



Metropolitan Transit Commission



February 23, 2022

METROPOLITAN TRANSIT COMMISSION

Wednesday, February 23, 2022

5:30pm

Charlotte-Mecklenburg Government Center

WebEx

AGENDA

- I. Call to OrderCommissioner Leigh Altman
 - Attendance (Roll Call)
- II. Approval of the January 26, 2022 Summary (p.5-8)Commissioner Leigh Alman
- III. Report from the Chair of the Transit Service Advisory Committee (TSAC)Krissy Oechslin
- IV. Report from the Chair of the Citizens Transit Advisory Group (CTAG) Adam Pasiak
- V. Public Comments
- VI. Informational Items
 - Envision My Ride Update (p.10-18)Jason Lawrence
- VII. Action Items
 - None
- VIII. MTC Commissioners' Business
 - None
- IX. Chief Executive Officer's Report (p.20-27) John Lewis, Jr
- X. Adjourn

METROPOLITAN TRANSIT COMMISSION
MEETING SUMMARY
January 26, 2022
(Approved on February 23, 2022)

Presiding: Commissioner Leigh Altman, Mecklenburg County Board of Commissioners

Present:

Mayor Vi Lyles (City of Charlotte)	Mayor Pro-Tem Renee Garner (Matthews)
Mayor Woody Washam (Town of Cornelius)	Bill Thunberg (Mooresville Representative)
Andrew Grant (Town Manager, Cornelius)	Mayor Walker Reid III, (City of Gastonia)
Mayor Rusty Knox (Town of Davidson)	Mayor Marion Holloway (City of Monroe)
Jamie Justice (Town Manager, Davidson)	Brian Borne (Interim City Manager, Monroe)
Mayor Melinda Bales (Town of Huntersville)	Mayor William Dusch (City of Concord)
Anthony Roberts (Town Manager, Huntersville)	Mayor Pro-Tem David Scholl (Town of Stallings)

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 5pm by Mecklenburg County Commissioner Leigh Altman.

II. Action Item – Selection of MTC Vice Chairman

A motion to nominate **Mayor John Higdon (Town of Matthews)**, as the MTC Vice Chairman was made by **Mayor Vi Lyles (City of Charlotte)**; and seconded by **Mayor Woody Washam (Town of Cornelius)**. Motion carried unanimously.

III. Review of Meeting Summary

The meeting summary of November 17, 2021 was approved.

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

Krissy Oechslin (Chairwoman) reported the following recap: TSAC met in December and January. In January we approved a service change for February, and it's a slight route change to I believe it's a 53X on its reverse evening commute trips that will enable people to go to a food pantry in the area that they wouldn't otherwise have had access to. We were glad to hear that. We had asked that CATS explain to customers a little bit more in detail about how reverse commute trips work, because they're a little bit complicated.

There was public comment in our January meeting for better communication about missed bus trips. We are aware that CATS, like many businesses and organizations, is feeling the effects of a challenging labor market and supply chain constraints. We have seen with the Gold Line that CATS has extensively communicated delays and bus bridges, but the gentlemen who provided public comment requested similar treatment with missed buses, especially on routes that run infrequently, like the 57, which runs only once per hour. The real-time app can help with these situations. The speaker, in particular, had some accessibility issues with the app, and not everybody uses the app. He raises a good point that there's a lot of communications about the Gold Line but not much about other routes.

At an upcoming TSAC meeting I would like to dive into reporting on missed buses. This has an impact across all bus riders, but it's not necessarily very visible to any individual bus rider.

If you only take one or two routes you might only get one or two missed buses in a week, but if you multiply that by the entire system by all riders across all routes, there might be a lot more missed buses that are happening than the public realizes. That's something we'd like to look into in a future meeting.

V. Citizens Transit Advisory Group (CTAG) Chairman's Report

Adam Pasiak (Co-Chairman-Mecklenburg County) reported the following recap: In the January 18th meeting, the Citizens Transit Advisory Group received a presentation on the federal COVID funding programs that's been received by CATS and how those funds have been utilized and their plan for using those remaining funds in the year to come. To date, CATS reported that they received approximately \$202M in total federal funding associated to the pandemic, and that came in the forms of both the CARES Act funds and ARP funds, the American Rescue Plan funds, broken down pretty evenly, about \$94M in ARP funds at about \$108M in CARES ACT funds. Those funds have been used primarily by CATS to maintain operations, maintain public safety, PPE, cleaning, building modifications, as well as other maintenance and operating costs.

CTAG also received updates from CATS CEO, Mr. Lewis, on the status of CATS. Our meeting date fell right between both winter storms that we had. Thankfully it was a positive report. Mr. Lewis explained that we just had to shut down the Gold Line a little bit, but that was not because of the Gold Line's operation, it was more a safety concern around other cars on the street, but at the time operations had been back to normal and everything was running as planned.

At the end of our January meeting, CTAG members voted to keep all of our meetings through the calendar year 2022 virtual, with the exception of one potential in person meeting in April around budget time, and then we also reserved the option for potential in-person meetings if COVID changes and allows. It was felt that as wonderful as virtual meetings are, we still like to meet in person and get to know each other and hear reports in person, but other than that we look forward to our future meetings and reporting back to the MTC.

VI. Public Comments – None

VII. Informational Item

A. Battery Electric Bus (BEB) – Pilot Program Update

Catherine Kummer

Catherine Kummer – CATS Sustainability, Resiliency and Governmental Affairs Officer – made a presentation an update on the Battery Electric Bus (BEB) – Pilot Program, based on pages 12-18 in the MTC Agenda packet for January 26th, 2022 meeting.

**B. FY2023 Preliminary Operating and Debt Service Budget &
FY2023-2027 Preliminary Capital Investment Plan**

John Lewis, Jr.

Blanche Sherman

John Lewis, Jr – CATS Chief Executive Officer and Blanche Sherman – CATS Chief Financial Officer – made a presentation of the FY2023 Preliminary Operating and Debt Service Budget and FY2023-2027 Preliminary Capital Investment Plan, based on pages 20-75 in the MTC Agenda packet for January 26th, 2022 meeting.

