funds from federal and state grants, transit sales tax and private funding.

The FY2023 through FY2027 CATS' capital program consists of the following:

- **\$92.3** million from federal grants including Federal Formula, Surface Transportation Block Grant, and Bus and Bus Facilities funding.
- **\$7.6** million from state grants including the Urban State Matching funds for vehicle purchases and Strategic Transportation Investment (STI) funding.
- **\$44.1** million from transit sales tax (transfer from the operating balance, CATS Control Account and CATS Fund Balance).
- **\$233.8** million in carryover project balances to continue existing projects.

Budget Summary

B. Capital Expenditures: \$377.9 million

CATS' five-year capital investment plan key expenses include the following:

Capital Program/Project	FY2023-FY2027 Total
<u>State of Good Repair - Vehicle Replacements</u> Replacement of revenue service vehicles that have reached the end of their useful life. In FY2023 CATS will replace 16 Buses, 11 Special Transportation Services vehicles, and 9 Vanpool vehicles for the Vanpool program.	\$ 95,103,178
<u>State of Good Repair - Facilities and Others</u> Replacement, upgrades or repair of transit assets including renovations/repairs of transit facilities to comply with federal Transit Asset Management guidelines.	7,425,000
<u>Transit Safety & Security</u> Programs and projects to advance safe, reliable, and equitable transit service throughout the system including camera replacements and dispatch upgrades.	4,494,050
<u>Transit Long Range Capital Improvement</u> Design services for rapid transit, rail, bus, streetcar and facility improvements to better serve the region. Projects include ADA enhancements, design and construction of the Hambright Park and Ride Lot and Transit Center, and a temporary bus facility.	19,647,054
<u>Transit Non-Revenue Vehicles</u> Purchase and replacement of non-revenue vehicles for supervisory staff, maintenance and repair calls.	3,264,424
<u>Transit New Equipment</u> The purchase of new equipment essential to the bus and rail divisions and technology upgrades.	14,192,951
<u>Carry Over Projects</u> Continued funding for existing capital projects.	233,754,095
Total 5-year Capital Investment Plan ¹	\$ 377,880,752

Notes:

1. Excludes Covid Operating Assistance and Grant-Funded Operating Projects totaling \$134.5 million for FY2023 – FY2027

CAPITAL PROGRAMS MANAGED BY CATS

CATS manages two (2) transit capital investment programs which receive funds from the federal and state governments and the City of Charlotte.

Reference: Appendix 8

The Charlotte Gateway Station – Rail Project (Phase I)

The Charlotte Gateway Station (CGS) Project is a planned multi-modal transit center located in Center City Charlotte.

The City of Charlotte and the North Carolina Department of Transportation (NCDOT) are partners in the phased implementation of this project which:

- Improves both regional (Amtrak) passenger rail service and regional freight rail operations through the construction of track and bridge improvements.
- Includes a future multi-modal passenger station facility, the completion of which will mark the return of Amtrak service to Uptown Charlotte, with supporting modal connections to CityLYNX Goldline, regional bus connections and CATS local bus routes.

Design and engineering of the first phase of the project is underway, and construction of the initial track and bridge improvements began in 2018. Phase I is being funded with federal, state and City of Charlotte (local) funds.

The CityLYNX Goldline Streetcar Project – Phase II

The CityLYNX Goldline Streetcar Project - Phase II is an extension of the approximately 1.5 mile CityLYNX Goldline Phase I project completed in July 2015. Phase II consists of the design and construction of approximately 2.5 miles of double-track in-street running streetcar line. The final project results in a total of approximately a 4-mile long double-track streetcar system which extends from Johnson C. Smith University through Center City Charlotte, to Novant Health and Sunnyside Avenue.

The project was funded by a federal small starts grant and an American Rescue Plan Act funding for a total of \$84.2 million and with a local match of \$77.0 million funded by the City of Charlotte. CityLYNX Goldline Streetcar opened for service in August 2021.

FINANCIAL PERFORMANCE OBJECTIVES

CATS Financial Policies provide guidelines on how financial resources shall be utilized to fulfill the mission of the transit system, meet obligations and to protect the public interest.

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CATS TRAX SCORECARD OBJECTIVES

CATS Trax is a quarterly performance scorecard that provides employees, customers, elected officials, and the general public with a snapshot of how we are doing at a high level. Metrics are aligned with CATS goals and customer satisfaction index.

Customer Satisfaction Index

- Measures how well we are doing as related to customer’s top drivers of satisfaction
- Allows customers to choose and prioritize what is most important to them
- Gauges performance relative to the customer’s priorities and perceptions
- Helps highlight priorities for improvement

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CATS’ SERVICES AND RIDERSHIP

CATS is anticipating to provide approximately 11.4 million rides in FY2023 on its bus, light rail, streetcar, vanpool and Special Transportation Services vehicles.

The Goldline Phase II extension opened August 2021 and provides an additional 2.5 miles of service from Sunnyside Avenue through Center City and terminates at French Street near Johnson C. Smith University. Having opened during the pandemic ridership is expected to gradually increase over the next two years.

Blue Line Extension continues to attract ridership and is expected to slightly increase in FY2023 as development around the alignment continues to grow and existing businesses re-open at full capacity. Customers wholly new to transit are also expected to contribute to an increase in light rail ridership as ridership matures over the first few years of operations.

The FY2023 budget reflects revenue hours on track to full service (pre-pandemic) despite the low ridership numbers. As the department expects ridership to return to pre-pandemic levels (or greater) at some point it is important to keep revenue hours at a certain level.

Mode	Ridership			Revenue Service Hours		
	FY2022 Projected	FY2023 Proposed Budget	FY2024 Estimated	FY2022 Projected	FY2023 Proposed Budget	FY2024 Estimated
Bus	6,456,736	7,102,410	8,167,771	745,562	800,177	852,502
Light Rail	3,215,592	3,537,151	4,067,724	118,076	131,812	141,548
Streetcar	383,922	482,645	555,042	9,137	18,275	18,275
Vanpool	37,536	41,290	47,483	17,462	18,384	19,305
Special Transportation Svc.	219,396	230,366	241,884	121,123	131,126	141,129
Total	10,313,182	11,393,862	13,079,904	1,011,360	1,099,774	1,172,759

CHIEF EXECUTIVE OFFICE

Sets strategic direction for the department and manages the overall operation and administration, including budgeting, training, coordinating with City Manager’s office and support of the Metropolitan Transit Commission

BUS / STS / VANPOOL



Provides transit services in the City of Charlotte, and in the Towns of Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville.



FINANCE & PROCUREMENT

Manage all fiscal aspects and procurements for transit operations and capital projects including budget, grants, debt financing, revenue collections & financial reporting

LIGHT RAIL / STREETCAR



Provides a light rail service with over 19 miles and 26 stations from just north of the town of Pineville to the UNC Charlotte campus. CityLYNX Gold Line Phase 2 provides services through Center City Charlotte.



DEVELOPMENT & PLANNING

Responsible for planning and construction of transit projects including quality control and assurance of all project developments

FACILITIES



Manage and maintain light rail stations, park & ride lots, parking decks, bus garages, light rail facilities, transit centers, and bus stops



SAFETY & SECURITY

Responsible for safety & security of all CATS amenities, facilities and individuals that come in contact with CATS

**CUSTOMER SERVICE,
MARKETING & TECHNOLOGY**



Manage public relations, customer service requests, trip planning assistance and technology for transit operations



**HUMAN RESOURCE &
CIVIL RIGHTS**

Oversee compliance with federal, state & local guidelines to ensure fair and equal treatment of customers and employees

The City provides additional support to CATS through a City Cost Allocation Plan.

APPENDICES

Appendix 1 - Operating Budget Summary

Appendix 2 - Performance Objectives
Financial Performance Objectives
Balanced Scorecard: CATS TRAX

Appendix 3 - Staffing Summary

Appendix 4 - Operating Budget
Operating Revenues
Operating Expenditures

Appendix 5 - Debt Service Summary
Debt Service Revenue Details
Debt Service Expenditure Details

Appendix 6 - Capital Revenue & Expenditures
5-year Capital Revenue & Expenditure Summary
5-year Capital Expenditure Details including Carryover

Appendix 7 - Grant-Funded Operating Projects
Federal Grant-Funded Operating Projects
State Grant-Funded Operating Projects

Appendix 8 - Other Capital Projects Managed by CATS
Charlotte Gateway Station
CityLYNX Goldline Phase II

Appendix 9 - FY2023 Budget Schedule



Proposed Operating Budget Summary

	FY2020 Actuals	FY2021 Actuals Audited	FY2022 Amended Budget	FY2022 Year-End Projection	FY2023 Proposed Budget
Sales Tax Allocation					
A Sales Tax Receipts	\$ 107,778,981	\$ 116,669,192	\$ 133,470,264	\$ 133,470,264	\$ 136,807,021
B Less Sales Tax Trendline	(97,000,000)	(105,201,000)	(114,252,020)	(114,252,020)	(120,000,475)
A - B = C Net Difference	\$ 10,778,981	\$ 11,468,192	\$ 19,218,244	\$ 19,218,244	\$ 16,806,546
Sales Tax Available for Allocation:					
D Transfer to (from) Revenue Reserve	\$ -	\$ -	\$ -	\$ -	\$ -
E Transfer to Debt Service Fund	17,667,788	16,975,589	16,939,110	16,939,110	15,168,881
F Transfer to Operating Fund (Operating Alloc)	79,332,212	88,225,410	97,312,910	97,312,910	104,831,594
G CATS Control Account	10,778,981	11,468,192	19,218,244	19,218,244	16,806,546
D + E + F + G = I Sales Tax Allocation to Other Funds	\$ 107,778,981	\$ 116,669,192	\$ 133,470,264	\$ 133,470,264	\$ 136,807,021
Operating Fund					
Revenues:					
Operating Revenues:					
Sales Tax Operating Allocation	\$ 79,332,212	\$ 88,225,411	\$ 97,312,910	\$ 97,312,910	\$ 104,831,594
Fares and Service Reimbursements	21,028,419	11,113,790	15,767,931	15,767,931	17,015,602
Maintenance of Effort - Charlotte	22,629,679	23,308,600	24,007,826	24,007,826	24,728,061
Operating Assistance	6,528,812	24,928,652	5,579,802	5,579,802	13,917,567
CATS Control Account	-	-	-	-	-
Other (Advertising, Misc)	5,621,239	(1,112,534)	8,153,918	8,153,918	4,764,204
Subtotal	\$ 135,140,361	\$ 146,463,919	\$ 150,822,387	\$ 150,822,387	\$ 165,257,028
Non-Operating Revenue	24,253,043	14,702,805	35,014,560	35,014,560	45,948,561
Total Operating Revenues	\$ 159,393,404	\$ 161,166,724	\$ 185,836,947	\$ 185,836,947	\$ 211,205,589
Operating Expenditures					
Transportation Services	\$ 142,016,893	\$ 141,970,655	\$ 158,931,571	\$ 158,931,571	\$ 180,629,952
Transit Development	3,705,109	4,005,534	5,382,272	5,382,272	6,760,505
Marketing and Communications	3,086,973	3,567,664	6,073,403	6,073,403	6,346,175
Executive and Administration	11,227,571	11,586,995	15,449,701	15,449,701	17,368,958
Subtotal	\$ 160,036,546	\$ 161,130,848	\$ 185,836,947	\$ 185,836,947	\$ 211,105,589
Transfers to Eligible CIP Projects	(1,139,477)	(590,405)	-	-	-
Total Net Operating Expense	\$ 158,897,069	\$ 160,540,443	\$ 185,836,947	\$ 185,836,947	\$ 211,105,589
Transfer from Operating to CIP	981,600	-	-	-	100,000
Total Operating Expenditures	\$ 159,878,669	\$ 160,540,443	\$ 185,836,947	\$ 185,836,947	\$ 211,205,589
Excess (Shortfall) Revenue over Expenses	\$ (485,265)	\$ 626,282	\$ -	\$ -	\$ -



Performance Objectives					
	Financial Performance Objectives				
	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2022 Year End Projection	FY2023 Proposed Budget
SYSTEM SUBSIDY					
≤ 80% of Total Operating Cost	83.1%	93.8%	87.1%	86.9%	89.5% ¹
OPERATING RATIO (W/O Capital Interest)	16.9%	6.2%	12.9%	13.1%	10.5% ²
(≥ 20%)					
PASSENGERS PER HOUR					
(Bus ≥ 20 passengers per hour)	12.7	8.6	12.6	8.7	8.9
(Light Rail ≥ 90 passengers per hour)	97.4	44.4	72.7	52.8	47.8
ADMINISTRATIVE OVERHEAD	11.1%	13.13%	15.37%	14.90%	14.49%
(≤ 15%)					
GROSS DEBT SERVICE COVERAGE	5.74	6.15	7.76	7.76	9.1
(> 3.0)					
NET DEBT SERVICE COVERAGE					
(≥ 1.15)	1.52	1.47	1.92	2.01	2.06

Notes:

- 1) In the FY2023 Proposed Budget the total Operating Expense used to calculate System Subsidy, Operating Ratio and Net Debt Service Coverage does not include \$1,917,083 in pass through funding for subrecipient projects.
- 2) In FY2022 ridership and fares are expected to significantly decline due to the COVID-19 pandemic causing the agency to rely on other sources of revenue to continue operations. The decline is expected to continue in FY2023. As a result, the system subsidy exceeds the 80% threshold.



