

# Metropolitan Transit Commission



January 27, 2021



# METROPOLITAN TRANSIT COMMISSION

Wednesday, January 27, 2021

5:30pm

South Boulevard Light Rail Facility

WebEx

## AGENDA

- I. Call to Order ..... Mayor Vi Lyles
  - Attendance (Roll Call)
- II. Action Item
  - Selection of MTC Vice Chairman ..... MTC
- III. Approval of the November 18, 2020 Summary (**p.5-10**) ..... Mayor Vi Lyles
- IV. Report from the Chair of the Transit Service Advisory Committee (TSAC) .... Krissy Oechslin
- V. Report from the Chair of the Citizens Transit Advisory Group (CTAG) ..... Edward Tillman
- VI. Public Comments
- VII. Informational Items
  - LYNX Silver Line Public Engagement Update (**p.12-25**) ..... Andy Mock
  - FY2022 Preliminary Operating & Debt Service Budget (**p.27-84**) ..... John Lewis, Jr.  
FY2022-26 Preliminary Capital Investment Plan Blanche Sherman
- VIII. MTC Commissioners' Business
  - Transformational Mobility Network (**p.86-97**) ..... Taiwo Jaiyeoba
- IX. Chief Executive Officer's Report (**p.99-102**) ..... John Lewis, Jr
  - COVID 19 Operational Update
- X. Adjourn





**METROPOLITAN TRANSIT COMMISSION**  
**MEETING SUMMARY**  
**November 18, 2020**  
**(Approved on January 27, 2021)**

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**Presiding:** Commissioner Susan Harden, BOCC Mecklenburg County

**Present:**

|   |  |
|---|--|
| Taiwo Jaiyeoba (Assistant Manager, Charlotte) | Mayor Jack Edwards (Town of Pineville)         |
| Andrew Grant (Town Manager, Cornelius)        | Randy Hemann (Town Manager, Mooresville)       |
| Mayor Rusty Knox (Town of Davidson)           | Bill Thunberg (Town of Mooresville)            |
| Mayor John Aneralla (Town of Huntersville)    | Mayor Walker Reid III (City of Gastonia)       |
| Anthony Roberts (Town Manager, Huntersville)  | Randi Gates, (GCCMPO, City of Gastonia)        |
| Mayor John Higdon (Town of Matthews)          | Mayor Pro-Tem Marion Holloway (City of Monroe) |
| Brian Welch (Town Manager, Mint Hill)         | Mayor William Dusch (City of Concord)          |

**CATS Chief Executive Officer:** John Lewis, Jr

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**I. Call to Order**

The regular meeting of the Metropolitan Transit Commission was called to order via WebEx conferencing at 5.00p.m. by MTC Chairwoman Commissioner Susan Harden.

- Invocation was delivered by MTC Chairwoman Commissioner Susan Harden
- All gave attention and recited the Pledge of Alliance

**II. Review of Meeting Summary**

The meeting summary of October 28, 2020 was approved.

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

**Krissy Oechslin (Chairwoman)** reported the following recap from the November meeting: TSAC heard two informational presentation. First was a presentation from Thurston Davis (CATS' Facilities Manager) and from a South End resident, Bryan Geers, who brought some maintenance issues surrounding the Rail Trail along the Blue Line to CATS' attention, such as overhead lights that were out, some fencing that needed repair, and landscaping erosion issues. Thurston showed the great progress that he and his team have made and the plan for maintaining these items going forward. I had wanted to make sure TSAC heard about this work because the Rail Trail is a critical way that passengers get to Light Rail stations and bus stops and because CATS is now responsible for Rail Trail maintenance, and the existing Blue Line Rail Trail has provided a lot of lessons for the Silver Line, which will have its own Rail Trail integrated in planning from the get-go.

Our second informational item was an update on the new STS scheduling software. Some of you may be aware that there had been some delays in rolling out this new system to replace the aging software that had been in place for many years. The good news is the new scheduling software is up and running with minimal issues, and there is a mobile app for scheduling STS service that's being tested. One of our TSAC members requested that there be an FAQ or a how-to video or instructions added to the CATS website so that STS customers can learn how to use the new app once it's fully rolled out to schedule STS service.

As part of the general updates that CATS staff provided to us, we heard that CATS will be rolling out a new website, and TSAC members will be asked to help test it and provide feedback and we look forward to helping with that effort.

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

**Adam Pasiak (Co-Chairman-Mecklenburg County)** reported the following recap from the November meeting: CTAG received a very informative presentation from Mr. John Howard (CATS Transit Planner) regarding the Silver Line TOD study. In that report it highlighted at a high level the transit-oriented development study and how that fit into the full development plan for the Silver Line, kind of the lessons learned from the Blue Line and Blue Line Extension, expanded collaboration between Mecklenburg County and Gaston County as well as the townships of Matthews, Stallings, Indian Trail; and understanding how the Silver Line will affect those areas of development.

In the TOD study, it touched on some key areas of focus, which were affordable housing, access for all, business retention and an overview of the next steps in time line of the completion for that full TOD study. Questions from CTAG were whether or not the TOD would help identify opportunities not just for affordable housing in the rental housing space but also if it would help identify some of those opportunities for individuals and families that may be facing displacement over rising residential taxes and other costs of living increases due to that development. The initial feedback and the answer to that question was yes, in the TOD that will be an area of focus and discussion and potential opportunities that could be brought out of those potential issues with development of that corridor.

In general, CTAG is certainly interested in seeing next year when the TOD study is completed what those results are and what those secondary plans and studies coming out of this are, because certainly with the Silver Line coming up through that Independence corridor and out to the airport there's certainly a lot of communities that will be affected and have individual plans coming out of this.

Other business, Mr. Lewis shared with the CTAG group the potential 3P opportunity that was presented to CATS with a little local publicly-traded company regarding the upgrading of our CATS bus fleet with potential new electric buses and the infrastructure to support those. CTAG was certainly interested to hear this because that was a hot topic a few months back during one of our budget meetings. I'm sure there will be some more information shared about that as the negotiations move forward with that company and details are hammered out within the next couple months.

CTAG membership had asked questions of CATS, Mr. Lewis and the CATS leadership, on what the current status of the COVID situation was within our system and how the pandemic has affected ridership in our operations. Mr. Lewis was happy to share that there was a study done in partnership with UNCC and testing some of our fleet and a third-party firm to confirm those studies. Preliminary findings were positive. The final findings from that third-party firm have not come back yet, but hopefully we'll have those details in the coming weeks. CTAG was happy to hear that the findings came back positive, and certainly it's a good thing to find, that our fleet is safe for ridership. CATS Marketing is going to be working on getting that information out to the public once it's fully available.

CTAG through tradition has voted to cancel our regularly scheduled December meeting in observance of the holiday season. Our next meeting is tentatively scheduled for January 19, 2021.

**V. Public Comments: None**

**VI. Action Item**

**FY21 Capital Investment Plan Budget Amendments**

**Blanche Sherman**

**Resolution:** A motion to accept the FY21 Capital Investment Plan Budget Amendments:

(a) Low-No Emission Grant Program – Six (6) Fully Electric Buses

(b) Volkswagen Settlement Fund Grant – Two (2) Hybrid or Electric Buses;

was made by **Mayor John Aneralla (Town of Huntersville)**; seconded by **Mayor John Higdon (Town of Matthews)**. Motion carried unanimously.

**VII. Informational Items**

**a. Hambright Park and Ride Project**

**Jill Brim**

**Jill Brim – CATS Transit Corridor Project Manager** – made a presentation on the Hambright Park and Ride Project, based on pages 18-21 in the MTC Agenda packet for November 18<sup>th</sup>, 2020 meeting.

**Discussion:**

**MAYOR ANERALLA (Town of Huntersville):** At one time we talked about not only it being a park-and-ride but also potentially some additional development. Have we not looked at potentially having a partner come in there with, maybe a coffee shop or something?