Discussion:

Bill Thunberg (Town of Mooresville Representative): I just wanted to point out something about the CATS CEO's presentation on the CATS TRAX metrics. Those of you that are new to the board don't really realize this, the Board did not ask Mr. Lewis to do this metrics. He

and his team came forward and they created those metrics to be able to track their own performance over time. I think it's just worthy to note that they've done that on their own, and it's important to them to understand where they are and where they're going and what they're doing, and I appreciate the fact that he reports that to us every year.

VIII. Action Item

A. LYNX Silver Line Refined LPA Update & Implementation Strategy Staff Recommendation

Andy Mock

Andy Mock – CATS Senior Transit Project Development Manager – made a presentation on the LYNX Silver Line Refined Locally Preferred Alternative (LPA) Update and Implementation Strategy Staff Recommendation, based on pages 77-92 in the MTC Agenda packet for January 26th, 2022 meeting.

Resolution: A motion to adopt the LYNX Silver Line Refined Locally Preferred Alternative (LPA) Update and Implementation Strategy Staff Recommendation was made by **Mayor Vi Lyles (City of Charlotte)**; seconded by **Mayor Pro-Tem Renee Garner (Town of Matthews)**. Motion carried unanimously.

B. Property Acquisition for Bus Stop

Andy Mock

Jason Lawrence – CATS Senior Transportation Planner – presented an action item for the Property Acquisition for future CATS Bus Stop, based on pages 94-98 in the MTC Agenda packet for January 26th, 2022 meeting.

Discussion:

Mayor Lyles (City of Charlotte): I know the shopping center is a major employment area, but across the street -- and you were talking about the paratransit -- there are a number of doctor offices. There's a Novant center, an Atrium, and several kinds of health-related services in there. The question I would have, I'm curious if we would have crosswalks and other options that if people are coming into the Park-and-Ride area has there been any demand for the ability to cross over safely to the medical facilities across that street, and is that something that you've seen a need for or is it that the bus provides the services to the medical facilities as it is now?

Mr. Lawrence: We currently have services on Highway 51. We have a cross-town route that does serve Pineville-Matthews Road. Our accessibility would improve accessibility from the stop to Pineville-Matthews Road, and the medical facility I think that's on the map is just under the existing Park-and-Ride stop text box, so we could look into what the crosswalk environment is there and talk to CDOT about that crossing. I do know there's a crosswalk at Providence and 51, but I do think that there is benefit from service to this stop. Just in closing with that, I think having the route to terminate does provide us the opportunity to serve the greater area as a whole because Providence is one of our future expansions of high-frequency bus services.

Mayor Lyles (City of Charlotte): I appreciate that. If there is, I would like to see some coordination with CDOT to say, how do we get crosswalks that make it possible for the use of those healthcare facilities, especially around the paratransit operation. Not necessarily right now but -- I think that's a conversation worth having.

Madam Chair, if you would like a motion to approve this, I think this is improving an existing well-done service and highly utilized service, and I'm assuming that Krissy would agree with me on that, but this is one of the areas that we've seen the need and the demand for

transit service. I move adoption of the recommended action for the Arboretum Park-and-Ride project.

Mayor Washam (Town of Cornelius): I'm going to support this as well, but I do want to add a comment that I really hope that there's no impact moving forward. I'm pretty sentimental about our future BRT sites that have to be yet acquired and I just want to make sure that there's no impact, but I'll still vote yes, but I guess I should have asked that question earlier. I'll just throw that in assuming that there's not going to be an impact on that.

CATS CEO Lewis: Mayor Washam, to answer your question, this will not take away from our project, capital projects along the I-77 corridor.

Resolution: A motion to approve the Property Acquisition for future CATS Bus Stop was made by **Mayor Vi Lyles (City of Charlotte)**; seconded by **Mayor Melinda Bales (Town of Huntersville)**. Motion carried unanimously.

IX. MTC Commissioners' Business - None

X. Chief Executive Officer's Report - None

XI. Other Business – None

XII. Adjourn

The meeting was adjourned at 6:02 p.m. Mecklenburg County Commissioner Leigh Altman – MTC Chairwoman.

NEXT MTC MEETING: WEDNESDAY, FEBRUARY 23RD, 2022, STARTS AT 5:30 P.M.

**METROPOLITAN TRANSIT COMMISSION
INFORMATION ITEM
INFORMATION SUMMARY**

SUBJECT: Envision My Ride Update

DATE: February 23, 2022

- 1.0 PURPOSE/SCOPE:** To inform the Metropolitan Transit Commission (MTC) on the status of the Envision My Ride effort.
- 2.0 BACKGROUND/JUSTIFICATION:** Through the Envision My Ride effort CATS has sought to redesign the bus network and improve the customer experience. This will be achieved by developing recommendations in three main areas: Network Structure, Route Frequency, and Service Reliability.
- 3.0 PROCUREMENT BACKGROUND:** Not Applicable
- 4.0 POLICY IMPACT:** Not Applicable
- 5.0 ECONOMIC IMPACT:** Not Applicable
- 6.0 ALTERNATIVES:** Not Applicable
- 7.0 RECOMMENDATION:** Not Applicable
- 8.0 ATTACHMENT(S):** Not Applicable

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 Update
Metropolitan Transit
Commission
February 23, 2022**


1



Envision My Ride

- 1. Structural**
 - March 2018** (*Opening of LYNX BLE*)
 - 22 existing routes adjusted
 - 9 new routes established
 - 4 new cross-town routes
 - October 2018**
 - 24 additional routes adjusted
- 2. Frequency**
 - February 2020**
 - Increase frequency on 4 routes to 15 minutes
 - MetroRapid (I-77 Express Lanes)
- 3. Reliability**
 - Fall 2020**
 - CATS conducting a Bus Priority Study to complete the Envision My Ride effort
 - 4th St and Central Avenue Bus-Only Lane Pilots (1st component of the study)