CATS TRAX FY21 Aggregate Scorecard								
Strategy	Metric	Performance Goal	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Goal Points	Q4 Earned Points
Customer Satisfaction	Overall Customer Satisfaction	90%	84%	84%	84%	84%	9.0	8.2
	Overall Net Promoter Score	58%	58%	58%	58%	58%	9.0	10.0
	Overall On-Time Performance	89%	94%	93%	93%	91%	7.0	7.1
	Overall Ridership**	18,427,708	2,220,561	4,474,809	6,448,253	8,687,151	3.0	1.5
	Overall Ridership**	100%	12%	24%	35%	47%		
	Confidence to Return*				67%	67%	2.0	1.3
Community Impact							30.0	28.1
	Economic Impact**	1.27	1.05	1.24	1.26	1.27	5.0	5.0
	Community Perception of Community Value	85%	-	80%	80%	80%	15.0	14.1
	Customers with Access to 15-minute or Better Service	45%	40%	42%	19%	22.0%	5.0	2.4
	Jobs Created from Transit & Transit Infrastructure**	30,600	12,228	14,480	17,420	20,239	5.0	3.3
Financial Stability							30.0	24.8
	Taxpayer Subsidy Percentage, (CATS Policy ≤80%)**	<80%	87.2%	89.2%	90.8%	90.0%	4.0	3.5
	Net Debt Service Coverage Threshold (CATS Policy >1.15)**	>1.15	2.63	1.00	1.36	0.98	4.0	3.4
	Overall Operating Cost/Revenue Hour**	\$174.62	\$140.80	\$167.61	\$175.59	\$174.72	4.0	4.0
	Overall Customers/Revenue Hour	18.6	10.0	10.2	9.0	10.3	4.0	2.2
	Directly Generated Revenue**	4.0%	1.19%	2.69%	1.37%	3.0%	4.0	3.0
Employee Success							20.0	16.1
	Employee Engagement	80%	-	-	-	60%	7.0	5.3
	Employee Satisfaction	85%	-	-	-	55%	5.0	3.2
	Customer Satisfaction with CATS Employees	86%	88%	88%	88%	88%	4.0	3.9
	Customer Satisfaction with Call Center Interactions	87%	82%	82%	82%	82%	4.0	3.9
Overall Performance Score							100.0	85.3



FY2023 Staffing Levels						
FTE					TOTAL FTES	Temps
Approved in FY2022	Transfers	Reductions	FY2023 SLC			
Bus Operations Division (BOD) Employees						
Transportation Services						
415010 BOD - Operations	644.00	-	-	-	644.00	-
415011 BOD - Administration	14.00	-	-	-	14.00	-
415012 BOD - Maintenance	178.00	-	-	-	178.00	-
415013 BOD - STS Maintenance	9.00	-	-	-	9.00	-
Subtotal BOD Employees	845.00	0.00	0.00	0.00	845.00	-
City Employees						
Transportation Services						
415050 Special Transportation Services	131.75	-	-	-	131.75	-
411060 Treasury/Revenues	12.00	-	-	-	12.00	-
412020 Facilities	14.00	-	-	-	14.00	-
414020 Customer Svc & Information	21.00	-	-	-	21.00	-
416010 Light Rail Operations	89.00	-	-	5.00	94.00	-
416011 Light Rail Administration	19.00	2.00	-	9.00	30.00	-
416012 Light Rail Maintenance	72.00	-	-	2.00	74.00	-
416013 Maintenance of Way	51.00	(2.00)	-	-	49.00	-
416020 CityLYNX GoldLine	38.00	-	-	-	38.00	-
417010 Transit Security	20.00	-	-	4.00	24.00	-
415001 Bus General Management	4.00	-	-	-	4.00	-
418010 Planning And Scheduling	11.00	-	-	1.00	12.00	-
415040 Van Pool Division	4.00	-	-	-	4.00	-
Transit Development						
413001 Development Administration	22.00	-	-	3.00	25.00	-
413002 Quality Assurance	6.00	-	-	-	6.00	-
Marketing & Communications						
414010 Marketing & Communications	14.00	-	-	1.00	15.00	-
414030 Technology	16.00	-	-	2.00	18.00	-
Executive & Administration						
411010 Administration Division	22.00	-	-	2.00	24.00	1.00
419010 HR and Civil Rights	11.00	-	-	2.00	13.00	-
411040 Executive Division	2.00	-	-	-	2.00	-
Subtotal City Employees	579.75	0.00	0.00	31.00	610.75	1.00
Total Employees	1,424.75	0.00	0.00	31.00	1,455.75	1.00

Appendix 4 – Operating Budget

Operating Revenues

	FY2020		FY2021		FY2022		FY2022		FY2023	
	Actuals		Audited Actuals		Amended Budget		Year End Projection		Proposed Budget	
<u>Service Passenger Fares</u>										
Bus	\$	14,683,327	\$	6,993,617	\$	7,748,083	\$	7,748,083	\$	8,522,892
Light Rail		2,730,923		1,032,650		3,344,216		3,344,216		3,678,637
Streetcar		-		-		740,000		740,000		482,645
Vanpool		372,328		195,739		110,356		110,356		121,393
Paratransit		549,072		423,111		537,520		537,520		564,397
Subtotal	\$	18,335,650	\$	8,645,117	\$	12,480,175	\$	12,480,175	\$	13,369,964
<u>All Access Pass</u>										
All Access Pass- Johnson and Wales	\$	-	\$	-	\$	-	\$	-	\$	75,000
All Access Pass- Johnson C Smith		-		-		-		-		55,000
All Access Pass- CPCC		-		-		-		-		925,000
CMGS		514,567		514,345		484,787		484,787		518,568
Lowe's Agreement		-		-		175,000		175,000		-
Airport All Access Pass		-		572,000		870,584		870,584		-
UNCC Pass Purchases		1,347,612		1,344,175		1,400,000		1,400,000		1,330,866
Subtotal	\$	1,862,179	\$	2,430,520	\$	2,930,371	\$	2,930,371	\$	2,904,434
<u>Service Reimb & Funding Partners</u>										
Airport Connector Services	\$	200,000	\$	(200,000)	\$	-	\$	-	\$	-
Fort Mill (WellsFargo) Rt 44 Carowinds		7,791		(675)		-		-		-
Union County Express 74x		131,724		98,144		94,458		94,458		180,221
Rock Hill Express Commuter Bus		155,341		104,554		74,491		74,491		270,224
Gastonia Express Commuter Bus		177,702		152,931		82,236		82,236		270,800
Carowinds (N&BS U MYEP)		102,102		(48,500)		97,800		97,800		-
DSS		3,265		-		8,400		8,400		8,400
Ramsey Creek Beach Park		52,665		(68,301)		-		-		11,559
Subtotal	\$	830,590	\$	38,153	\$	357,385	\$	357,385	\$	741,204
<u>Service Income</u>										
Charlotte Transit Center	\$	465,436	\$	414,789	\$	479,398	\$	479,398	\$	397,867
Advertising		2,846,062		(75,643)		2,469,160		2,469,160		1,831,999
Parking - BLE Decks		-		-		391,000		391,000		119,650
Parking - CGS		104,005		251,398		98,004		98,004		98,004
Volkswagen Parking Lease		26,214		36,706		26,214		26,214		30,000
Parking Lease-Norfolk Southern Land		213,030		-		438,842		438,842		99,972
Lowe's Agreement (Naming Rights)		-		-		310,500		310,500		-
Interest Earnings		1,234,108		(2,231,887)		3,302,194		3,302,194		941,000
Agreements/Leases		40,115		19,119		29,227		29,227		14,033
User Fees for Development Reviews		-		103,951		223,929		223,929		281,118
Miscellaneous		692,269		369,033		385,450		385,450		950,561
Subtotal	\$	5,621,239	\$	(1,112,534)	\$	8,153,918	\$	8,153,918	\$	4,764,204
<u>Sales Tax Revenue</u>										
Operating Allocation	\$	79,332,212	\$	88,225,411	\$	97,312,910	\$	97,312,910	\$	104,831,594
CATS Control Account		-		-		-		-		-
Subtotal	\$	79,332,212	\$	88,225,411	\$	97,312,910	\$	97,312,910	\$	104,831,594
<u>Maintenance of Effort</u>										
City of Charlotte	\$	22,629,679	\$	23,308,600	\$	24,007,826	\$	24,007,826	\$	24,728,061
Subtotal	\$	22,629,679	\$	23,308,600	\$	24,007,826	\$	24,007,826	\$	24,728,061
<u>Operating Assistance</u>										
Federal CMAQ (for Service Expansions)	\$	4,595,535	\$	1,727,122	\$	-	\$	-	\$	-
City of Charlotte - GoldLine Operations		1,471,896		3,090,755		3,679,257		3,679,257		4,702,069
COVID-19		255,686		20,131,377		1,900,545		1,900,545		9,215,498
NCDOT (I-77 Mitigation)		82,085		-		-		-		-
Sugar Creek (I-77 Mitigation)		123,610		(20,602)		-		-		-
Subtotal	\$	6,528,812	\$	24,928,652	\$	5,579,802	\$	5,579,802	\$	13,917,567
<u>Non Operating Revenue</u>										
Grant Funded Operating Expenses - Fed	\$	14,304,879	\$	14,352,641	\$	5,751,445	\$	5,751,445	\$	9,765,069
Grant Funded Operating Expenses -COVID 19		-		-		19,581,655		19,581,655		24,560,581
Grant Funded Operating Expenses - State		145,986		138,656		225,247		225,247		348,198
State Maintenance Assist. Prog. (SMAP)		9,590,670		-		9,208,761		9,208,761		11,063,205
Mecklenburg County		-		192,942		192,942		192,942		192,942
Town of Huntersville		211,508		18,566		18,566		18,566		18,566
City of Charlotte-TOD Match		-		-		30,235		30,235		-
Gastonia-TOD Match		-		-		3,959		3,959		-
Belmont-TOD Match		-		-		1,750		1,750		-
Subtotal	\$	24,253,043	\$	14,702,805	\$	35,014,560	\$	35,014,560	\$	45,948,561
TOTAL OPERATING REVENUES	\$	159,393,404	\$	161,166,724	\$	185,836,947	\$	185,836,947	\$	211,205,589