**MS BRIM:** We have not but we can approach that. We can look into that. The first thing that comes to mind is that there are some restrictions on the uses with the land when we get it from NCDOT. We'll have to make sure it fits within that, but we will definitely look into that.

**MAYOR ANERALLA (Town of Huntersville):** Right now, there's a lot of interest in that intersection and driving a lot of people towards that intersection. I don't know if there's an entity out there that would like the position of commercial entity there.

**CATS CEO LEWIS:** The statement that Jill Brim mentioned before is entirely true. We would have to make sure that any conditional use is passed through the NCDOT any riders on the property; second, we also have to ensure that any commercial activity fit within the potential demand for parking spaces for ridership on our express buses in that, but if we can do that we'll certainly look into commercialize any of our capital investments to help support the system. We will certainly keep that in mind as we continue on in this process.

**b. Huntersville Bus Stop Amenities**

**Jason Lawrence**

**Jason Lawrence – CATS Senior Transit Planner** made a presentation on the Huntersville Bus Stop Amenities, based on pages 23-28 in the MTC Agenda packet for November 18<sup>th</sup>, 2020.

**Discussion:**

**COMMISSIONER HARDEN (Mecklenburg County):** I want to just highlight a couple of things. When I rolled onto the board one of the things, we talked about was getting more shelters and amenities out to the towns. I want to thank Mr. Lewis for really internalizing that feedback and delivering on some of those requests to our towns.

**MAYOR ANERALLA (Town of Huntersville):** I appreciate the effort, and we'd be more than willing to be the guinea pigs for moving these things forward as quickly as possible. I know

you've talked to Mr. Roberts in our public works and I'm sure we can get things moving pretty quickly but thank you.

**MAYOR HIGDON (Town of Matthews):** I'd just like to second what Mayor Aneralla said, that I think the Town of Matthews would be very amenable also to helping move these projects along a little more quickly by having our public works folks do the initial installations. We hope that works out.

#### **VIII. MTC Commissioners' Business**

##### **Charlotte Moves Task Force Update**

**Taiwo Jaiyeoba**

**Taiwo Jaiyeoba – City of Charlotte Assistant City Manager – Director of Planning, Design & Development Department** made a presentation on Charlotte Moves Task Force update, based on pages 30-39 in the MTC Agenda packet for November 18<sup>th</sup>, 2020.

##### **Discussion:**

**COMMISSIONER HARDEN (Mecklenburg County):** What would be helpful to you? Would you like feedback from the MTC or tell us what would be helpful to you.

**ASSISTANT MANAGER JAIYEoba (City of Charlotte):** Yes, we would like feedback from the MTC. Also, what we will be doing is meeting with the town mayors individually. We'll continue to do that to get their feedback as well, but any feedback that you could share with us collectively would be very helpful.

**MAYOR DUSCH (City of Concord):** Just looking at all the graphics, there is nothing heading towards Concord or Cabarrus County; it's all sort of peeling off before it gets there. Tell me, I mean, we're getting involved in this more and more, but every presentation I see just sort of has us shut out, so why is that?

**ASSISTANT MANAGER JAIYEoba (City of Charlotte):** I'll say that right now we are really focused on Charlotte and the County where you have existing plans that we know we have today, but that is not to say that it's at the exclusion of Cabarrus County. That conversation, I believe is part of what CONNECT Beyond is looking at and trying to finish this work as well. While this looks like Charlotte-Mecklenburg right now, it's not necessarily at the exclusion of the surrounding counties, we just don't know what the CONNECT Beyond screens tell us at the end of the day.

**MAYOR DUSCH (City of Concord):** Well, thank you, but I'm just sort of looking at the graphics as somebody from Cabarrus County, from Concord-Kannapolis on up sees that. And it's not even hitting at 29, it turns off of 29. I would suggest having it at the very least heading towards us.

**ASSISTANT MANAGER JAIYEoba (City of Charlotte):** Okay. Jason will have a conversation around that. Thank you, sir.

**COMMISSIONER HARDEN (Mecklenburg County):** Jason and Taiwo, if you guys can reach out to Mayor Dusch and make sure that he understands and I imagine part of his planning strategies is that if we go sales tax, that will be a Mecklenburg County referendum, is that correct?

**ASSISTANT MANAGER JAIYEoba (City of Charlotte):** That's part of the thinking, yes.

**COMMISSIONER HARDEN (Mecklenburg County):** If we have maps that represent Concord do you think that that's going to be problematic for the funding if CONNECT goes in that direction?

**ASSISTANT MANAGER JAIYEoba (City of Charlotte):** No, we don't think so. We actually believe that despite the fact that this may be a Charlotte-Mecklenburg airport, we need to support all of the surrounding counties because all of those directions will connect with the many towns and cities in the surrounding counties, Gaston, Stallings, Indian Trail, Concord. As we find some of those maps, they begin to show clearly some of where these will be headed, but for tax purposes yes, this is Mecklenburg County.

**COMMISSIONER HARDEN (Mecklenburg County):** I wonder if it doesn't strengthen our argument to have that regional connectivity. Just a thought agreeing with the mayor, I just wonder if in fact it strengthens our argument rather than takes away from it?

**MR. THUNBERG (Town of Mooresville Representative):** I think Tai is right about the CONNECT Beyond process because the current governing structure of the MTC is basically it's a department of the City of Charlotte, and the MTC provides policy guidance and all of the tax revenues come from the Charlotte-Mecklenburg area. I think that as the planning director for Charlotte, Tai is doing his job for Charlotte-Mecklenburg and then the MTC at some point -- and then I think the CONNECT Beyond process. We at the end may be talking about different kinds of governance structures and things of that nature. But currently to participate in the extension of some of these things beyond Mecklenburg County, the regional partners have to have a dedicated tax like the one that Charlotte-Mecklenburg has, to fund transit.

I know Iredell County doesn't have that now, and I don't know if Cabarrus and I doubt seriously that they have it either. I don't know that a city tax would qualify, but those are all things are going to end up having to be talked about at some later time.

**TOWN MANAGER GRANT (Town of Cornelius):** Mayor Washam couldn't be on the call today, but Taiwo, he's heard back before from Cornelius, but just for the benefit of the whole group, one of our recommendations has been to name specific projects that would be funded with a potential new sales tax and for Cornelius being for all North Mecklenburg but for Cornelius we'd be very interested to know if the Red Line was included on that. For us it would carry a lot of weight. I know John Lewis' mission is before CATS staff continues to work with North Carolina Railroad and Norfolk Southern in order to make that happen, having the funding source would be great, identifying that once the sales tax is approved then the Red Line could actually be funded.

But also, on the staff side knowing that we have a willing partner in Norfolk Southern and North Carolina Railroad would also go a long way in gaining some support from some individuals in the north. And speaking for me as the manager, I'm never going to speak for the mayor or the town board, but I do think it's important at some point as this goes a little further, a little more defined as to what the plan is and what projects may come out of this, I'll make that the presentation to the full Cornelius board that they can digest this and consider this.

**MAYOR ANERALLA (Town of Huntersville):** Just as a follow-up, and you've heard me say this for a long time, but I've been paying a half cent sales tax for 23 years, so has most anybody who's lived up here. I will personally not support any additional sales tax. If Charlotte wants to go ahead and tax to their benefit for the particular line that goes through or some improvement there, then that's fine.

Then in terms of outside the counties and all that, you know 23 years a lot of people in Mecklenburg County have been paying this half cent sales tax, and in order to extend the line out I'm just wondering what commitments those areas would make or are they looking for some type of subsidy similar to what we do with the bus services outside of our county. Those issues are really going to have to be worked through. But I think it's a big lift for North Mecklenburg to get behind this, but not another sales tax. But we're only 110,000 people out of a million.