CITY OF CHARLOTTE 

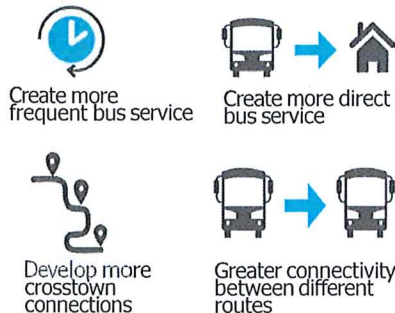
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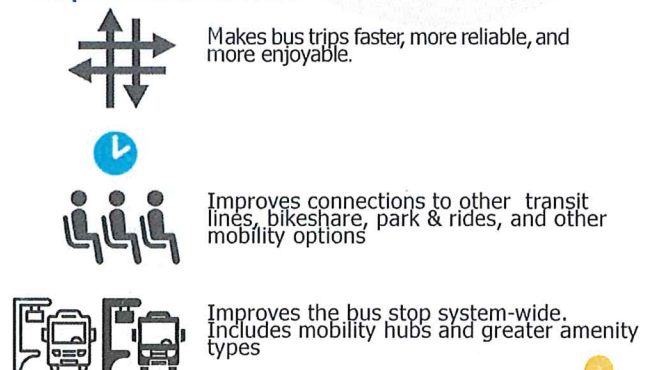
Envision My Ride: Bus Priority Study

Building a Better Bus Network

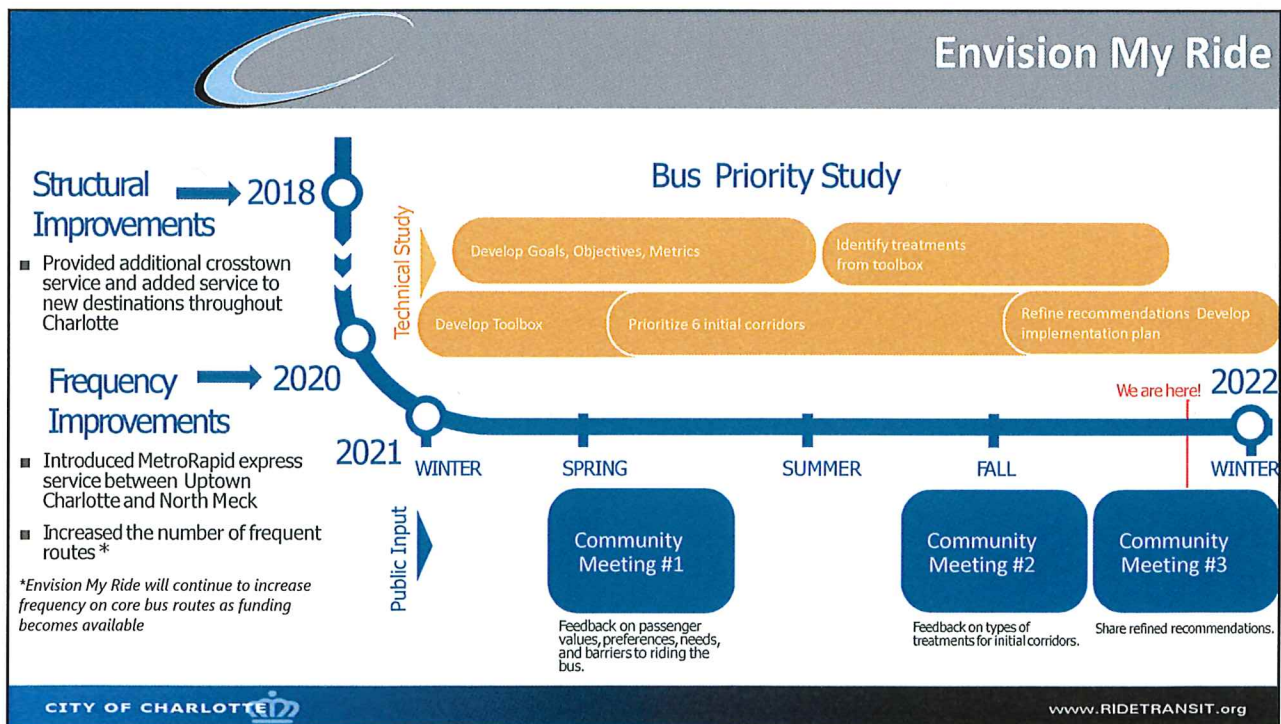
Envision My Ride established the foundation:



The Bus Priority Study will recommend Priority Bus Corridors and Capital Improvements that:



3



4

PUBLIC OUTREACH

- 2 Virtual public meetings held in October/November
- 2 Pop-ups held at the CTC in October
- Next round of engagement starts on March 3rd

ENVISION MY RIDE BUS PRIORITY STUDY



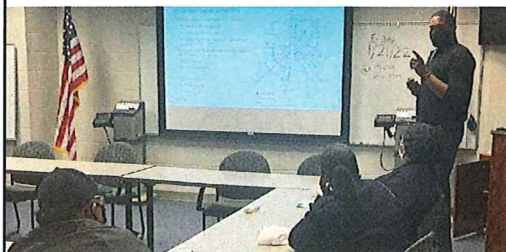
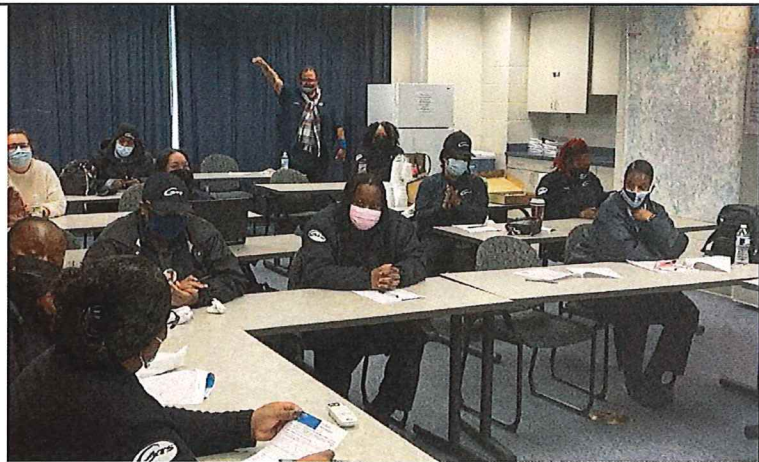
Welcome to the CATS Envision My Ride: Bus Priority Study Virtual Public Workshop

This virtual workshop allows you to provide input on the proposed bus priority treatments as part of the Charlotte Area Transit System (CATS) Envision My Ride (EMR) initiative. Walk through the various virtual rooms to learn about the EMR's Bus Priority Study (BPS) and give feedback on recommendations.