Appendix 4 – Operating Budget

Operating Expenses

FY2020	2021	FY2022	FY2022	FY2023
Actuals	Actuals Audited	Amended Budget	Year End Projection	Proposed Budget

Transportation Services

411060	Treasury/Revenues	\$ 1,290,993	\$ 849,965	\$ 1,430,198	\$ 1,430,198	\$ 1,297,491
412010	Transit Center Operations	1,079,388	1,053,663	1,023,944	1,023,944	1,023,944
412020	Facilities	7,996,344	7,783,174	8,009,463	8,009,463	10,860,788
414020	Customer Svc & Information	1,826,679	1,489,280	2,346,463	2,346,463	2,001,482
415001	Bus General Management	438,110	399,208	590,720	590,720	571,862
415010	BOD - Operations	60,275,656	59,999,797	58,829,232	58,829,232	60,451,302
415011	BOD - Administration	2,427,012	2,477,129	2,596,229	2,596,229	2,716,790
415012	BOD - Maintenance	20,529,509	19,648,868	22,587,326	22,587,326	24,403,234
415013	BOD - STS Maintenance	935,651	844,147	1,221,476	1,221,476	1,058,609
415020	County Human Svc Transp	303,265	300,000	310,000	310,000	310,000
418010	Planning And Scheduling	1,436,929	1,330,628	1,591,621	1,591,621	2,833,770
415040	Van Pool Division	580,581	596,089	717,880	717,880	722,168
415050	Special Transportation Svc	8,843,960	8,720,583	9,947,800	9,947,800	11,256,443
416010	Light Rail Operations	11,681,669	11,211,254	13,440,412	13,440,412	14,301,271
416011	Light Rail Administration	1,679,533	1,841,880	2,341,733	2,341,733	4,076,553
416012	Light Rail Maintenance	5,266,192	8,791,983	11,488,521	11,488,521	19,155,087
416013	Maintenance of Way	4,732,491	4,074,712	5,485,877	5,485,877	6,524,654
416020	CityLYNX GoldLine	1,170,161	2,071,743	4,449,989	4,449,989	5,184,714
417010	Transit Security	9,520,707	8,486,552	10,522,687	10,522,687	11,879,790
Subtotal		\$ 142,014,830	\$ 141,970,655	\$ 158,931,571	\$ 158,931,571	\$ 180,629,952

Executive & Administration

411010	Administration Division	\$ 1,880,046	\$ 2,705,149	\$ 2,859,633	\$ 2,859,633	\$ 3,192,591
411020	Procurement Services	215,259	145,839	237,987	237,987	163,367
419010	HR & Civil Rights	1,542,905	678,398	2,235,039	2,235,039	25,918
419010	HR	-	-	-	-	712,159
419020	Civil Rights	-	-	-	-	2,401,089
411040	Executive Division	868,793	493,345	852,770	852,770	1,046,698
411050	MTC & Committees Division	67,885	61,836	76,850	76,850	76,850
411070	City Support Costs	6,565,659	7,502,428	9,187,422	9,187,422	9,750,285
Subtotal		\$ 11,140,547	\$ 11,586,995	\$ 15,449,701	\$ 15,449,701	\$ 17,368,958

Transit Development

413001	Development	\$ 2,072,881	\$ 2,673,430	\$ 4,630,601	\$ 4,630,601	\$ 5,700,652
413002	Quality Assurance	582,745	741,699	751,671	751,671	1,059,853
Subtotal		\$ 2,655,626	\$ 3,415,128	\$ 5,382,272	\$ 5,382,272	\$ 6,760,505

Marketing & Technology

414010	Marketing & Communications	\$ 1,489,068	\$ 1,391,754	\$ 1,959,234	\$ 1,959,234	\$ 2,491,555
414030	Technology	1,596,998	2,175,910	4,114,169	4,114,169	3,854,620
Subtotal		\$ 3,086,066	\$ 3,567,664	\$ 6,073,403	\$ 6,073,403	\$ 6,346,175

Transfer to Capital		\$ 981,600	\$ -	\$ -	\$ -	100,000
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Total Operating Expenditures		\$ 159,878,669	\$ 160,540,442	\$ 185,836,947	\$ 185,836,947	\$ 211,205,589
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Appendix 5 – Debt Service Summary

	FY2021 Audited Actuals	FY2022 Adopted Budget	FY2023 Proposed Budget
REVENUES			
Federal Grants-BLE	\$ 1,726,061	\$ 619,900	\$ -
Federal Grants- Non-BLE	2,920,059	2,929,440	2,929,475
State Grants-BLE	863,031	41,637,850	-
State Grants-Non-BLE	-	-	-
Local Sales Tax	99,178,654	16,939,110	15,168,881
Interest on Investments	35,502	-	-
TOTAL REVENUES	\$ 104,723,308	\$ 62,126,300	\$ 18,098,356

EXPENDITURES			
Principal Payments-BLE	\$ 85,791,094	\$ 45,424,000	\$ 3,368,581
Principal Payments-Non-BLE	5,555,000	5,790,000	5,551,419
Interest Payments-BLE	8,729,031	6,410,600	4,944,119
Interest Payments-Non-BLE	4,600,920	4,387,700	4,120,237
Other Payments	47,263	114,000	114,000
Transfers to Other	-	-	-
TOTAL EXPENDITURES	\$ 104,723,308	\$ 62,126,300	\$ 18,098,356

	FY2023 Proposed Budget	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2023-FY2027 Total
REVENUES						
Federal Grants- Non-BLE	\$ 2,929,475	\$ 2,927,875	\$ 2,925,675	\$ 2,927,275	\$ 2,929,515	\$ 14,639,815
State Grants-BLE	-	-	-	-	-	-
State Grants-Non-BLE	-	-	-	-	-	-
Local Sales Tax	15,168,881	15,169,091	15,158,431	15,166,671	15,161,391	75,824,466
Interest on Investments	-	-	-	-	-	-
TOTAL REVENUES	\$ 18,098,356	\$ 18,096,966	\$ 18,084,106	\$ 18,093,946	\$ 18,090,906	\$ 90,464,282
EXPENDITURES						
Principal Payments-BLE	\$ 3,368,581	\$ 3,539,221	\$ 3,712,347	\$ 3,899,259	\$ 4,093,488	\$ 18,612,896
Principal Payments-Non-BLE	5,551,419	5,825,779	6,107,653	6,395,741	6,686,512	30,567,104
Interest Payments-BLE	4,944,119	4,773,979	4,598,603	4,411,441	4,218,462	22,946,604
Interest Payments-Non-BLE	4,120,237	3,843,987	3,551,503	3,273,505	2,978,444	17,767,678
Other Payments	114,000	114,000	114,000	114,000	114,000	570,000
Transfers to Other	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 18,098,356	\$ 18,096,966	\$ 18,084,106	\$ 18,093,946	\$ 18,090,906	\$ 90,464,282

Appendix 5 – Debt Service Details



BLE = Blue Line Extension

Debt Service Revenue Details									
REVENUES									
BLE- COPS Principal Only									
	Federal	\$	-	\$	-	\$	-	\$	-
	State	-	-	-	-	-	-	-	-
	Local	-	-	-	-	-	-	-	-
	Subtotal	\$	-	\$	-	\$	-	\$	-
BLE - COPS Interest Only									
	Federal (50%)	\$	-	\$	-	\$	-	\$	-
	State (25%)	-	-	-	-	-	-	-	-
	Local (25%)	-	-	-	-	-	-	-	-
	Subtotal	\$	-	\$	-	\$	-	\$	-
BLE - TIFIA Only - Principal & Interest									
	Federal (0%)	\$	-	\$	-	\$	-	\$	-
	State (0%)	-	-	-	-	-	-	-	-
	Local (100%)	8,312,700	8,313,200	8,310,950	8,310,700	8,311,950	8,311,950	41,559,500	41,559,500
	Subtotal	\$ 8,312,700	\$ 8,313,200	\$ 8,310,950	\$ 8,310,700	\$ 8,311,950	\$ 8,311,950	\$ 41,559,500	\$ 41,559,500
Non-BLE - Principal & Interest									
2013C COPS									
	Federal (80%)	\$ 2,929,475	\$ 2,927,875	\$ 2,925,675	\$ 2,927,275	\$ 2,929,515	\$ 2,929,515	\$ 14,639,815	\$ 14,639,815
	State (0%)	-	-	-	-	-	-	-	-
	Local (20%)	732,369	731,969	731,419	731,819	732,379	732,379	3,659,954	3,659,954
	Subtotal	\$ 3,661,844	\$ 3,659,844	\$ 3,657,094	\$ 3,659,094	\$ 3,661,894	\$ 3,661,894	\$ 18,299,769	\$ 18,299,769
2008A COPS (100% Local)									
	2015B COPS (100% Local)	\$ 1,841,950	\$ 1,845,310	\$ 1,841,700	\$ 1,845,290	\$ 1,840,700	\$ 1,840,700	\$ 9,214,950	\$ 9,214,950
	Other (100% Local)	4,167,863	4,164,613	4,160,363	4,164,863	4,162,363	4,162,363	20,820,063	20,820,063
	Subtotal	114,000	114,000	114,000	114,000	114,000	114,000	570,000	570,000
	Subtotal	\$ 6,123,813	\$ 6,123,923	\$ 6,116,063	\$ 6,124,153	\$ 6,117,063	\$ 6,117,063	\$ 30,605,013	\$ 30,605,013
TOTAL REVENUES									
		\$ 18,098,356	\$ 18,096,966	\$ 18,084,106	\$ 18,093,946	\$ 18,090,906	\$ 18,090,906	\$ 90,464,282	\$ 90,464,282



Appendix 5 – Debt Service Details

BLE = Blue Line Extension

Debt Service Expenditure Details

PRINCIPAL

Blue Line Extension

2013B COPS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2013F COPS	-	-	-	-	-	-	-
2015D TIFIA							
2021A COPS (TIFIA REF PORTION)	3,368,581	3,539,221	3,712,347	3,899,259	4,093,488	18,612,896	
Subtotal	\$ 3,368,581	\$ 3,539,221	\$ 3,712,347	\$ 3,899,259	\$ 4,093,488	\$ 18,612,896	

Non-Blue Line Extension

2021A COPS (2008A REF PORTION)	\$ 746,419	\$ 785,779	\$ 822,653	\$ 865,741	\$ 906,512	\$ 4,127,104	
2008A COPS							
2013C COPS	2,340,000	2,455,000	2,575,000	2,680,000	2,790,000	12,840,000	
2015B COPS	2,465,000	2,585,000	2,710,000	2,850,000	2,990,000	13,600,000	
Subtotal	\$ 5,551,419	\$ 5,825,779	\$ 6,107,653	\$ 6,395,741	\$ 6,686,512	\$ 30,567,104	

INTEREST

Blue Line Extension - TIFIA Only

2013B COPS	\$ 4,944,119	\$ 4,773,979	\$ 4,598,603	\$ 4,411,441	\$ 4,218,462	\$ 22,946,604	
2021A COPS (TIFIA REF PORTION)	\$ 4,944,119	\$ 4,773,979	\$ 4,598,603	\$ 4,411,441	\$ 4,218,462	\$ 22,946,604	
Subtotal	\$ 4,944,119	\$ 4,773,979	\$ 4,598,603	\$ 4,411,441	\$ 4,218,462	\$ 22,946,604	