**IX. Chief Executive Officer's Report – N/A**

**X. Other Business**

**COMMISSIONER HARDEN (Mecklenburg County):** This concludes my service on the MTC. You'll have a new commissioner to kick around in January. It's been an absolute pleasure getting to know our mayors; and I'm just hoping to maintain our relationships as a private citizen. Thank you very much for your service.

**MAYOR ANERALLA (Town of Huntersville):** As the vice chair, you've done a great job because you were there at every meeting 😊

**XI. Adjourn**

The meeting was adjourned at 6:05 p.m. by Commissioner Susan Harden – MTC Chairwoman (Board of County Commissioners - Mecklenburg County).

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NEXT MTC MEETING: WEDNESDAY, JANUARY 27TH, 2021, STARTS AT 5:30 P.M.





**METROPOLITAN TRANSIT COMMISSION  
INFORMATION ITEM  
INFORMATION SUMMARY**

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**SUBJECT: LYNX Silver Line Public Engagement Update  
(Round #3)**

**DATE: January 27, 2021**

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**1.0 PURPOSE/SCOPE:** To update the MTC on the status of the LYNX Silver Line and the upcoming third round of public engagement.

**2.0 BACKGROUND/JUSTIFICATION:** In February 2019, the MTC adopted a Locally Preferred Alternative (LPA) for the LYNX Silver Line, consisting of a 26-mile light rail alignment and 26 station locations. In January 2020, CATS initiated an alignment refinement process to study the LPA.

The purpose of this study is to understand the risks or uncertainties of the LPA and develop strategies to mitigate against them, as well as progress the definition of the project before advancing more detailed design and environmental review. The refinement process includes land use planning, engineering evaluation, environmental screening, and stakeholder engagement to further define the project. This alignment process also includes an evaluation of an extension to Stallings and/or Indian Trail.

Public engagement is a critical part of this process, which has been challenged by the COVID-19 crisis. However, the LYNX Silver Line team has been able to successfully engage with the public through a variety of methods, including live virtual public meetings, a virtual online map to collect public comment, project videos available on the CATS website and Youtube, neighborhood outreach, newspaper ads, social media posts, e-mail blasts, rider alerts on all CATS vehicles, handouts in libraries, and online surveys. Information is made available in both English and Spanish.

The first round of engagement to kick-off the study was held in March 2020. In fall 2020, the Silver Line team conducted a second round of public engagement focused on presenting the alignment options under consideration for public feedback.

Now that the public has had an opportunity to provide input on the various alignment options and the initial evaluation process is complete, CATS will present the preliminary staff recommendations to the public in February and March for feedback. A newsletter with the recommendations and information on how to provide input will be mailed to all residents and property owners in the corridor.

Following are the dates for the live virtual public meetings:

Focus Area 1 (City of Belmont to I-485): February 16, 2021, 5:30 p.m.

Focus Area 2 (I-485 to West Morehead Street): February 17, 2021, 5:30 p.m.

Focus Area 3 (West Morehead Street to Charlottetown Avenue): February 18, 2021, 5:30 p.m.

Focus Area 4 Charlottetown Avenue to Idlewild Road): February 23, 2021, 5:30 p.m.

Focus Area 5 (Idlewild Road to CPCC Levine): February 25, 2021, 5:30 p.m.

Focus Area 6 (Union County Extension): March 2, 2021, 5:30 p.m.

The virtual public meetings will be available to attend live at the following link ([www.Youtube.com/CharlotteAreaTransitSystem](http://www.Youtube.com/CharlotteAreaTransitSystem)). Each live meeting will feature a presentation and Q&A for each “Focus Area”. These meetings will also be recorded and available on CATS YouTube following the meeting.

All jurisdictions in the corridor, City of Charlotte, City of Belmont, Town of Matthews, Town of Stallings, and Town of Indian Trail, have participated in the study process and will receive presentations on the recommendations in February and March.

Upon completion of this public engagement process, CATS will present the refined LPA recommendation to the MTC for Information on March 24, 2021 and for Action on April, 28, 2021, which will include proposed adjustments to the alignment and stations.

**3.0 PROCUREMENT BACKGROUND:** The LYNX Silver Line program, currently, consists of three separate contracts. The following is the background of each

- LYNX Silver Line Design and Environmental Services
  - Contract executed on March 3, 2020
- LYNX Silver Line Transit Oriented Development (TOD) Planning
  - Contract executed on March 20, 2020
- LYNX Silver Line Rail Trail Study
  - Contract executed June 5, 2020