For more information about the Bus Priority Study, visit the project hub [here](#)



5

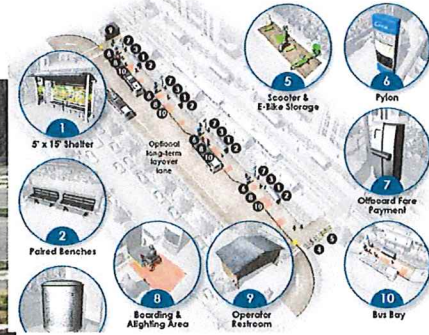


Operator Outreach

6

Envision My Ride: The Vision

- **22 High Frequency Routes**, 15 min all day (5 today)
- Minimum **30-minute frequency system wide** (Approx.. 19 are 40+ frequency today)
- **15 new routes** to the following areas:
 - Albemarle Rd to I-485
 - CPCC Levine
 - WT Harris
 - Mint Hill
 - Mooresville
 - Morris Chapel
 - Plaza Extension
 - Mallard Creek
 - Selwyn Ave
 - Rea Rd
 - Ballantyne
 - Sunset Rd
 - Blakeney
 - Matthews-Lawyer Rd
 - Pavilion-University Area
- **Priority Bus Network** as potential BRT projects
- **Mobility hubs** at key locations throughout the County for first/last mile connections and on-demand services
- **Bus Stop Implementation Plan** with the goal of increasing passenger amenities



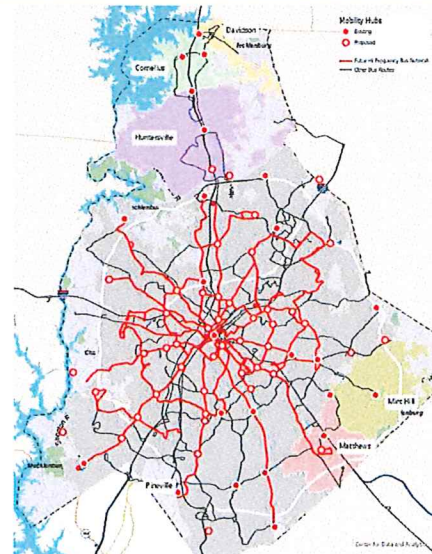
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7

Envision My Ride: Mobility Hubs

- Team performed initial work to select locations for Mobility Hubs
 - 71 locations identified
 - Currently refining the list to determine hub types
 - Developing scoring system to determine amenity type for all stops systemwide



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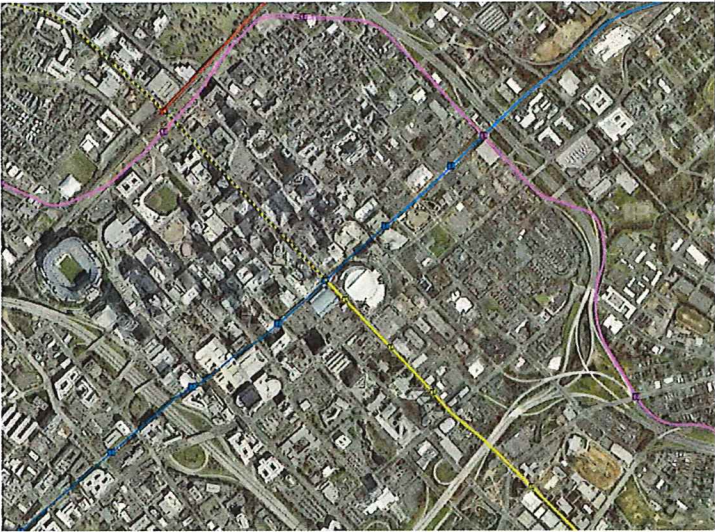
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8



Envision My Ride: Uptown Transit Centers

- Review of Uptown operations
- Focus on service recommendations at the Charlotte Transportation Center and future Charlotte Gateway Station
- CTC and CGS operational analysis