Non-Blue Line Extension

2021A COPS (2008A REF PORTION)	\$ 1,095,531	\$ 1,059,531	\$ 1,019,047	\$ 979,549	\$ 934,188	\$ 5,087,846	
2013C COPS	1,321,844	1,204,844	1,082,094	979,094	871,894	5,459,769	
2015B COPS	1,702,863	1,579,613	1,450,363	1,314,863	1,172,363	7,220,063	
Subtotal	\$ 4,120,237	\$ 3,843,987	\$ 3,551,503	\$ 3,273,505	\$ 2,978,444	\$ 17,767,678	

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INTEREST

Other Fees	\$ 114,000	\$ 114,000	\$ 114,000	\$ 114,000	\$ 114,000	\$ 570,000	
Subtotal	\$ 114,000	\$ 114,000	\$ 114,000	\$ 114,000	\$ 114,000	\$ 570,000	

TOTAL EXPENDITURES

	\$ 18,098,356	\$ 18,096,966	\$ 18,084,106	\$ 18,093,946	\$ 18,090,906	\$ 90,464,282	
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	FY2023 Proposed Budget	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	Total FY2023 - FY2027
CAPITAL REVENUES						
Federal Funding						
Formula Apportionment	\$ 15,708,143	\$ 17,067,135	\$ 12,059,635	\$ 14,284,811	\$ 14,831,602	\$ 73,951,326
Federal Surface Transportation Block Grant (STBG)	7,310,291		-	-	-	7,310,291
Bus & Bus Facilities	2,214,727	2,214,727	2,214,727	2,214,727	2,214,727	11,073,635
Total Federal Funding	\$ 25,233,161	\$ 19,281,862	\$ 14,274,362	\$ 16,499,538	\$ 17,046,329	\$ 92,335,252
State Funding						
Urban Match State Grants	\$ 1,050,740	\$ 1,126,781	\$ 1,145,322	\$ 1,302,802	\$ 1,559,108	\$ 6,184,753
Strategic Transportation Investment (STI)	1,462,058	-	-	-	-	1,462,058
Total State Funding	\$ 2,512,798	\$ 1,126,781	\$ 1,145,322	\$ 1,302,802	\$ 1,559,108	\$ 7,646,811
Local Funding						
CATS Control Account	\$ 17,638,789	\$ 5,869,509	\$ 4,900,250	\$ 2,981,636	\$ 11,033,209	\$ 42,423,393
Re-allocated from Prior Year Savings- Local	1,721,201	-	-	-	-	1,721,201
Total Local Funding	\$ 19,359,990	\$ 5,869,509	\$ 4,900,250	\$ 2,981,636	\$ 11,033,209	\$ 44,144,594
Carryover Project Balance						
Continue Existing Projects- Federal	\$ 153,230,596	\$ -	\$ -	\$ -	\$ -	\$ 153,230,596
Continue Existing Projects- State	11,126,422	-	-	-	-	11,126,422
Continue Existing Projects- Private	2,959,592	-	-	-	-	2,959,592
Continue Existing Projects- Short Term Debt/Soft Match	7,284,509	-	-	-	-	7,284,509
Continue Existing Projects- Local	59,152,976	-	-	-	-	59,152,976
Total Continue Existing Projects	\$ 233,754,095	\$ -	\$ -	\$ -	\$ -	\$ 233,754,095
Total Capital Revenues ¹	\$ 280,860,044	\$ 26,278,152	\$ 20,319,934	\$ 20,783,976	\$ 29,638,646	\$ 377,880,752

	FY2023 Proposed Budget	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	Total FY2023 - FY2027
CAPITAL EXPENDITURES						
State of Good Repair- Vehicle Replacement	\$ 19,666,943	\$ 21,905,699	\$ 13,383,086	\$ 15,591,085	\$ 24,556,365	\$ 95,103,178
State of Good Repair- Facilities & Others	1,800,000	1,625,000	1,351,000	1,079,000	1,570,000	7,425,000
Transit Safety & Security	348,897	326,136	2,396,339	686,339	736,339	4,494,050
Transit Long Range Capital Improvement	18,947,054	200,000	250,000	250,000	-	19,647,054
Non-Revenue Vehicle	390,530	650,740	70,000	833,212	1,319,942	3,264,424
Transit New Equipment	5,952,525	1,570,577	2,869,509	2,344,340	1,456,000	14,192,951
Carry Over Projects	233,754,095	-	-	-	-	233,754,095
Total Capital Expenditures ¹	\$ 280,860,044	\$ 26,278,152	\$ 20,319,934	\$ 20,783,976	\$ 29,638,646	\$ 377,880,752

Notes:

1. Excludes Covid Operating Assistance and Grant-Funded Operating Projects totaling \$134.5 million for FY2023 – FY2027

Appendix 6 – Capital Expenditure Details



State of Good Repair- Vehicle Replacement														
Bus Replacements		Bus	Annual Bus Replacements per year Average cost includes cost of cameras and plant visits FY23: Replace 16 Buses @ \$1,094,374 FY24: Replace 17 Buses @ \$1,127,205 each FY25: Replace 9 Buses @ \$1,161,021 each FY26: Replace 11 Buses @ \$1,195,852 each FY27: Replace 10 Buses @ \$1,231,728 each											
			FY2023 Proposed Budget	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	TOTAL						
			\$	17,522,253	\$	19,693,789	\$	11,104,822	\$	13,154,373	\$	12,317,280	\$	73,792,517
STS Replacements		STS	1,812,800	1,867,184	1,923,196	2,200,000	3,502,000	\$ 11,305,180						
Vanpool Replacements		Vanpool	331,890	344,726	355,068	236,712	406,350	\$ 1,674,746						
Electric Vehicle Chargers		Facilities	-	-	-	-	8,330,735	\$ 8,330,735						
Subtotal			\$	19,666,943	\$	21,905,699	\$	13,383,086	\$	15,591,085	\$	24,556,365	\$ 95,103,178	
State of Good Repair- Facilities & Others														
Envision My Ride Bus Shelters		Facilities	500,000	500,000	500,000	500,000	-	\$ 2,000,000						
Drainage Improvements		Facilities	500,000	525,000	551,000	579,000	-	\$ 2,155,000						
South Corridor Lighting Upgrades		Facilities	300,000	300,000	300,000	-	-	\$ 900,000						
LED Lighting Upgrades		Facilities	300,000	300,000	-	-	-	\$ 600,000						
Contingency for Facilities Projects		Facilities	200,000	-	-	-	-	\$ 200,000						
S. Tryon & S. Boulevard Light Rail Facility Boiler Replacements		Facilities	-	-	-	-	450,000	\$ 450,000						
N. Davidson IT AC Replacement		Facilities	-	-	-	-	120,000	\$ 120,000						
S. Tryon Generator Replacements		Facilities	-	-	-	-	500,000	\$ 500,000						
Solar Panel Additions		Facilities	-	-	-	-	500,000	\$ 500,000						
Subtotal			\$	1,800,000	\$	1,625,000	\$	1,351,000	\$	1,079,000	\$	1,570,000	\$ 7,425,000	
Transit Safety & Security														
BLE Cameras		Safety & Security	223,897	226,136	350,000	350,000	400,000	\$ 1,550,033						
Access Control Replacement		Safety & Security	50,000	25,000	10,000	-	-	\$ 85,000						
Guard Shacks/Bollards		Safety & Security	75,000	75,000	-	-	-	\$ 150,000						
Access Control System Upgrade		Safety & Security	-	-	1,700,000	-	-	\$ 1,700,000						
Mobile Video Replacement		Safety & Security	-	-	336,339	336,339	336,339	\$ 1,009,017						
Subtotal			\$	348,897	\$	326,136	\$	2,396,339	\$	686,339	\$	736,339	\$ 4,494,050	



Appendix 6 – Capital Expenditure Details

Transit Long Range Capital Improvement		FY2023 Proposed Budget	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2023 – FY2027 TOTAL
ADA							
Implement corrections, enhancements and improvements required under ADA based on the results from the 2-year ADA Assessment							
Hambright Park & Ride Lot and Transit Center	Development						
Design and construction at Hambright Road and I-77 in Huntersville, NC							
CTC Temporary Facility	Development	9,747,054	-	-	-	-	-
Temporary Transit Facility while current CTC is updated		9,000,000	-	-	-	-	9,000,000
Subtotal		\$ 18,947,054	\$ 200,000	\$ 250,000	\$ 250,000	\$ -	\$ 9,000,000
Transit Non-Revenue Vehicle:							
Non-Revenue Vehicle:							
Bus Operations (BOD)							
Annual replacement per year:							
FY23: Replace 5 non-revenue vehicles @ \$28,790 each							
FY24: Replace 5 non-revenue vehicles @ \$30,240 each							
FY26: Replace 2 non-revenue vehicles @ \$32,081 each							
FY27: Replace 1 non-revenue vehicle @ \$33,433 each							
Non-Revenue Vehicle:							
Bus							
Annual Replacement per year:		79,800	-	-	-	-	79,800
FY23: Replace 1 non-revenue vehicle @ \$79,800 each							
Non-Revenue Vehicle:							
Bus Maintenance (BOD)							
Annual Replacement per year:		106,780	109,540	-	-	240,000	456,320
FY23: Replace 2 non-revenue vehicles @ \$53,390 each							
FY24: Replace 2 non-revenue vehicles @ \$54,770 each							
FY27: Replace 3 non-revenue vehicles @ \$80,000 each							
Non-Revenue Vehicle:							
Facilities Maintenance							
Annual Replacement per year:		60,000	60,000	-	-	171,643	291,643
FY23: Replace 2 non-revenue vehicles @ \$30,000 each							
FY24: Replace 2 non-revenue vehicles @ \$30,000 each							
FY27: Replace non-revenue vehicles 2 @ \$35,821 each and 1 @ \$100,000							
Non-Revenue Vehicle:							
Safety & Security							
Vehicle Expansion:		-	180,000	-	-	-	180,000
FY24: Purchase 4 non-revenue vehicles @ \$45,000 each							
Non-Revenue Vehicle:							
Safety & Security							
Annual Replacement per year:		-	150,000	-	540,000	300,000	990,000
FY24: Replace 3 non-revenue vehicles @ \$50,000 each							
FY26: Replace 9 non-revenue vehicles @ \$60,000 each							
FY27: Replace 5 non-revenue vehicles @ \$60,000 each							
Non-Revenue Vehicle:							
Technology							
Annual Replacement per year:		-	-	70,000	36,050	-	106,050
FY25: Replace 2 non-revenue vehicles @ \$35,000 each							
FY26: Replace 1 non-revenue vehicle @ \$36,050							
Non-Revenue Vehicle: Revenue & Admin							
Annual Replacement per year:		-	-	-	73,000	-	73,000
FY26: Replace 2 non-revenue vehicles @ \$36,500 each							
Non-Revenue Vehicle:							
Rail							
Annual Replacement per year:		-	-	-	120,000	508,000	628,000
FY26: Replace 4 non-revenue vehicles @ \$30,000 each							
FY27: Replace non-revenue vehicles: 8 @ \$36,000 each, 1 @ \$60,000, and 4 @ \$40,000 each							
Non-Revenue Vehicle:							
Development & Planning							
Annual Replacement per year:		-	-	-	-	66,866	66,866
FY27: Replace 2 non-revenue vehicles @ \$33,433 each							
Subtotal		\$ 390,530	\$ 650,740	\$ 70,000	\$ 833,212	\$ 1,319,942	\$ 3,264,424