**4.0 POLICY IMPACT:** N/A

**5.0 ECONOMIC IMPACT:** N/A

**6.0 ALTERNATIVES:** N/A

**7.0 RECOMMENDATION:** N/A

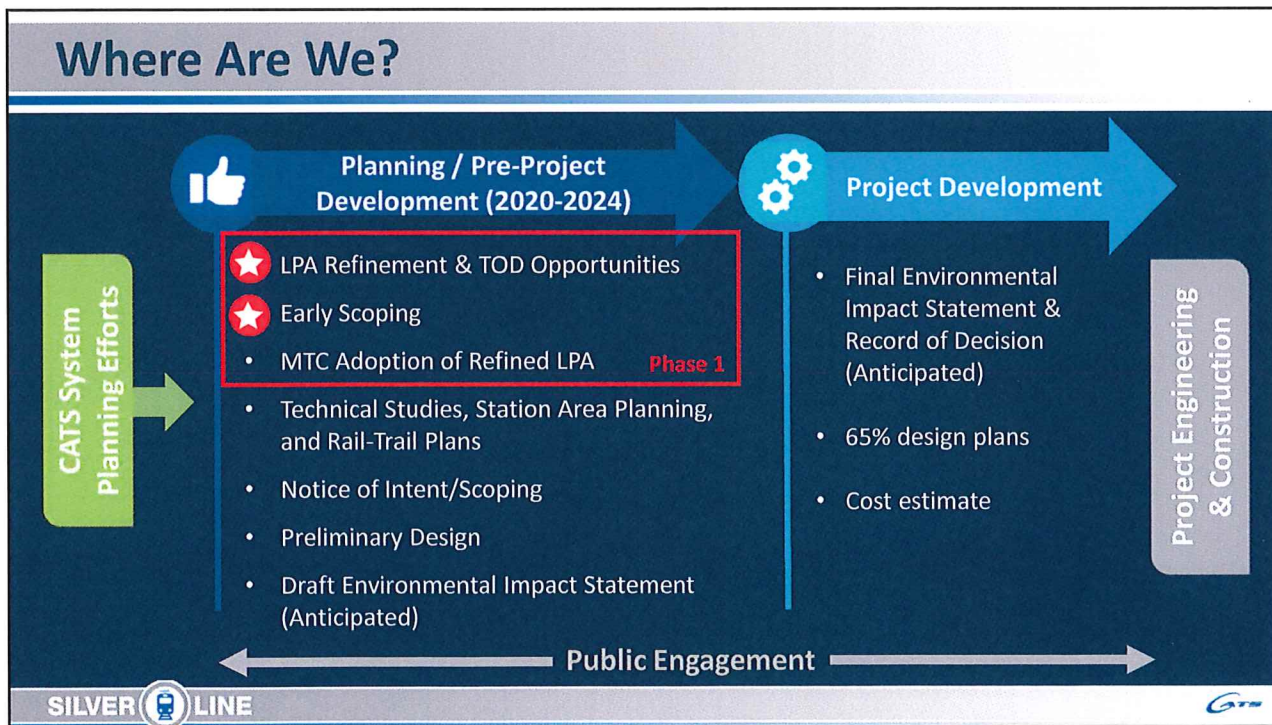
**8.0 ATTACHMENT(S):** N/A

**SUBMITTED AND RECOMMENDED BY:**



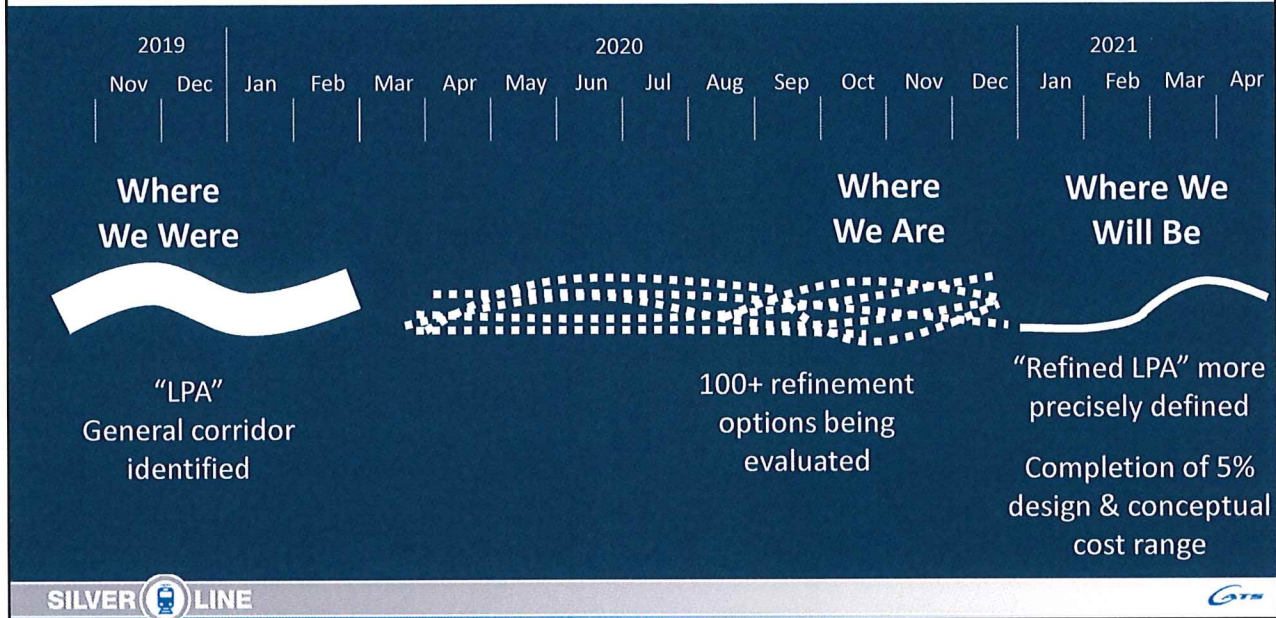
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**John M. Lewis, Jr.**  
**Chief Executive Officer, Charlotte Area Transit**  
**Director of Public Transit, City of Charlotte**

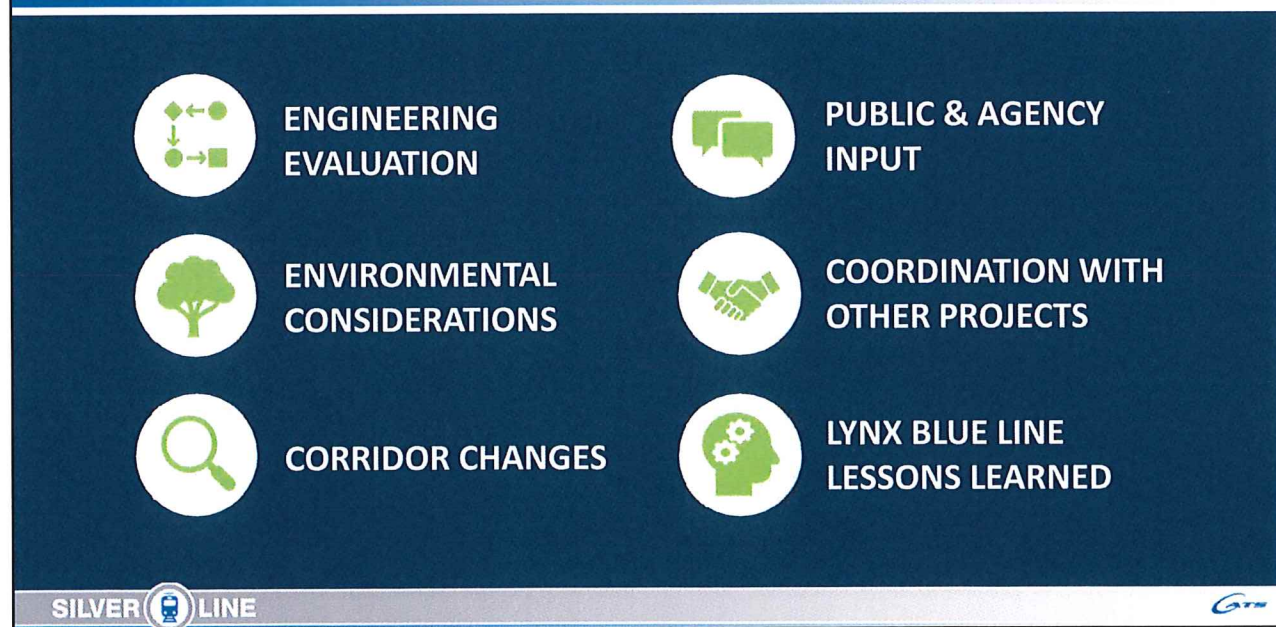




## Phase 1 Approach

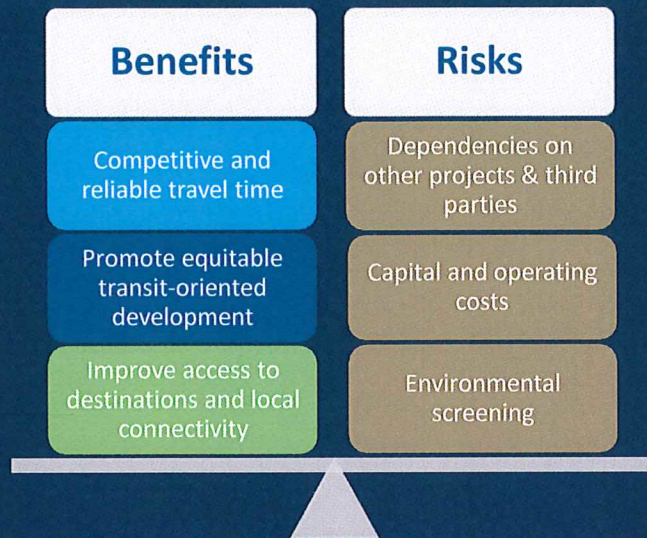


## Refining the Alignment



## Refining the Alignment

Alignment options to enhance **benefits** and minimize **risks** of the locally preferred alternative



SILVER LINE

GTR

## Benefits and Risks

### RISKS

Minimize dependencies on other projects & third parties

Minimize capital and operating costs

Reduce risks associated with environmental screening

### RISKS OBJECTIVES

- Minimize dependencies on other public infrastructure projects, private development projects, and agreement with third parties

- Advance a timely and cost-effective project
- Minimize design elements that increase operating costs and conflicts

- Minimize negative environmental impacts
- Minimize disruption to existing residences and businesses
- Achieve broad public and stakeholder support for design decisions

SILVER LINE

GTR



## Benefits and Risks

### BENEFITS

Achieve competitive and reliable transit travel time

- Achieve reliable transit travel time
- Achieve automobile-competitive travel time

Improve access to destinations and local connectivity enhancements

- Maximize access to jobs, community resources, residential areas, and special events in each station area
- Advance desired corridor context as indicated in adopted neighborhood / community plans
- Facilitate safe and direct multimodal connections between the station and surrounding community destinations