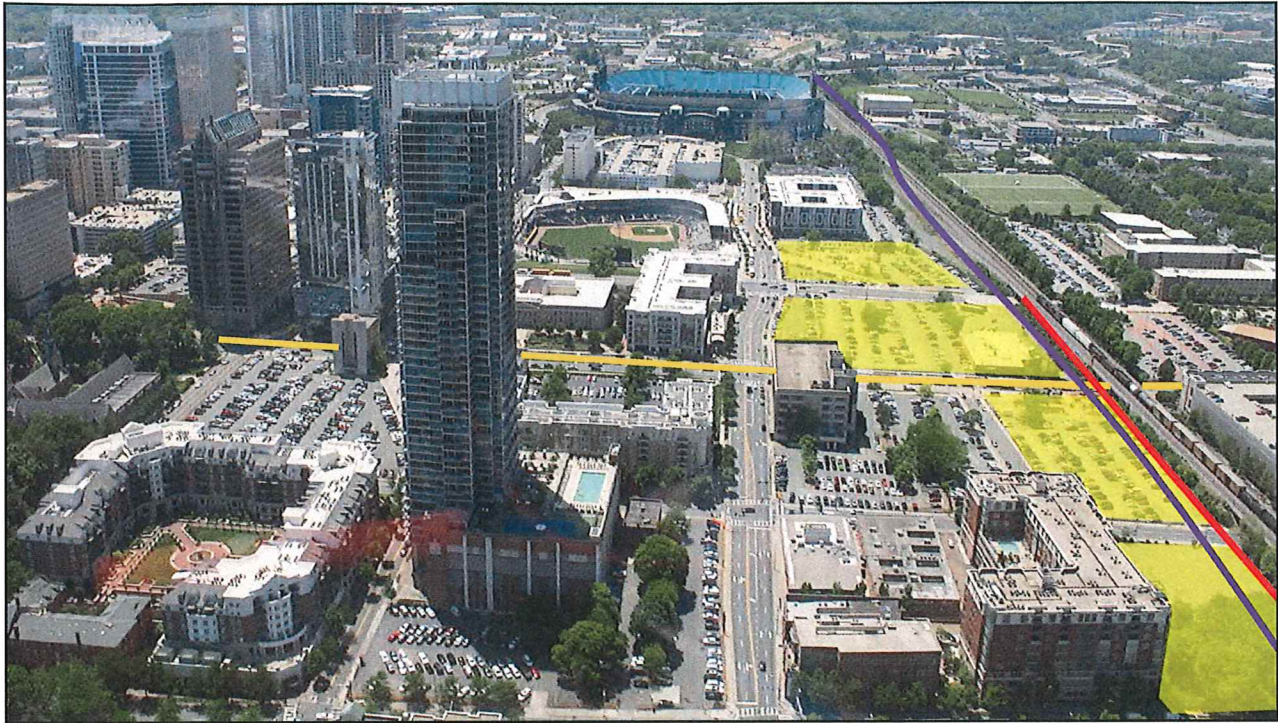


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9



10



11

Envision My Ride: First Mile/Last Mile

- Develop first / last mile solution between mobility hubs and neighborhoods
- Analysis of current operations to determine where microtransit can support existing service
- Identify candidate service areas
- Began in January 2022

A diagram illustrating the 'First Mile/Last Mile' concept. It shows a central horizontal blue line representing a transit corridor. Various icons and lines branch off from this corridor, representing different transit modes and service areas. Icons include houses, trees, a bus, a train, a car, a bicycle, and a person walking. Lines are color-coded: green for walking/bicycling, blue for bus, red for train, and yellow for car. The diagram shows how these modes connect neighborhoods to the main transit corridor.

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12



Envision My Ride: First Mile/Last Mile



Integrated first/last mile applications



Mobility Hubs to accommodate multiple service needs

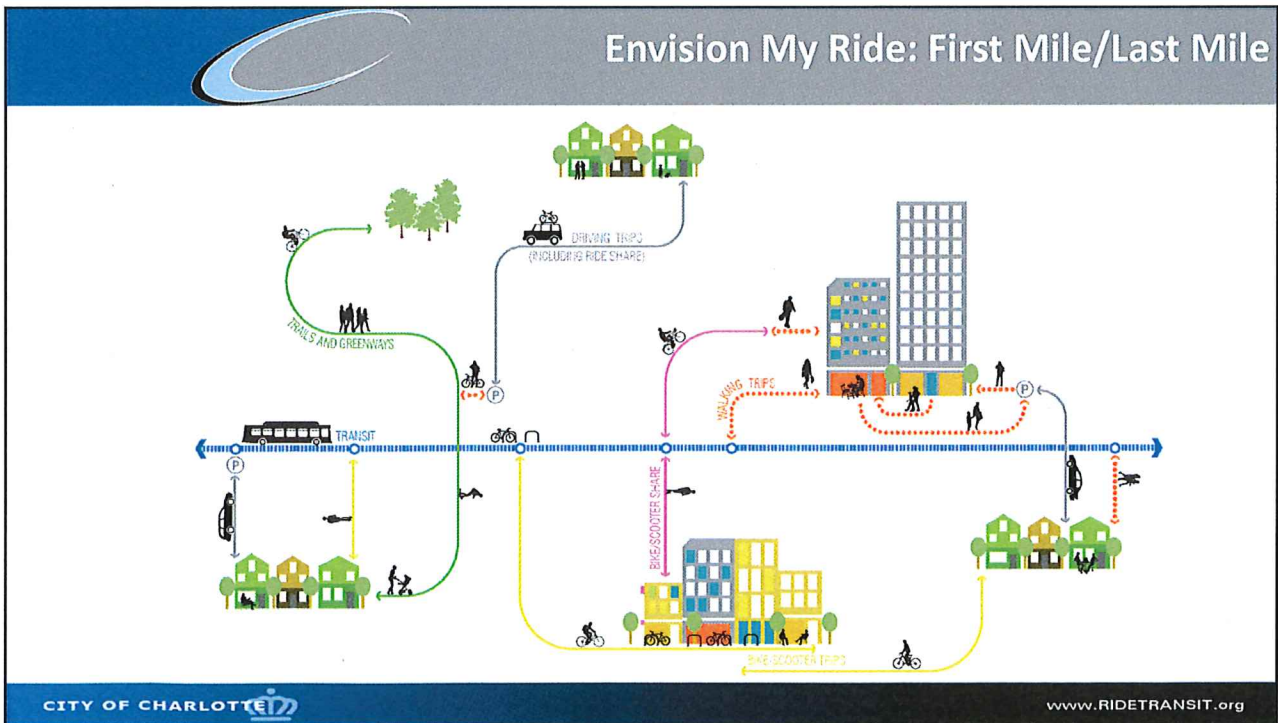


A "future ready" system adaptable to changing technologies


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13



14



Next Steps

- Finalize study recommendations
- Conduct next round of public outreach
- Staff Recommendations as information item at April MTC meeting
- Staff Recommendations as action item at May MTC meeting

15

Questions?