Appendix 6 – Capital Expenditure Details

Transit New Equipment		FY2023 Proposed Budget	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2023 - FY2027 TOTAL
Miscellaneous Capital Projects	Finance	Transit-related capital projects for emergent needs throughout the fiscal year					
Server Refresh (TMP 2.4)	Technology	\$ 2,471,201	\$ -	\$ -	\$ -	\$ -	\$ 2,471,201
Asset Management Tool-Spear Replacement	Technology	34,000	538,000	504,000	138,000	100,000	1,314,000
Davidson Network Refresh	Technology	1,159,815	-	-	-	-	1,159,815
UPS Refresh for Local Servers & Switches	Technology	220,000	42,500	24,000	-	-	286,500
CATS Network Refresh	Technology	-	-	240,000	-	-	240,000
LR SCADA Firewall Refresh	Technology	-	100,000	100,000	-	-	200,000
DR System Upgrade	Bus	250,000	-	-	-	-	250,000
City of Charlotte ERP Initiatives	Finance	-	-	661,432	-	-	661,432
Contingency for IT Projects	Technology	100,000	100,000	100,000	100,000	100,000	500,000
BLE Network Refresh	Technology	-	-	-	-	500,000	500,000
Park & Ride Network Refresh	Technology	-	-	-	-	195,000	195,000
Rail Shop Equipment	Rail	327,432	-	-	-	-	327,432
HastusSoftware Upgrade	Technology	600,000	-	-	-	-	600,000
Radio Dispatch Console Refresh	Technology	-	-	450,000	-	-	450,000
Climate Modifiers	Rail	-	-	-	146,340	-	146,340
Steam Bay Lift at S. Tryon	Bus	-	-	-	160,000	160,000	320,000
AVL System Scrubber	Technology	-	-	-	1,800,000	-	1,800,000
Shop Floor Scrubber	Bus	-	-	-	-	40,000	40,000
Fork Lifts	Bus	-	-	-	-	56,000	56,000
Rim Polisher	Bus	-	-	-	-	70,000	70,000
Climate Controlled Containers	Rail	-	-	-	-	140,000	140,000
Brake Rotor Lathe	Bus	-	-	-	-	75,000	75,000
Subtotal		\$ 5,952,525	\$ 1,570,577	\$ 2,869,509	\$ 2,344,340	\$ 1,456,000	\$ 14,192,951
Grant-Funded Capital Projects Subtotal		\$ 47,105,949	\$ 26,278,152	\$ 20,319,934	\$ 20,783,976	\$ 29,638,646	\$ 144,126,657



Appendix 6 – Capital Expenditure Details

Carry Over Capital Projects

Unexpended appropriations estimated as of February 28, 2022 for previously authorized multi-year capital projects or grant projects are re-appropriated for expenditure in FY2022; local grant-matching obligations that were previously authorized as part of multi-year grant projects are also re-appropriated for expenditure in FY2022.

Department	Project Description	FY2023 Proposed Budget	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2023 - FY2027 TOTAL	
		\$	\$	\$	\$	\$	\$	\$
Safety & Security	Access Control - Fire Panel	50,000	\$	-	\$	-	\$	50,000
Development	ADA Assessment	200,000	-	-	-	-	-	200,000
Rail	BLE Origin Study	1,937	-	-	-	-	-	1,937
Safety & Security	Blue Line Camera Replacement	440,793	-	-	-	-	-	440,793
Bus	Bus Communications System	28,434	-	-	-	-	-	28,434
Bus	Bus Lane Improvements	750,000	-	-	-	-	-	750,000
Bus	Bus New Equipment	344,781	-	-	-	-	-	344,781
Bus	Bus Replacements	47,592,972	-	-	-	-	-	47,592,972
Bus	Bus Shields	648,232	-	-	-	-	-	648,232
Facilities	Bus Stop Improvements	1,351,193	-	-	-	-	-	1,351,193
Bus	Bus Wash / Bay Lifts	779,391	-	-	-	-	-	779,391
Safety & Security	Camera Upgrades	214,067	-	-	-	-	-	214,067
Development	Charlotte Gateway Station - Non-FRA	6,493,703	-	-	-	-	-	6,493,703
Facilities - BLE Savings	Comfort Station @ OCR	600,000	-	-	-	-	-	600,000
Technology	Continuum/Two Factor Security	65,000	-	-	-	-	-	65,000
Safety & Security	Core and Padlock Replacement at Facilities	218,854	-	-	-	-	-	218,854
Technology	CTC Camera Upgrades	306,050	-	-	-	-	-	306,050
Technology	Davidson Network Refresh	52,500	-	-	-	-	-	52,500
Rail-BLE Savings	Drainage Improvements	2,585,552	-	-	-	-	-	2,585,552
Safety & Security-BLE Savings	Egress Gate Project	300,000	-	-	-	-	-	300,000
Facilities	Electric Charging Stations	500,000	-	-	-	-	-	500,000
Rail	Emergency Response Vehicle	529,449	-	-	-	-	-	529,449
Facilities	Facilities Projects	259,884	-	-	-	-	-	259,884
Facilities	Facility Projects	150,000	-	-	-	-	-	150,000
Rail	Fare Collection System	1,486,048	-	-	-	-	-	1,486,048
Facilities	Fencing Replacement	325,000	-	-	-	-	-	325,000
Technology	Genfare Project	103,516	-	-	-	-	-	103,516
Rail	Germinical Rails	300,000	-	-	-	-	-	300,000
Safety & Security	Guard Shacks	175,000	-	-	-	-	-	175,000
Development	Hambright Park & Ride	2,950,446	-	-	-	-	-	2,950,446
Bus	HASTUS System	449,441	-	-	-	-	-	449,441
Facilities	HVAC Replacement	778,837	-	-	-	-	-	778,837
Technology	Interactive Voice Response	455,820	-	-	-	-	-	455,820
Development	Land Acquisitions	11,496,957	-	-	-	-	-	11,496,957
Facilities	Lighting Upgrades	600,000	-	-	-	-	-	600,000
Facilities	Lighting Upgrades - South Corridor	300,000	-	-	-	-	-	300,000
Rail-BLE Savings	LRV Truck Overhaul EMI Mitigation	3,800,000	-	-	-	-	-	3,800,000
Development	LYNX Blue Line Capacity Expansion Project	534,488	-	-	-	-	-	534,488
Development	LYNX Blue Line Extension	48,115,572	-	-	-	-	-	48,115,572
Development	LYNX Blue Line Extension - Non-FFGA	(35,000)	-	-	-	-	-	(35,000)
Development	LYNX Silver Line	28,920,074	-	-	-	-	-	28,920,074
Administration	Misc. Capital Projects	675,384	-	-	-	-	-	675,384
Rail	Misc. Rail Equipment	686,051	-	-	-	-	-	686,051
Technology	Mobile Application Phase 2	209,022	-	-	-	-	-	209,022



Appendix 6 – Capital Expenditure Details

Carry Over Capital Projects

Unexpended appropriations estimated as of February 28, 2022 for previously authorized multi-year capital projects or grant projects are re-appropriated for expenditure in FY2022. local grant-matching obligations that were previously authorized as part of multi-year grant projects are also re-appropriated for expenditure in FY2022.

Department		FY2023 Proposed Budget	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2023 - FY2027 TOTAL
Project Description							
Safety & Security	Mobile Video Replacement	1,937,383	-	-	-	-	1,937,383
Rail	MOW Battery Replacement	94,411	-	-	-	-	94,411
Rail	MOW Civil Engineering Services	1,207,291	-	-	-	-	1,207,291
Bus	MOW Traction	803,000	-	-	-	-	803,000
Development - BLE Savings	N. Yard Land Acquisitions	7,500,000	-	-	-	-	7,500,000
Bus	Non Revenue Vehicles - Bus	356,250	-	-	-	-	356,250
Bus	Non Revenue Vehicles - Development	45,000	-	-	-	-	45,000
Bus	Non Revenue Vehicles - Facilities	73,446	-	-	-	-	73,446
Bus	Non Revenue Vehicles - Rail	548,692	-	-	-	-	548,692
Bus	Non Revenue Vehicles - STS	101,260	-	-	-	-	101,260
Bus	Non Revenue Vehicles - Technology	21,000	-	-	-	-	21,000
Bus	Non-Revenue Vehicles - Bus	366,300	-	-	-	-	366,300
Bus	Non-Revenue Vehicles - Facilities	60,000	-	-	-	-	60,000
Bus	Non-Revenue Vehicles - Marketing	90,000	-	-	-	-	90,000
Bus	Non-Revenue Vehicles - Rail	1,172,394	-	-	-	-	1,172,394
Bus	Non-Revenue Vehicles - Safety & Security	14,745	-	-	-	-	14,745
Bus	Non-Revenue Vehicles - STS	188,020	-	-	-	-	188,020
Facilities-BLE Savings	Operator Breakroom at UCB	800,000	-	-	-	-	800,000
Safety & Security	Police Dispatch	79,617	-	-	-	-	79,617
Technology	Private Mobile Network	211,671	-	-	-	-	211,671
Rail	Rail Car Expansion	22,500,000	-	-	-	-	22,500,000
Rail	Rail Shop Equipment	250,000	-	-	-	-	250,000
Safety & Security	SCLR Lighting Upgrades	300,000	-	-	-	-	300,000
Safety & Security	Security Enhancements	405,306	-	-	-	-	405,306
Technology	Server Refresh TMP (2.4)	297,500	-	-	-	-	297,500
Development	Silverline Consultants	1,016,017	-	-	-	-	1,016,017
Technology	South Tryon Network Infrastructure Refresh	15,263	-	-	-	-	15,263
Development - BLE Savings	Southend Station	15,000,001	-	-	-	-	15,000,001
Bus	STS Replacements	7,146,080	-	-	-	-	7,146,080
Technology	Technology Projects	140,863	-	-	-	-	140,863
Rail	Track 4 Fall Protection	325,440	-	-	-	-	325,440
Rail	Transit Bridge	260,640	-	-	-	-	260,640
Development	Transit System Planning & Development	8,894	-	-	-	-	8,894
Rail	UPS Equipment	332,587	-	-	-	-	332,587
Technology	UPS Refresh	210,000	-	-	-	-	210,000
Bus	Van Pool Replacements	2,742,988	-	-	-	-	2,742,988
Safety & Security	Video Solution	111,452	-	-	-	-	111,452
Technology	VMF Refresh	4,781	-	-	-	-	4,781
Facilities	VMF Transfer Switch	22,196	-	-	-	-	22,196
Technology	Workstation & Server Refresh	204,160	-	-	-	-	204,160
Grant-Funded Capital Projects Subtotal		\$ 233,754,095	\$ -	\$ -	\$ -	\$ -	\$ 233,754,095

TOTAL Including Carry Over Capital Projects, Excluding Grant-Funded Operating Projects	\$ 280,860,044	\$ 26,278,152	\$ 20,319,934	\$ 20,783,976	\$ 29,638,646	\$ 377,880,752
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Appendix 7 – Grant-Funded Operating Projects

		FY2023	FY2024	FY2025	FY2026	FY2027	FY2023 - FY2027
		Proposed Budget	Plan	Plan	Plan	Plan	TOTAL
Grant Funded COVID Operating Assistance Projects- Federal Share Only							
Professional & Technical Services	Development & Ridership forecasting, captioning services, ADA and Title VI related Civil Rights professional service requirements to accommodate virtual meetings.	\$ 502,500	\$ -	\$ -	\$ -	\$ -	\$ 502,500
Miscellaneous Contractual, Janitorial & Cleaning Services	Facilities, Bus, & Professional deep cleaning and disinfection services in high frequency Rail areas	373,307	-	-	-	-	373,307
Other COVID-Related Projects	Various Departments Revenue shortfall, operating assistance necessary to operate, maintain, and manage a public transportation system.	8,339,691	-	-	-	-	8,339,691
Grant-Funded COVID Operating Assistance Projects Total		\$ 9,215,498	\$ -	\$ -	\$ -	\$ -	\$ 9,215,498