Promote equitable transit-oriented development

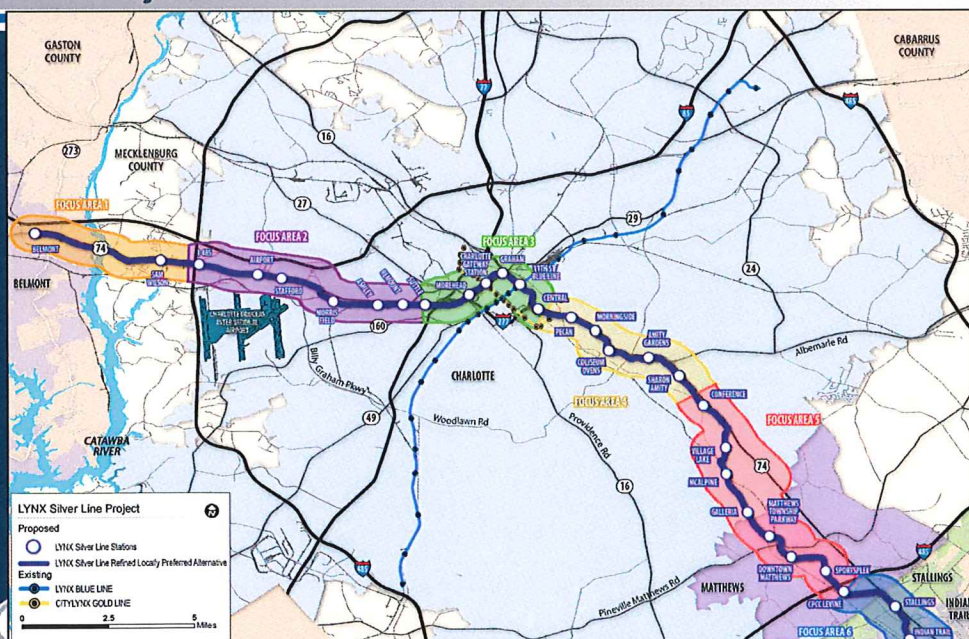
- Enhance opportunities for development consistent with local jurisdiction goals (such as affordable housing & employment)
- Contribute to supporting greater economic mobility for economically-disadvantaged populations

### BENEFITS OBJECTIVES

SILVER LINE



## Preliminary Staff Recommendation

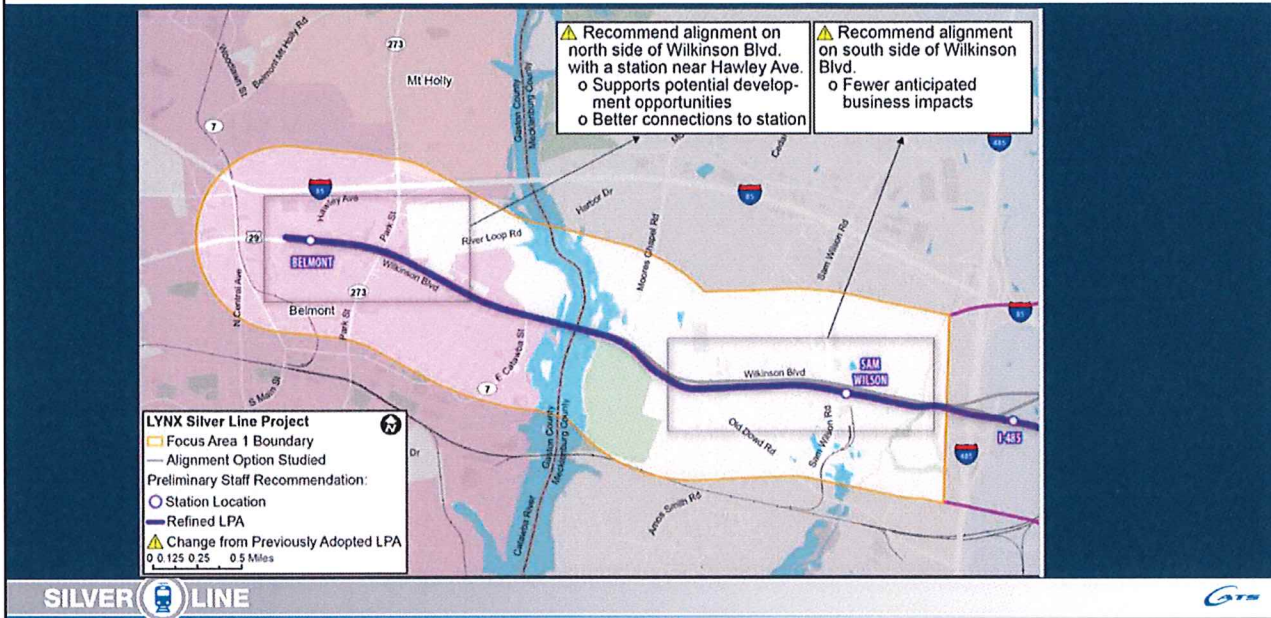


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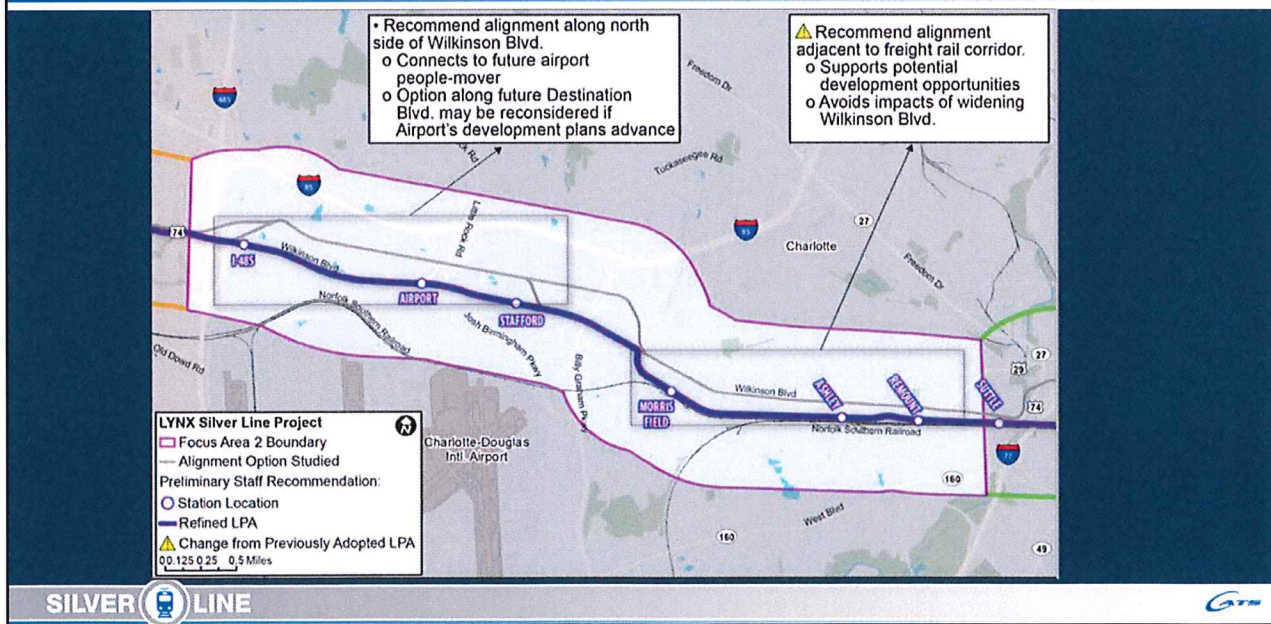