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16

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

Mode / Service	Jan-22	Jan-21	Percent Increase/Decrease	YTD FY 2022	YTD FY 2021	Percent Increase/Decrease	Avg Daily Ridership per Month		
							WeekDay	Saturday	Sunday
Local									
BOD Local	413,130	429,925	-3.9 %	3,278,163	3,304,956	-0.8 %	16,962	8,073	6,861
Subtotal	413,130	429,925	-3.9 %	3,278,163	3,304,956	-0.8 %	16,962	8,073	6,861
Local Express									
Harrisburg Road Express	384	210	82.9 %	3,837	2,007	91.2 %	20	-	-
Northcross Express	315	203	55.2 %	3,254	1,784	82.4 %	17	-	-
Idlewild Road Express	418	239	74.9 %	3,679	2,331	57.8 %	22	-	-
Independence Blvd Express	310	55	463.6 %	3,786	883	328.8 %	16	-	-
Lawyers Road Express	315	189	66.7 %	2,685	2,102	27.7 %	17	-	-
Northlake Express	242	183	32.2 %	2,799	1,439	94.5 %	13	-	-
North Mecklenburg Express	732	136	438.2 %	6,887	1,604	329.4 %	39	-	-
Huntersville Express	506	258	96.1 %	6,284	2,439	157.6 %	27	-	-
Rea Road Express	458	261	75.5 %	3,718	2,041	82.2 %	24	-	-
Huntersville Greenhouse Express	95	101	-5.9 %	817	844	-3.2 %	5	-	-
Subtotal	3,775	1,835	105.7 %	37,746	17,474	116.0 %	200	-	
Regional Express									
Gastonia Express	393	403	-2.5 %	4,394	3,814	15.2 %	21	-	-
Rock Hill Express	295	261	13.0 %	2,746	1,671	64.3 %	16	-	-
Union County Express	194	161	20.5 %	2,183	1,648	32.5 %	10	-	-
Subtotal	882	825	6.9 %	9,323	7,133	30.7 %	47	-	
Community Circulator									
Neighborhood Shuttles	11,688	13,607	-14.1 %	86,718	105,275	-17.6 %	487	218	181
Eastland Neighborhood Shuttle	5,965	7,500	-20.5 %	51,129	60,921	-16.1 %	222	155	135
Pineville-Matthews Road	1,133	1,305	-13.2 %	8,726	10,251	-14.9 %	52	22	-
Village Rider	2,387	3,159	-24.4 %	22,860	25,339	-9.8 %	103	37	34
Subtotal	21,173	25,571	-17.2 %	169,433	201,786	-16.0 %	864	432	350
Human Services Transportation									
Special Transportation Services	10,948	10,723	2.1 %	94,058	78,424	19.9 %	471	125	84
DSS	-	2,528	n/a	16,688	8,271	101.8 %	-	-	-
Subtotal	10,948	13,251	-17.4 %	110,746	86,695	27.7 %	471	125	84
Rideshare Services									
Vanpool	3,283	2,652	23.8 %	21,215	22,699	-6.5 %	145	24	25
Subtotal	3,283	2,652	23.8 %	21,215	22,699	-6.5 %	145	24	25
Rail									
LYNX Blue Line	245,725	181,956	35.0 %	2,019,891	1,518,482	33.0 %	8,604	7,676	5,876



Metropolitan Transit Commission
Charlotte Area Transit System Ridership Report

Jan-22

Mode / Service

	Jan-22	Jan-21	Percent Increase/Decrease	YTD FY 2022	YTD FY 2021	Percent Increase/Decrease	Avg Daily Ridership per Month		
							WeekDay	Saturday	Sunday
CityLynx Gold Line	20,596	-	n/a	151,472	-	n/a	751	639	396
Subtotal	266,321	181,956	46.4 %	2,171,363	1,518,482	43.0 %	9,355	8,315	6,272
Total	719,512	656,015	9.7 %	5,797,989	5,159,225	12.4 %	28,044	16,969	13,592