Appendix 7 – Grant-Funded Operating Projects

FY2023 - FY2027														
Proposed Budget														
FY2024														
Plan														
FY2025														
Plan														
FY2026														
Plan														
FY2027														
Plan														
TOTAL														
Grant-Funded Operating Projects - Federal Share Only														
Regional Transit Plan Study-UPWP Projects	Development	Regional Transit Plan Study	\$	-	\$	400,000	\$	-	\$	-	\$	-	\$	400,000
	Development	Unified Planning Work Program	89,307	-	-	-	-	-	-	-	-	-	-	89,307
Transit Oriented Development (TOD) Planning Grant	Development	Equitable TOD Study - Silverline	405,000	-	-	-	-	-	-	-	-	-	-	405,000
Route Restoration Planning Grant	Development	Route Restoration Planning designed to increase ridership and reduce travel times	750,000	-	-	-	-	-	-	-	-	-	-	750,000
Transit Planning	Development	5303 Planning Grant	1,375,346	-	-	-	-	-	-	-	-	-	-	1,375,346
Transit Planning	Development	Connect & Beyond	80,000	-	-	-	-	-	-	-	-	-	-	80,000
Transit Planning	Development	Rail Trail	68,800	-	-	-	-	-	-	-	-	-	-	68,800
Rail Safety Campaign	Marketing	Safety campaign for CityLYNX rail system	20,080	-	-	-	-	-	-	-	-	-	-	20,080
Enhanced Mobility Project Administration	Civil Rights	Administrative & monitoring costs of the Enhanced Mobility Grant and subrecipient project expenses	2,008,955	891,980	891,980	891,980	891,980	891,980	891,980	891,980	891,980	891,980	891,980	5,576,875
Workstations	Technology	Yearly refresh of older workstations, valued under \$5,000 per unit.	174,400	225,120	-	-	-	-	-	-	-	-	-	399,520
Preventive Maintenance-Facilities	Facilities	Bus stop bases	5,600	-	-	-	-	-	-	-	-	-	-	5,600
SBLRF Roof Replacement	Facilities	Roof Replacement at South Blvd Light Rail Facility	691,200	-	-	-	-	-	-	-	-	-	-	691,200
S. Corridor Rail State of Good Repair	Facilities	Station windscreen and tile column replacements	80,000	-	-	-	-	-	-	-	-	-	-	80,000
S. Tryon Carpet Replacement	Facilities	Carpet replacement at South Tryon Bus Facility	160,000	-	-	-	-	-	-	-	-	-	-	160,000
Preventive Maintenance - Bus	Bus	Routine maintenance for revenue bus & STS vehicles	12,840,000	12,830,085	10,799,870	4,523,988	4,544,258	4,544,258	4,544,258	4,544,258	4,544,258	4,544,258	4,544,258	45,538,201
Preventive Maintenance - Rail	Rail	Routine maintenance for rail vehicles	7,503,956	7,000,000	5,350,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	21,553,956
S70 Overhaul Engineering	Rail	Support and QA services for vehicle overhauls to include, maintenance, electrical and mechanical upgrades of LRV systems and sub-system, development, implementation, and engineering to cover the OEM recommended maintenance services for vehicle systems.	206,641	266,050	208,283	208,283	208,283	208,283	208,283	208,283	208,283	208,283	208,283	1,097,540
S70 Overhaul Equipment	Rail	Equipment necessary for maintenance upgrades of LRV systems and sub-system for the 20 vehicle light rail fleet. The S70 overhaul program will be performed by contractor.	3,145,784	2,326,632	2,258,866	2,258,866	2,258,866	2,258,866	2,258,866	2,258,866	2,258,866	2,258,866	2,258,866	12,249,014
S70 Mid-Life Overhaul	Rail	Midlife overhaul for rail car vehicles	4,720,581	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	-	-	34,720,581
Grant-Funded Operating Projects Total			\$	34,325,650	\$	33,939,867	\$	29,508,999	\$	18,733,117	\$	8,753,387	\$	125,261,020



		FY2023		FY2024		FY2025		FY2026		FY2027		FY2023 - FY2027	
		Proposed Budget		Plan		Plan		Plan		Plan		TOTAL	
Grant Funded Operating Projects-State Share Only													
Rideshare Program	Vanpool	Program to encourage as a viable alternative, the use of Public Transit through the Vanpool Program.		\$	141,813	\$	-	\$	-	\$	-	\$	141,813
Apprentice Program	Various	Program to create unique learning opportunities in various departments within CATS for college students who show interest in public transit.			135,702		-		-		-		135,702
Transit Planning	Development	Connect & Beyond			10,000		-		-		-		10,000
Transit Planning	Rail Trail				8,600		-		-		-		8,600
Grant-Funded Operating Projects Total				\$	296,115	\$	-	\$	-	\$	-	\$	296,115



Charlotte Gateway Station		
Sources of Capital Funding	Funding Share	Funding Amount
<u>Federal Railroad Administration Cooperative Agreement</u>		
Federal TIGER VII Grant Program (FRA)	57%	\$ 30,000,000
Match to TIGER VII Grant (Strategic Transportation Investments)	43%	22,719,131
FRA Federal Project Total	100%	\$ 52,719,131
MPO Allocated State funds (formerly Surface Transportation Block Grant)		\$ 17,350,000
Strategic Transportation Investments (STI- Preliminary Engineering & Construction)		7,280,869
City of Charlotte funds for engineering, construction & other uses		9,034,986
Non-FRA Federal Project Total		\$ 33,665,855
FRA Cooperative Agreement Total		\$ 86,384,986
<u>Federal Transit Administration Grants</u>		
Federal Grants NC-04-006 & NC-04-0018 for engineering & construction	80%	\$ 22,030,772
Match to FTA	20%	5,507,693
FTA Project Total	100%	\$ 27,538,465
<u>Other Funding Sources & Uses</u>		
MPO Allocated State funds (formerly Surface Transportation Block Grant)		\$ 1,400,000
Strategic Transportation Investments (STI- Preliminary Engineering & Construction)		9,600,000
Proceeds from Sale of Land		11,842,625
NCDOT Rail Division PE Funds		1,925,375
City of Charlotte funds for engineering, construction & other uses		23,965,014
Other Funding Sources Total		\$ 48,733,014
TOTAL PROJECT BUDGET		\$ 162,656,465



CityLYNX Goldline Phase II

Sources of Capital Funding	Funding Share	Funding Amount
Federal Section 5309 Small Starts Federal Funds	54%	\$ 73,087,380
Local Funds Match to Federal Funding (City of Charlotte)	46%	61,965,236
Federal Section 5309 Project Total	100%	\$ 135,052,616
Federal Section 5309 American Rescue Plan Federal Funds	100%	11,122,146
100% Local Funds (City of Charlotte)		3,912,619
100% Local Funds (City of Charlotte)		11,122,146
TOTAL PROJECT BUDGET		\$ 161,209,527

Uses of Capital Funding (as of 02/28/2022)	Budget Amount	Expenditures to Date
10. Guideway & Track Elements	\$ 19,476,843	\$ 17,443,745
20. Stations, Stops, Terminals, Intermodal	2,392,680	2,024,387
30. Support Facilities: Yards, Shops, Admin Buildings	-	-
40. Sitework & Special Conditions	33,872,415	23,792,135
50. Systems	28,500,365	25,951,567
60. ROW, Land, Existing Improvements	1,791,415	1,490,496
70. Vehicles	42,104,503	38,657,800
80. Professional Services	21,861,778	20,662,412
90. Unallocated Contingency	-	-
100. Finance Charges	-	-
100% Local Funded Art in Transit	-	279,061
100% Local Funded	87,381	-
100% Local Funded	11,122,146	-
TOTAL PROJECT EXPENSE	\$ 161,209,526	\$ 130,301,601



Month	Date	Present/Deliver To	Details
Jan	26	Metropolitan Transit Commission (MTC)	Presentation of Preliminary Budget: Overview
Feb	10	Transit Services Advisory Committee (TSAC)	Presentation of Preliminary Budget: Overview
	15	Citizens Transit Advisory Group (CTAG)	Presentation of Preliminary Budget: Overview
	16	MTC Managers	n/a
	23	Metropolitan Transit Commission (MTC)	n/a
Mar	16	MTC Managers	n/a
	23	Metropolitan Transit Commission (MTC)	n/a
Apr	19	Citizens Transit Advisory Group (CTAG)	Presentation of CEO Recommended Budget to MTC
	20	MTC Managers	Overview of CEO Recommended Budget to City Council
	27	Metropolitan Transit Commission (MTC)	Presentation of CEO Recommended Budget to City Council
Jun	13	Charlotte City Council	Adopt Budget

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Charlotte Area Transit System FY2023 Proposed Operating & Debt Service Budgets FY2023-27 Capital Investment Plan

Presented to
Metropolitan Transit Commission (MTC)
April 27, 2022

FY2023 PROPOSED BUDGET



FY2023 Budget Development Summary of Events

- ✓ Presentation of Preliminary Budgets
 - MTC - January 26, 2022
- ✓ TSAC Budget Presentation
 - February 10, 2022
- ✓ CTAG Preliminary Budget Presentation
 - February 15, 2022
- ✓ CTAG Presentation of Proposed Operating, Capital and Debt Service Budgets
 - April 19, 2022
- ✓ MTC Presentation of Proposed Operating, Capital and Debt Service Budgets
 - April 27, 2022



FY2023 CATS' HIGHLIGHTS



Where we are Now!

- ✓ Impact - COVID-19 Pandemic
- ✓ Ridership Declines
- ✓ Staffing Shortages
- ✓ Service Based on Demand



Where we are Going!

- ✓ BEB – Battery Electric Buses
- ✓ Transformational Mobility Network (TMN)
 - ✓ Silver Line
 - 2030 Rail System Plan
 - ✓ Envision My Ride



FY2023 CATS' HIGHLIGHTS

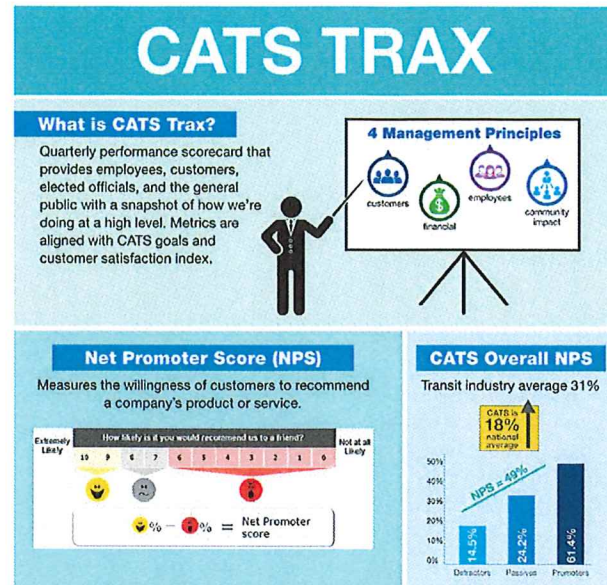


Major Concerns!