## Preliminary Staff Recommendation : Focus Area 1

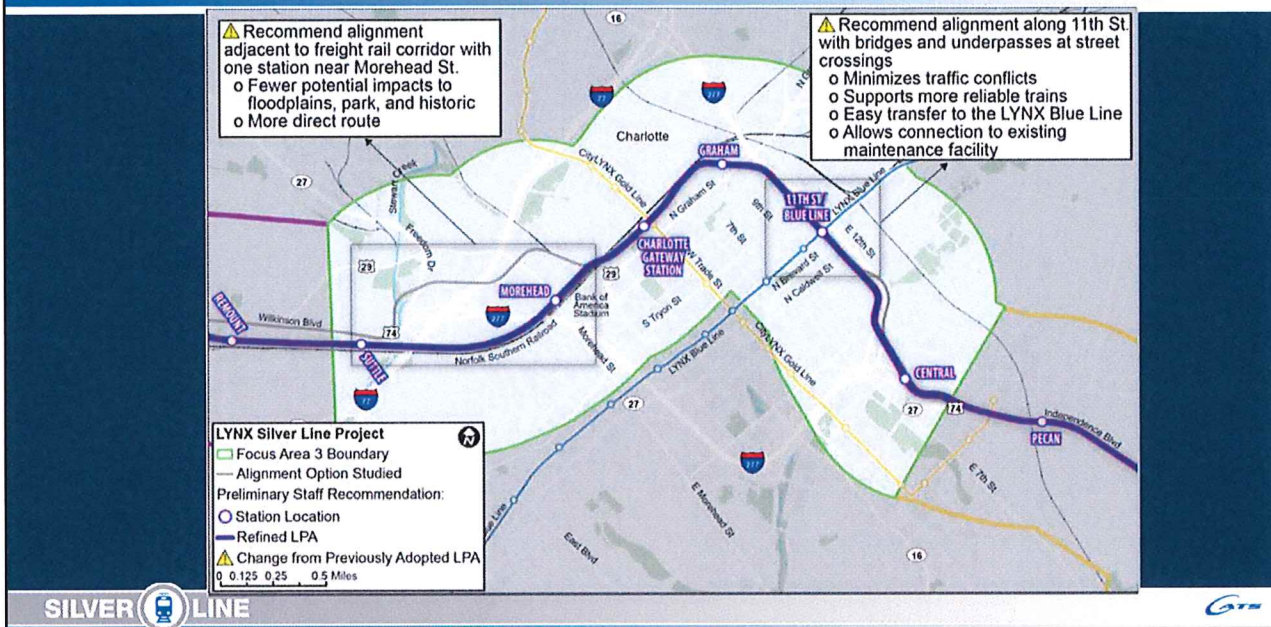


## Preliminary Staff Recommendation : Focus Area 2

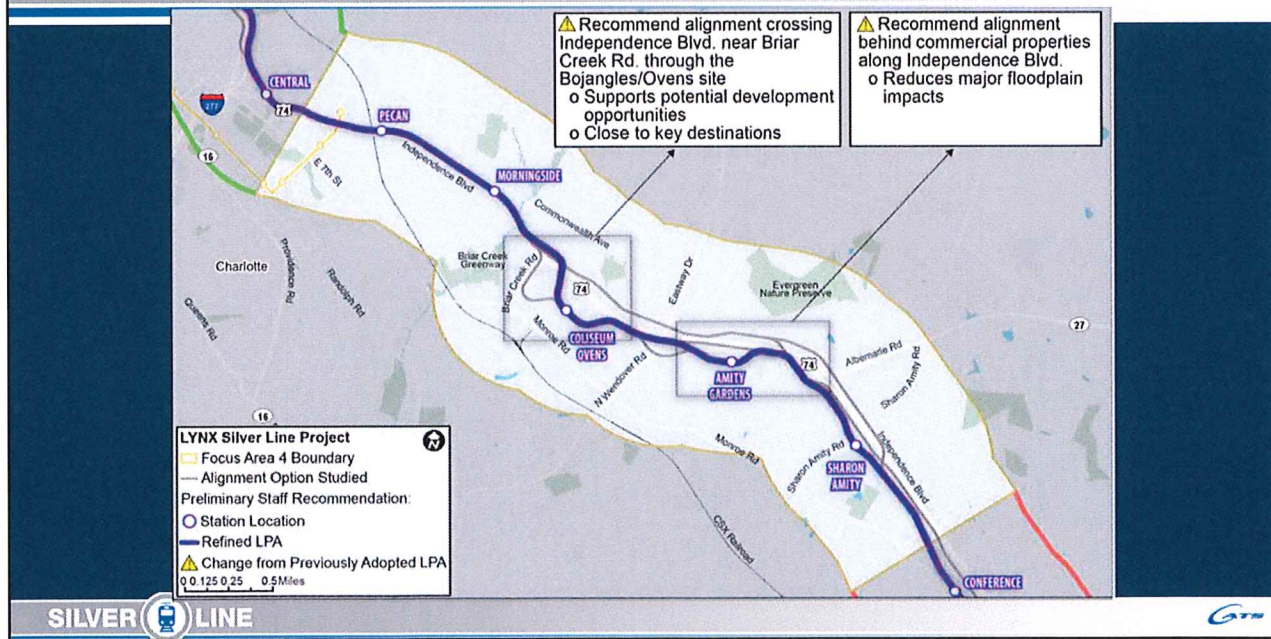




## Preliminary Staff Recommendation : Focus Area 3

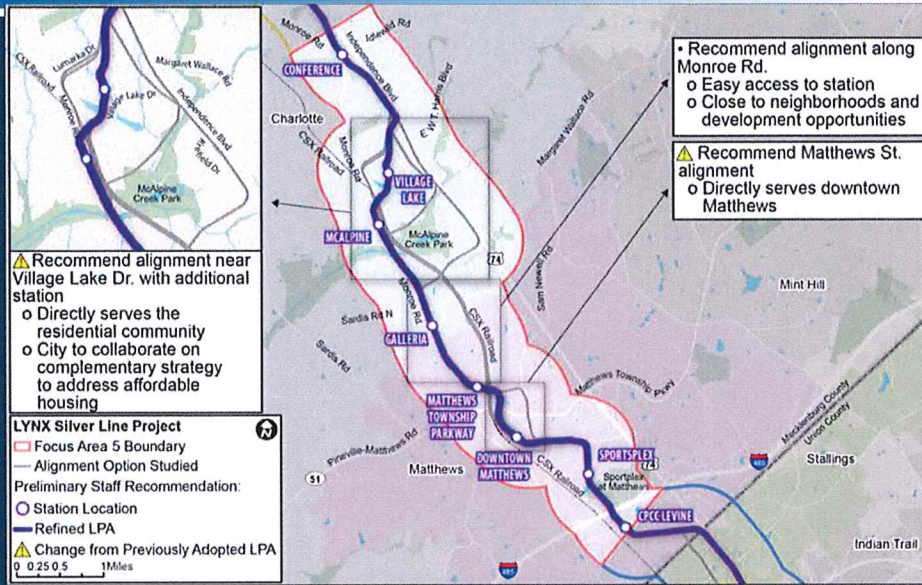


## Preliminary Staff Recommendation : Focus Area 4





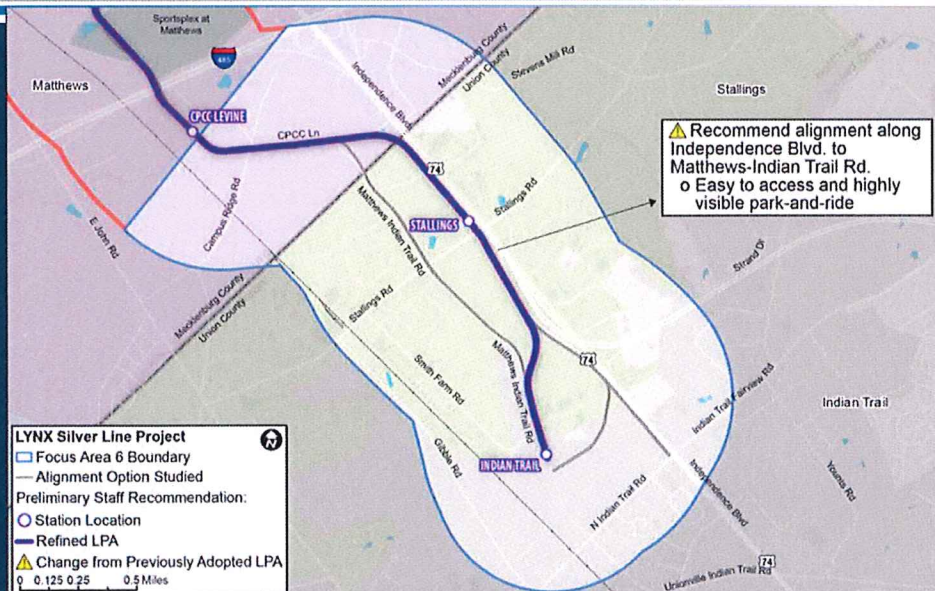
## Preliminary Staff Recommendation : Focus Area 5