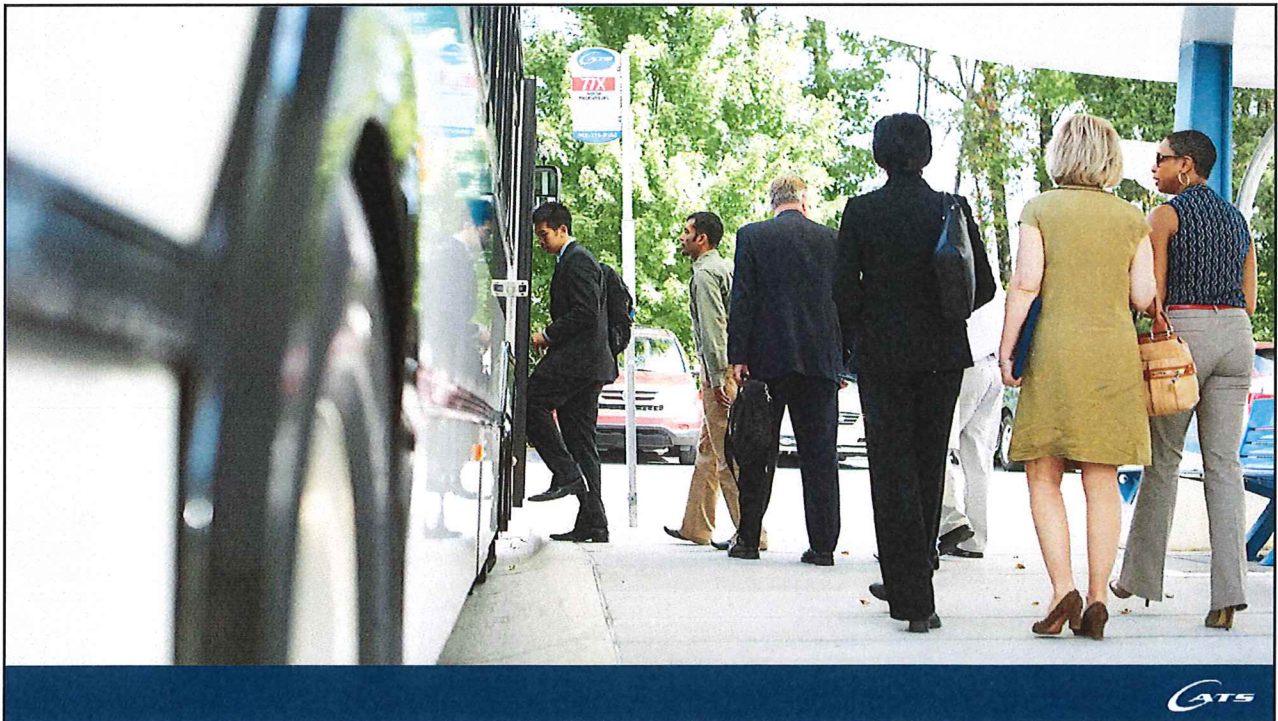


Workforce Update

Metropolitan Transit Commission (MTC)
February 23, 2022



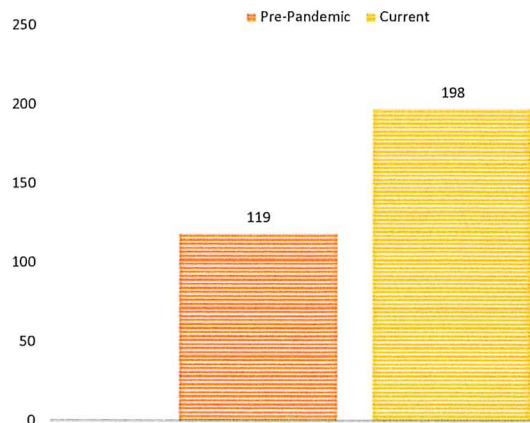
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Pre-Pandemic

- ▶ Before March 2020
- ▶ Average Job Vacancies: 119



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Operator Training

- ▶ New Hires: 313 since April 2020
- ▶ On-boarding/Training Process:
 - Rail Operator – 12 weeks
 - Bus Operator – 5 weeks (+5 weeks CDL/CDOT credentials)



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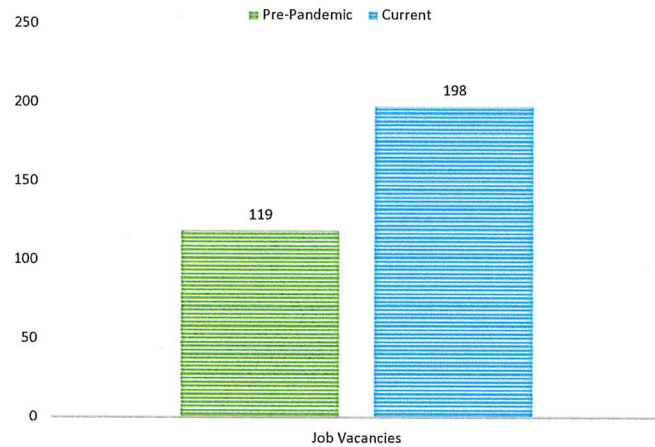
Present

► Current Attrition Rate:

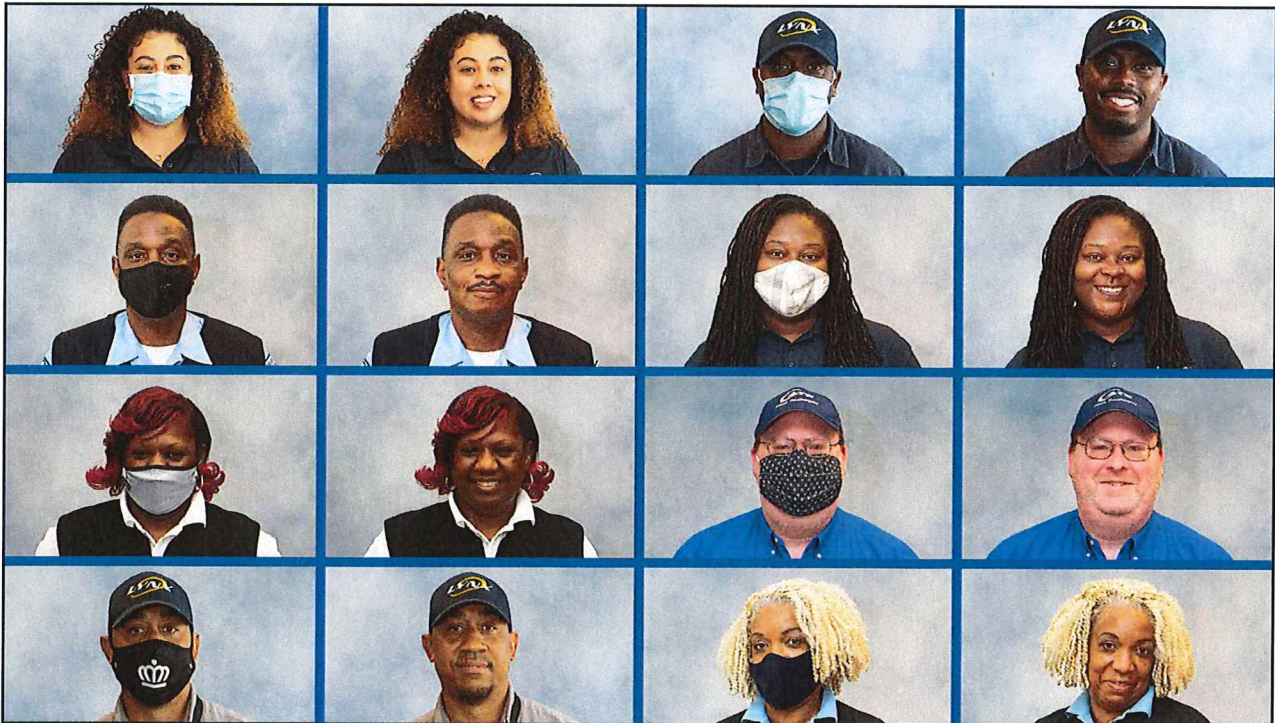
- TMOC – 44.6%
- CATS – 29%

► Average Job Vacancies: 198

- 17% vacancies



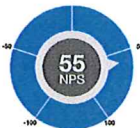
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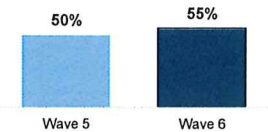
Net Promoter Score (NPS)