- ✓ COVID-19 Impact
 - Re-capture Ridership
 - Staffing Retention and Recruitment
 - Service Based on Demand
- ✓ Continue to Operate Safely
 - Additional Security Enhancements
- ✓ Manage & Maintain our Assets



- ✓ CATS Performance Outcomes
- ✓ Assigns Importance Scoring
- ✓ Industry Metrics



FY2023 PROPOSED BUDGET SUMMARY

CATS TRAX FY22 Aggregate Scorecard								
Strategy	Metric	Performance Goal	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Goal Points	Q2 Earned Points
Customer Satisfaction	Overall Customer Satisfaction	90%	83%	-			9.0	6.0
	Overall Net Promoter Score	58%	57%	-			9.0	6.0
	Overall On-Time Performance	89%	89%	80%			6.0	5.4
	Customers with Access to 15-minute or Better Service	45%	20%	19%			2.0	0.9
	Overall Ridership**	4,946,242	2,460,386	5,044,419			2.0	2.1
	Overall Ridership**	100%	50%	51%				
	Confidence to Return	74%	67%	67%			2.0	1.8
Employee Success	Employee Engagement	80%	60%	64%			6.0	4.8
	eNPS	0	-10	-39.6			6.0	3.6
	Employee Satisfaction	85%	55%	56%			3.0	2.0
	Customer Satisfaction with CATS Employees	86%	88%	-			4.0	2.7
	Customer Satisfaction with Call Center Interactions	87%	82%	-			4.0	2.7
	Career Pathways/Succession Planning*	Establish baseline	-	-			1.0	0.7
	Performance Reviews*	Establish baseline	-	-			1.0	0.7
Community Impact	Economic Impact**	1.06	1.06	1.09			5.0	4.7
	Community Perception of Community Value	85%	80%	80%			10.0	9.4
	Investments in Corridors of Opportunity*	Establish baseline	-	13%			4.0	2.7
	Service Equity*	Establish baseline	-	1,041			4.0	2.7
	Public Engagement Effectiveness*	Establish baseline	-	-			2.0	1.3
Financial Stability	Taxpayer Subsidy Percentage, (CATS Policy <80%)**	<80%	87.2%	90.0%			4.0	3.5
	Administrative Overhead (CATS Policy <15%)*	<15%	15.0%	12.0%			2.0	2.4
	Overall Operating Cost/Revenue Hour**	\$174.62	\$158.37	\$180.92			4.0	3.5
	Overall Customers/Revenue Hour	18.6	10.9	11.5			3.0	2.2
	Directly Generated Revenue**	4.0%	3.40%	2.0%			4.0	3.4
Overall Performance Score							97.0	75.2



FY2023 PROPOSED BUDGET SUMMARY

BUDGET SUMMARY					
	FY2022 Amended Budget (millions)	FY2023 Proposed Budget (millions)	Variance (millions)	Variance (%)	
Operating Revenues	\$ 185.8	\$ 211.2	\$ 25.4	13.7%	
CATS Control Account	-	-	-	0.0%	
Total Operating Revenue	\$ 185.8	\$ 211.2	\$ 25.4	13.7%	
Operating Expenditures	\$ 185.8	\$ 211.1	\$ 25.3	13.6%	
Transfer to Capital	-	0.1	0.1	0.0%	
Total Operating Expenditures and Transfers	\$ 185.8	\$ 211.2	\$ 25.4	13.7%	
Debt Service Budget	\$ 62.1	\$ 18.1	\$ (44.0)	-70.9%	
Capital Budget*	\$ 245.4	\$ 280.9	\$ 35.5	14.5%	

No Fare Increase Included

*Note: FY2023 Proposed Capital Budget includes carry over amounts

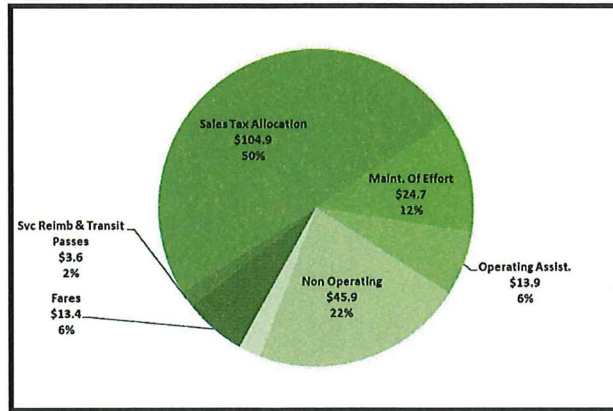
FY2023 PROPOSED BUDGET SUMMARY



FY2023 Overview of Key Changes

Operating Revenue

Total \$211.2 million



Key Changes in FY2023 vs FY2022 (millions)

\$185.8 FY2022 Amended Budget

- + 0.9 Fares
- (3.0) Service Income & Reimbursements
- + 7.6 Sales Tax
- + 0.7 Maintenance of Effort
- + 8.3 Operating Assistance
- + 10.9 Non-Operating Revenue

\$211.2 FY2023 Proposed Budget

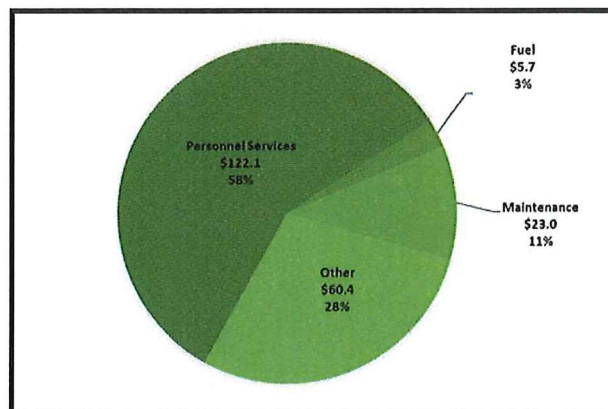
FY2023 PROPOSED BUDGET SUMMARY



FY2023 Overview of Key Changes

Operating Expenses

Total \$211.2 million



Key Changes in FY2023 vs FY2022 (millions)

\$185.8 FY2022 Amended Budget

- + 10.1 Personnel Services
- (0.4) Fuel (Diesel for BOD & STS)
- + 7.2 Maintenance
- + 8.5 Other Operating Expenses

\$211.2 FY2023 Proposed Budget

FY2023 PROPOSED BUDGET SUMMARY



FY2022 Proposed Staffing

- **City Positions**

610.75 Full Time Equivalent Regular City Positions

1.00 Temporary Position



- **Contracted Positions**

➤ **845.00** Full Time Equivalent Transit Management Of Charlotte Positions
Bus Operations (Bus Operators, Maintenance & Administrative)

➤ **114.00** Full Time Equivalent Positions – Contracted Security Officers

FY2023 PROPOSED BUDGET SUMMARY



Performance Objectives					
Financial Performance Objectives					
	FY2020 Actuals	FY2021 Actuals	FY2022 Amended Budget	FY2022 Year End Projection	FY2023 Proposed Budget
SYSTEM SUBSIDY					
≤ 80% of Total Operating Cost	83.1%	93.8%	87.1%	86.9%	89.5%
OPERATING RATIO (W/O Capital Interest)					
(≥ 20%)	16.9%	6.2%	12.9%	13.1%	10.5%
PASSENGERS PER HOUR					
(Bus ≥ 20 passengers per hour)	12.7	8.6	12.6	8.7	8.9
(Light Rail ≥ 90 passengers per hour)	97.4	44.4	72.7	52.8	47.8
ADMINISTRATIVE OVERHEAD					
(≤ 15%)	11.1%	13.13%	15.37%	14.90%	14.49%

FY2023 PROPOSED CAPITAL BUDGET



FY2023 Overview of Key Changes

SOURCES OF FUNDS	FY2023-2027 Preliminary	FY2023-2027 Proposed	Change from Preliminary
Federal Funding	\$ 92,335,252	\$ 92,335,252	\$ -
State Funding	7,646,811	7,646,811	-
Local Funding	43,003,162	42,423,393	(579,769)
Re-allocated from Prior Year Savings- Local	-	1,721,201	1,721,201
Carry Over Projects-Federal	-	153,230,596	153,230,596
Carry Over Projects-State	-	11,126,422	11,126,422
Carry Over Projects-Private	-	2,959,592	2,959,592
Carry Over Projects-Soft Match	-	7,284,509	7,284,509
Carry Over Projects-Local	-	59,152,976	59,152,976
TOTALS	\$ 142,985,225	\$ 377,880,752	\$ 234,895,527

SOURCES OF FUNDS	FY2023-2027 Preliminary	FY2023-2027 Proposed	Change from Preliminary
State of Good Repair- Vehicle Replacement, Facilities & Others	\$ 102,528,178	\$ 102,528,178	\$ -
Transit Safety & Security	4,494,050	4,494,050	-
Transit Long Range Capital Improvement	20,647,054	19,647,054	(1,000,000)
Non-Revenue Vehicle	3,264,424	3,264,424	-
Transit New Equipment	12,051,519	14,192,951	2,141,432
Transit Other Programs	-	-	-
Carry Over Projects	-	233,754,095	233,754,095
TOTALS	\$ 142,985,225	\$ 377,880,752	\$ 234,895,527

FY2023 PROPOSED CAPITAL BUDGET



FY2023 Overview of Key Changes

Sources of Funds	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Grants- Federal	\$ 25,233,161	\$19,281,862	\$14,274,362	\$16,499,538	\$17,046,329	\$ 92,335,252
Grants-State	2,512,798	1,126,781	1,145,322	1,302,802	1,559,108	7,646,811
Local 1/2% Sales Tax	17,638,789	5,869,509	4,900,250	2,981,636	11,033,209	42,423,393
Re-allocated from Prior Year Savings- Local	1,721,201	-	-	-	-	1,721,201
Carry Over Projects-Federal	153,230,596	-	-	-	-	153,230,596
Carry Over Projects-State	11,126,422	-	-	-	-	11,126,422
Carry Over Projects-Private	2,959,592	-	-	-	-	2,959,592
Carry Over Projects-Soft Match	7,284,509	-	-	-	-	7,284,509
Carry Over Projects-Local	59,152,976	-	-	-	-	59,152,976
Total	\$280,860,044	\$26,278,152	\$20,319,934	\$20,783,976	\$29,638,646	\$377,880,752

CAPITAL EXPENDITURES	FY2023	FY2024	FY2025	FY2026	FY2027	Total
State of Good Repair- Vehicle Replacement	\$ 19,666,943	\$21,905,699	\$13,383,086	\$15,591,085	\$24,556,365	\$ 95,103,178
State of Good Repair- Facilities & Others	1,800,000	1,625,000	1,351,000	1,079,000	1,570,000	7,425,000
Transit Safety & Security	348,897	326,136	2,396,339	686,339	736,339	4,494,050
Transit Long Range Capital Improvement	18,947,054	200,000	250,000	250,000	-	19,647,054
Non-Revenue Vehicle	390,530	650,740	70,000	833,212	1,319,942	3,264,424
Transit New Equipment	5,952,525	1,570,577	2,869,509	2,344,340	1,456,000	14,192,951
Carry Over Projects	233,754,095	-	-	-	-	233,754,095
Total	\$280,860,044	\$26,278,152	\$20,319,934	\$20,783,976	\$29,638,646	\$377,880,752

FY2023-27 PROPOSED CAPITAL PROGRAM



\$377.9 million Funds 5-Year Capital Program

Key Capital Expenses:

- ✓ **State of Good Repair \$102.5 million**
 - Replace **fixed route buses**; **STS Buses**; **Vanpool Vans**
 - **Solar Panels**, **Electric Vehicle Chargers**, Bus Shelter Improvements and Facility upgrades
- ✓ **Transit Safety & Security \$4.5 million**
 - **Camera replacement**, Guard Shacks and **Access Control System** replacement
- ✓ **Transit Long Range Capital Improvement \$ 19.6 million**
 - **Hambright Park & Ride**
 - **Temporary Facility for Uptown Transit Center**, if needed



FY2023-27 PROPOSED CAPITAL PROGRAM



\$377.9 million Funds 5-Year Capital Program

Key Capital Expenses:

- ✓ **Transit Non-Revenue Vehicles \$3.3 million**
 - **Non-Revenue Vehicle** replacements
- ✓ **Transit New Equipment \$14.2 million**
 - **Bus and Rail Equipment**, Technology Upgrades
 - **New City ERP System**
- ✓ **Carryover Projects \$233.8 million**
 - **BLE Additional Projects** including Southend
 - **Silverline**
 - **Rail Car Expansion Vehicles**
 - **Land Acquisitions and Swaps**
 - **Fixed Route Bus Replacements**
 - **STS Vehicle Replacement**
 - **Vanpool Replacements**
 - **Non Revenue Vehicles**
 - **Technology upgrades**
 - **Bus and Rail Equipment**
 - **Bus Stops & Shelters**
 - **Bus Shields, Barriers, Disinfectant Equipment**