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## Preliminary Staff Recommendation : Focus Area 6



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## Early Scoping – Fall 2020



**303 Survey  
Participants**



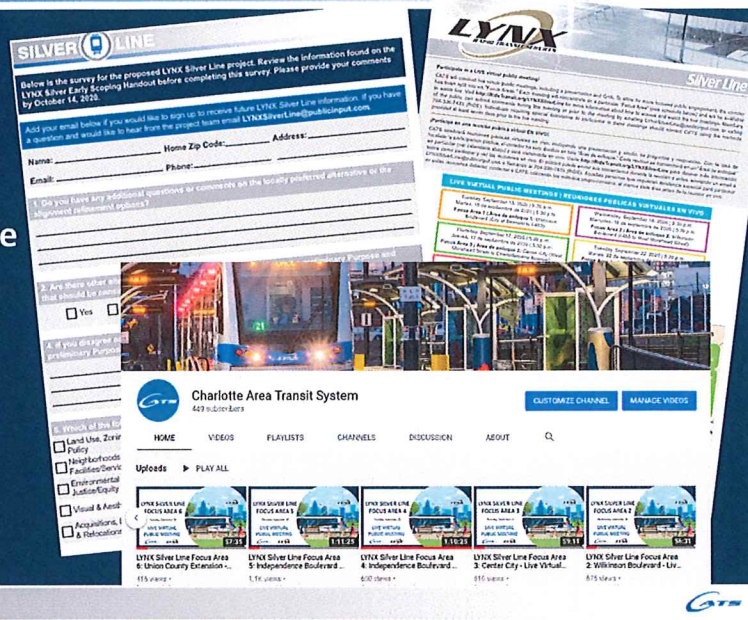
**Video Views  
1,563 Online Open House  
4,429 Live Virtual Public  
Meetings**



**277 Interactive Map  
Participants**



**98 Emails**



## Emerging Themes from Community Engagement

- Overall supportive of Silver Line Purpose and Need
- “Local Connectivity” and “Transit Travel Time” ranked as the highest public priorities from Round 2 public meeting survey.
- Belmont, Matthews, Stallings, and Indian Trail are generally supportive of recommended alignment
- Concerns about gentrification and residential displacement
- Environmental sensitivity in key locations
- Positive views of Rail/Trail being integrated into Silver Line
- Airport connectivity continues to be valued by the public



## Additional Engagement

- Continued outreach to community, including virtual neighborhood meetings with:
  - Enderly Park
  - Fourth Ward
  - MoRA
  - Woodberry Forest
  - Plaza Midwood
  - Airport Neighborhood Committee
  - West Boulevard Neighborhood Coalition
  - Seversville
  - Wesley Heights & Freemore West
  - LISC
- Weekly stakeholder meetings with Matthews Silver Line Task Force
- Finalizing Decision Making Criteria Scorecard

## Public Engagement Strategies

- **Newsletters**
  - 40,000 mailed to residents and property owners in corridor
  - Targeted Spanish version
- **Riders Alert** on all CATS vehicles
  - 20,000 printed hanging rider alerts throughout CATS system
- **Yard signs** at key locations in corridor
- **Government Channel**
  - Public Meeting videos to run day after public meetings at 2 p.m.
- **Media Coverage**
  - Advertisements in Charlotte Observer, Charlotte Post, La Noticia, HolaNews, Que Pasa
  - Press release & media kit
- **Social Media**
  - Twitter, Facebook, NextDoor
  - Social media ads – targeted to corridor, minorities and Spanish-speaking populations
- **E-blast** to stakeholders, businesses, neighborhoods, chambers, other parties along corridor



## Virtual Public Meeting Dates Spring 2021

**Tuesday, February 16:**  
**Focus Area 1:** Wilkinson  
Blvd (City of Belmont to  
I-485)

**Wednesday, February  
17: Focus Area 2:**  
Wilkinson Blvd (I-485 to  
West Morehead St)

**Thursday, February 18:**  
**Focus Area 3:** Center City  
(West Morehead St to  
Charlottetown Ave)

**Tuesday, February 23:**  
**Focus Area 4:**  
Independence Blvd  
(Charlottetown Ave to  
Idlewild Rd)

**Thursday, February 25:**  
**Focus Area 5:**  
Independence Blvd  
(Idlewild Rd to just south  
of I-485 at CPCC Levine)

**Tuesday, March 2: Focus  
Area 6:** Union County  
Extension

All meetings will occur at 5:30 p.m. and air on the Charlotte City Government Channel the following day at 2 p.m.

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## Public Engagement

### Go Online

- Online Open House
  - Project updates
  - Decision-making process video
- Public Survey
- Download Materials



### Get Involved

- Live Virtual Public Meetings
  - February 16, 17, 18, 23, 25, March 2
- Community/ Organization Meetings



### Contact Us

- Contact Team Directly
  - Email
  - Phone
  - Mail



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## Participate!

**Preliminary Staff Recommendations Comment Period:**  
**February 2 - March 11:**



**Online Survey:** [ridetransit.org/LYNXSilverLine](http://ridetransit.org/LYNXSilverLine)

**Text Survey:** Text "Silver Line" to 704-461-4441



**Email:** [LYNXSilverLine@publicinput.com](mailto:LYNXSilverLine@publicinput.com)



**Phone:** 704-336-7433 (RIDE)



**Mail:** Charlotte Area Transit System C/O Marketing Department  
3200 South Boulevard  
Charlotte, NC 28209

**SILVER LINE**



## Getting to LPA Refinement Decisions & Next Steps

### Public Review of Recommendations

- Hard copy mailers & surveys
- Focused community meetings
- 6 "Live" Virtual meetings
- Social media /online engagement
- Preliminary outreach to elected officials

**JAN- MAR**

### Elected Official Outreach

- LPA Recommendation reviews by City of Charlotte, City of Belmont, Town of Matthews, Town of Stallings and Town of Indian Trail elected officials
- Continued focused community meetings