Wave 6 NPS

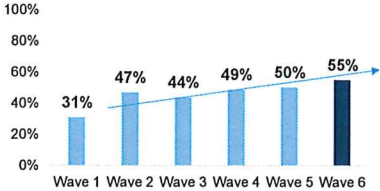


Highest NPS to date

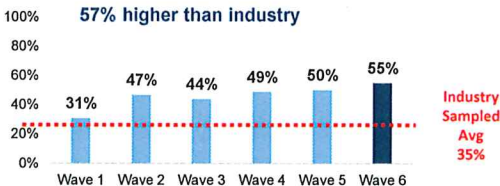
Comparison to Wave 5



NPS Trend Over Time



Comparison to Industry



January | CATS Sales Tax Report FY2022

November Receipts

Sales Tax Collections and Distribution – November 2021

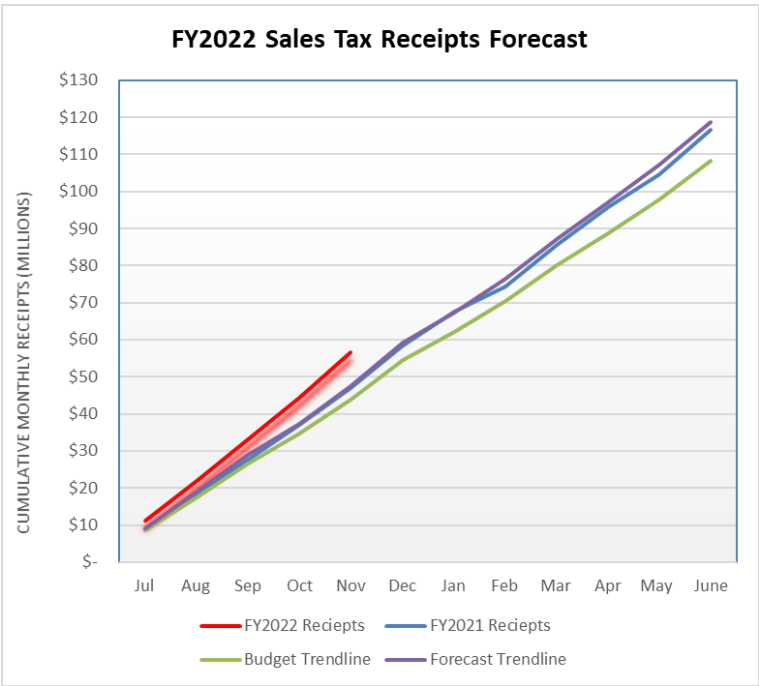
- The November 2021 receipts of \$12,115,165 were \$2,795,457 (30.0%) above budget target for the month
- The November 2021 receipts were \$1,988,933 (19.6%) above forecast for the month.
- The November 2021 receipts were \$2,150,352 (21.6%) above November of 2020

Sales Tax Budget Data

- FY2022 sales tax budget is \$108,235,200
- The FY22 model forecasts year-end receipts of \$122,393,691 which is \$14,158,491 (13.08%) 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 December 31, 2021
- Published by NC Secretary of Revenue on 1/12/2022 with actual receipts through October 2021
- 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 Forecasts	Jan 22 Forecasts	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	\$ 4,739,569	\$ 3,288,876	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,929,109
Cornelius	1.46%	32,144	1.5%	164,887	155,566	161,601	165,533	181,973	176,333	122,360	-	-	-	-	-	1,128,253
Davidson	0.61%	13,261	0.6%	69,208	65,295	67,828	69,479	75,073	72,746	50,480	-	-	-	-	-	470,109
Huntersville	2.76%	62,528	2.9%	311,511	293,901	305,301	312,730	353,982	343,010	238,021	-	-	-	-	-	2,158,457
Matthew s	1.51%	31,071	1.5%	170,086	160,471	166,696	170,753	175,899	170,446	118,276	-	-	-	-	-	1,132,628
Mint Hill	1.29%	27,692	1.3%	146,293	138,023	143,377	146,866	156,769	151,910	105,413	-	-	-	-	-	988,650
Pineville	0.43%	9,533	0.4%	48,882	46,119	47,908	49,073	53,968	52,295	36,289	-	-	-	-	-	334,533
Meck. County	51.35%	1,099,845	51.4%	5,801,983	5,473,992	5,686,335	5,824,704	6,226,423	6,033,428	4,186,709	-	-	-	-	-	39,233,574
Total	100.00%	2,140,059	100.0%	\$ 11,298,388	\$ 10,659,682	\$ 11,073,183	\$ 11,342,634	\$ 12,115,265	\$ 11,739,737	\$ 8,146,424						\$ 76,375,313
FY2022 Budget Sales Tax Comparison Year over Year															YTD Budget Variance	\$ 62,049,463 \$ 14,325,850

Year-over-Year Comparison (FY22-FY21)	16.7%	8.9%	27.7%	14.7%	22.9%	19.8%	-1.6%									-29.0%
FY22 Budget Target	\$ 8,479,780	\$ 9,053,661	\$ 9,001,133	\$ 8,076,718	\$ 9,319,809	\$ 10,570,984	\$ 7,547,377	\$ 8,322,267	\$ 9,596,200	\$ 8,752,853	\$ 9,128,597	\$ 10,385,820	\$ 108,235,200			\$ 108,235,200
% of FY22 Budget Achieved	10.7%	20.7%	31.2%	41.9%	53.3%	64.4%	72.1%									72.1%

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