FY2023 PROPOSED BUDGET



BUDGET SUMMARY					
	FY2022 Amended Budget (millions)	FY2023 Proposed Budget (millions)	Variance (millions)	Variance (%)	
Operating Revenues	\$ 185.8	\$ 211.2	\$ 25.4	13.7%	
CATS Control Account	-	-	\$ -	0.0%	
Total Operating Revenue	\$ 185.8	\$ 211.2	\$ 25.4	13.7%	
Operating Expenditures	\$ 185.8	\$ 211.1	\$ 25.3	13.6%	
Transfer to Capital	-	0.1	0.1	0.0%	
Total Operating Expenditures and Transfers	\$ 185.8	\$ 211.2	\$ 25.4	13.7%	
Debt Service Budget	\$ 62.1	\$ 18.1	\$ (44.0)	-70.9%	
Capital Budget*	\$ 245.4	\$ 280.9	\$ 35.5	14.5%	

FY2023 PROPOSED BUDGET



Actions Required

- MTC Approval of FY2023 Proposed Budgets and Recommendation to City Council

Next Steps

- City Council Proposed Budget Presentation – May 2022
- City Council Budget Adoption – June 2022

THANK YOU

Metropolitan Transit Commission
Charlotte Area Transit System Ridership Report
Mar-22

Mode / Service	Mar-22	Mar-21	Percent Increase/Decrease	YTD FY 2022	YTD FY 2021	Percent Increase/Decrease	Avg Daily Ridership per Month		
							WeekDay	Saturday	Sunday
Local									
BOD Local	478,630	475,421	0.7 %	4,154,488	4,185,240	-0.7 %	17,311	11,621	8,510
Subtotal	478,630	475,421	0.7 %	4,154,488	4,185,240	-0.7 %	17,311	11,621	8,510
Local Express									
Harrisburg Road Express	652	303	115.2 %	4,959	2,593	91.2 %	28	-	-
Northcross Express	1,946	286	580.4 %	5,749	2,311	148.8 %	85	-	-
Idlewild Road Express	836	201	315.9 %	4,990	2,679	86.3 %	36	-	-
Independence Blvd Express	1,766	129	1,269.0 %	5,993	1,084	452.9 %	77	-	-
Lawyers Road Express	849	354	139.8 %	3,989	2,707	47.4 %	37	-	-
Northlake Express	1,434	326	339.9 %	4,595	1,946	136.1 %	62	-	-
North Mecklenburg Express	3,214	205	1,467.8 %	11,158	1,951	471.9 %	140	-	-
Huntersville Express	2,720	421	546.1 %	9,871	3,156	212.8 %	118	-	-
Rea Road Express	1,162	285	307.7 %	5,293	2,553	107.3 %	51	-	-
Huntersville Greenhouse Express	302	176	71.6 %	1,233	1,117	10.4 %	13	-	-
Subtotal	14,881	2,686	454.0 %	57,830	22,097	161.7 %	647	-	
Regional Express									
Gastonia Express	983	462	112.8 %	5,891	4,659	26.4 %	43	-	-
Rock Hill Express	897	253	254.5 %	3,968	2,225	78.3 %	39	-	-
Union County Express	664	220	201.8 %	3,109	2,048	51.8 %	29	-	-
Subtotal	2,544	935	172.1 %	12,968	8,932	45.2 %	111	-	
Community Circulator									
Neighborhood Shuttles	12,745	14,979	-14.9 %	111,045	133,227	-16.6 %	470	365	119
Eastland Neighborhood Shuttle	7,926	8,333	-4.9 %	65,138	76,056	-14.4 %	268	259	179
Pineville-Matthews Road	1,322	1,446	-8.6 %	11,225	12,879	-12.8 %	51	37	-
Village Rider	3,553	3,805	-6.6 %	29,051	32,391	-10.3 %	131	79	56
Subtotal	25,546	28,563	-10.6 %	216,459	254,553	-15.0 %	920	740	354
Human Services Transportation									
Special Transportation Services	14,008	13,055	7.3 %	120,609	102,550	17.6 %	551	193	136
DSS	298	3,103	-90.4 %	19,115	14,336	33.3 %	13	-	-
Subtotal	14,306	16,158	-11.5 %	139,724	116,886	19.5 %	564	193	136
Rideshare Services									
Vanpool	3,741	2,883	29.8 %	28,000	28,141	-0.5 %	151	27	39
Subtotal	3,741	2,883	29.8 %	28,000	28,141	-0.5 %	151	27	39
Rail									
LYNX Blue Line	389,434	209,692	85.7 %	2,692,200	1,900,475	41.7 %	12,767	16,474	7,476



Metropolitan Transit Commission
Charlotte Area Transit System Ridership Report

Mar-22

Mode / Service

	Mar-22	Mar-21	Percent Increase/Decrease	YTD FY 2022	YTD FY 2021	Percent Increase/Decrease	Avg Daily Ridership per Month		
							WeekDay	Saturday	Sunday
CityLynx Gold Line	41,849	-	n/a	223,151	-	n/a	1,402	1,603	796
Subtotal	431,283	209,692	105.7 %	2,915,351	1,900,475	53.4 %	14,169	18,077	8,272
Total	970,931	736,338	31.9 %	7,524,820	6,516,324	15.5 %	33,873	30,658	17,311



March | CATS Sales Tax Report FY2022

December Receipts

Sales Tax Collections and Distribution – January 2022

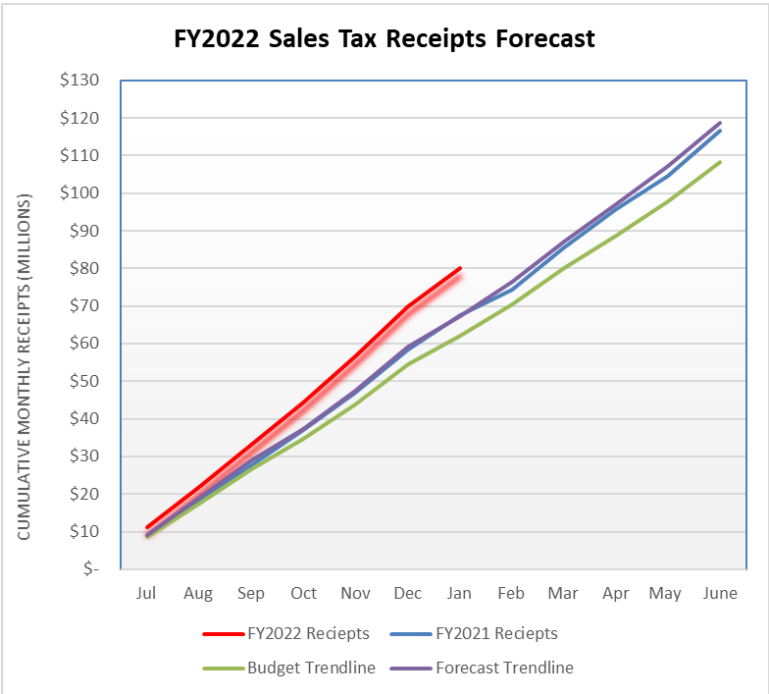
- The January 2022 receipts of \$10,221,788 were \$2,674,410 (35.4%) above budget target for the month
- The January 2022 receipts were \$2,075,363 (25.5%) above forecast for the month.
- The January 2022 receipts were \$1,087,015 (11.9%) above January of 2021

Sales Tax Budget Data

- FY2022 sales tax budget is \$108,235,200
- The FY22 model forecasts year-end receipts of \$130,729,503 which is \$22,494,303 (20.78%) above the FY22 budget target of \$108,235,200
- FY2021 actual sales tax was \$116,669,192

Local Government Sales and Use Tax Distribution

- Source: North Carolina Department of Revenue Sales & Use Distribution Report for the month February 28, 2022
- Published by NC Secretary of Revenue on 4/12/2022 with actual receipts through January 2022
- CATS sales tax report only includes Mecklenburg County Article 43 sales tax



FY2022 Budget Sales Tax Receipts (Actuals and Forecasts)

Jurisdiction		Population	% of Total	Jul 21 Actuals	Aug 21 Actuals	Sep 21 Actuals	Oct 21 Actuals	Nov 21 Actuals	Dec 21 Actuals	Jan 22 Actuals	Feb 22 Forecasts	Mar 22 Forecasts	April 22 Forecasts	May 22 Forecasts	Jun 22 Forecasts	Total
Charlotte	40.59%	863,985	40.4%	\$ 4,585,539	\$ 4,326,315	\$ 4,494,138	\$ 4,603,496	\$ 4,891,177	\$ 5,450,855	\$ 4,126,742	\$ 3,665,227	\$ 4,314,458	\$ -	\$ -	\$ -	\$ 40,457,947
Cornelius	1.46%	32,144	1.5%	164,887	155,566	161,601	165,533	181,973	202,796	153,533	136,362	\$ 160,517	-	-	-	1,482,768
Davidson	0.61%	13,261	0.6%	69,208	65,295	67,828	69,479	75,073	83,663	63,340	56,256	\$ 66,221	-	-	-	616,364
Huntersville	2.76%	62,528	2.9%	311,511	293,901	305,301	312,730	353,982	394,487	298,659	265,258	\$ 312,244	-	-	-	2,848,074
Matthews	1.51%	31,071	1.5%	170,086	160,471	166,696	170,753	175,899	196,026	148,408	131,810	\$ 155,158	-	-	-	1,475,308
Mint Hill	1.29%	27,692	1.3%	146,293	138,023	143,377	146,866	156,769	174,708	132,268	117,476	\$ 138,285	-	-	-	1,294,064
Pineville	0.43%	9,533	0.4%	48,882	46,119	47,908	49,073	53,968	60,143	45,533	40,441	\$ 47,605	-	-	-	439,672
Meck. County	51.35%	1,099,845	51.4%	5,801,983	5,473,992	5,686,335	5,824,704	6,226,423	6,938,889	5,253,305	4,665,800	\$ 5,492,265	-	-	-	51,363,697
Total	100.00%	2,140,059	100.0%	\$ 11,298,388	\$ 10,659,682	\$ 11,073,183	\$ 11,342,634	\$ 12,115,265	\$ 13,501,568	\$ 10,221,788	\$ 9,078,632	\$ 10,686,753				\$ 99,977,893

Prior Year Sales Tax Receipts: FY2018 – FY2021

Fiscal Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
FY2021	\$ 8,921,474	\$ 9,466,946	\$ 9,245,058	\$ 9,317,741	\$ 9,964,913	\$ 11,402,907	\$ 9,134,772	\$ 6,785,996	\$ 11,253,531	\$ 10,287,447	\$ 8,942,957	\$ 11,945,450	\$ 116,669,192
FY2020	\$ 9,683,570	\$ 9,787,973	\$ 8,671,558	\$ 9,890,136	\$ 9,858,570	\$ 9,800,116	\$ 8,278,036	\$ 8,606,547	\$ 8,735,473	\$ 7,635,380	\$ 6,997,727	\$ 9,833,896	\$ 107,778,982
FY2019	\$ 7,708,503	\$ 9,621,386	\$ 9,103,726	\$ 8,067,019	\$ 9,425,129	\$ 8,906,774	\$ 8,195,787	\$ 7,918,012	\$ 10,155,891	\$ 9,880,419	\$ 9,435,500	\$ 9,117,052	\$ 107,535,197
FY2018	\$ 8,147,197	\$ 8,436,960	\$ 8,784,051	\$ 7,883,713	\$ 8,884,437	\$ 9,324,267	\$ 6,897,695	\$ 7,842,800	\$ 9,303,951	\$ 8,539,748	\$ 9,277,676	\$ 9,699,263	\$ 103,021,757