**JAN- APR**

### Adoption of LPA Refinement Recommendations

- MTC Information
  - 3/24/21
- MTC Action
  - 4/28/21

**MAR- APR**

### Station Area Planning

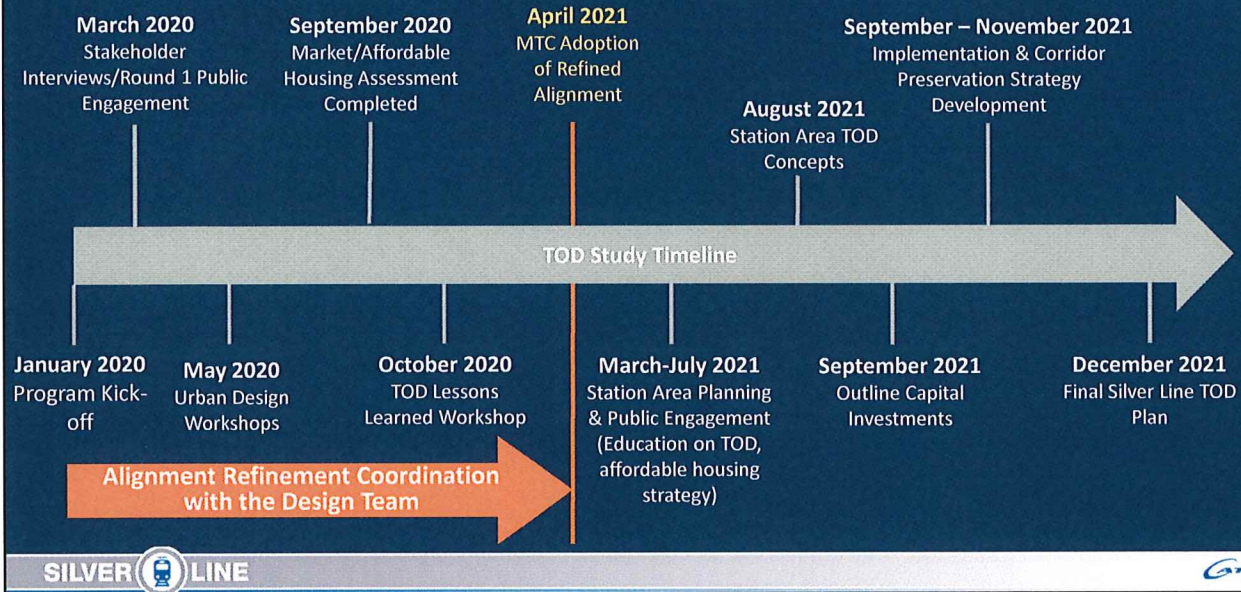
- Begin 15% Design
- Station Area Planning
- Affordable Housing Strategies
- Outline Capital Investments
- Complete Silver Line TOD Plan

**APR- DEC**

**SILVER LINE**



## Silver Line Program- KEY NEXT STEPS



Thank you!







**METROPOLITAN TRANSIT COMMISSION  
INFORMATION ITEM  
STAFF SUMMARY**

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**SUBJECT: CEO Recommended**

**DATE: January 27, 2021**

**FY2022 Preliminary Operating and Debt Service Budget  
FY2022-2026 Preliminary Capital Investment Plan**

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- 1.0 PURPOSE/SCOPE:** This item advises that the Chief Executive Officer will present CATS' FY2022 Preliminary Operating and Debt Service Budgets, and the FY2022-2026 Preliminary Capital Investment Plan (CIP) to the Metropolitan Transit Commission on January 27, 2021.
- 2.0 BACKGROUND/JUSTIFICATION:** The CATS FY2021 Preliminary Operating and Debt Service Budgets and the FY2022-2026 Preliminary Capital Investment Plan (CIP) will be presented in compliance with the Transit Governance Interlocal Agreement. The balanced budgets were developed in compliance with CATS' Financial Policy guidelines and objectives.

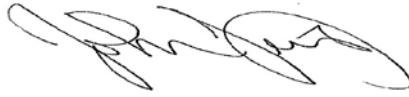
The FY2022 Preliminary Operating and Debt Service Budgets maintain and enhance current services and commitments, with a focus on providing safe and flexible mobility options during the pandemic. The FY2022 Preliminary Operating Budget highlights include the first full year of operations for CityLYNX GoldLine Phase II operations and the Coronavirus Aid, Relief and Economic Security (CARES) Act funding for Transit to cover cost incurred and revenue reductions to the extent of operating expenses as a result of the COVID-19 pandemic.

The FY2022-2026 Preliminary Capital Investment Plan (CIP) advances the 2030 Transit Corridor System Plan while providing enhanced mobility options. Key capital expenses include State of Good Repair, Technology Upgrades, and LYNX Silver Line Light Rail design.

- 3.0 PROCUREMENT BACKGROUND:** N/A
- 4.0 POLICY IMPACT:** The recommended FY2022 Preliminary Operating and Debt Service Budget and FY2022-2026 Preliminary Capital Investment Plan (CIP) were developed in compliance with the following MTC Policy directives, with impacts relating to COVID-19:
- 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:** N/A

8.0 **ATTACHMENT(S)**: N/A

**SUBMITTED AND RECOMMENDED BY:**

A handwritten signature in black ink, appearing to read 'John M. Lewis, Jr.', written over a horizontal line.

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

# **FY2022 PRELIMINARY OPERATING AND DEBT SERVICE BUDGET**

## **FY2022 - FY2026 PRELIMINARY CAPITAL INVESTMENT PLAN**



# Chief Executive Officer's Transmittal Letter

January 27, 2021

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

I am pleased to present to you the CATS' FY2022 Preliminary Operating Budget and FY2022 Preliminary Debt Service Budget, which includes the Staffing Summary and Financial and Business Performance Targets and the FY2022-2026 Capital Investment Plan (CIP) for the Charlotte Area Transit System (CATS.) The balanced budget maintains and enhances current services and commitments with a focus on providing flexible mobility options.

CATS' FY2022 Preliminary Operating Budget is supported primarily by the transit sales tax, fare revenues, service reimbursements, maintenance of effort, operating and non-operating assistance from the Federal and State government and other miscellaneous sources. The budget is structurally balanced, meets most of CATS Financial performance objectives (impact of health pandemic) and delivers a variety of transportation options for the community.

## **FY2022 Priorities:**

The FY2022 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

## **FY2022 Preliminary Operating Budget Highlights:**

- **Coronavirus Aid, Relief and Economic Security (CARES) Act** 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 and capital expenditures.
- **CityLYNX Goldline Phase II** is a 2.5 miles extension of the existing streetcar running from Elizabeth and Hawthorne to Center City is expected to open in FY2021. The new Goldline will carry passengers four (4) miles in modernized streetcars with hybrid technology. FY2022 will be the first full year of operations.

## FY2022 Preliminary Capital Budget Highlights:

- **Silverline Light Rail** is expected to run from the western Union County / Matthews area through uptown Charlotte and west to the Charlotte Douglas Airport (potentially expanding beyond to Gaston County/City of Belmont in the West and Stallings/Indian Trail.) The FY2022-2026 plan shows continued support of the project through FY2022 when 30% design is completed.
- **Technology Upgrades** to enhance delivery of transit services and customer traveling experience, including a Network Infrastructure Refresh.
- **State of Good Repair priorities** including replacement of fixed-route buses with hybrid and fully electric buses, Special Transportation Services (STS) buses and vanpool vehicles; and facility upgrades and enhancements.

The system continues to provide service that meets the current demand with the assistance of the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Sales Tax revenue and other directly generated revenue such as advertising and lease revenue. Sales tax funding has allowed the department to add new capital programs but significant new funding sources are required to further advance the 2030 Transit Corridor System Plan through completion. CATS plans to work with both the public and private sector to outline options to continue developing a growing and sustainable system.

Respectfully Submitted,

John M. Lewis, Jr.

Chief Executive Officer

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# Executive Summary

| BUDGET SUMMARY                                    |   |   |                        |                 |
|---|---|---|------------------------|-----------------|
|   | FY2021<br>Adopted<br>Budget<br>(millions) | FY2022<br>Preliminary<br>Budget<br>(millions) | Variance<br>(millions) | Variance<br>(%) |
| Operating Revenues                                | \$ 175.6                                  | \$ 181.9                                      | \$ 6.3                 | 3.6%            |
| CATS Control Account                              | -   | -   | \$ -                   | 0.0%            |
| <b>Total Operating Revenue</b>                    | <b>\$ 175.6</b>                           | <b>\$ 181.9</b>                               | <b>\$ 6.3</b>          | <b>3.6%</b>     |
| Operating Expenditures                            | \$ 175.6                                  | \$ 181.9                                      | \$ 6.3                 | 3.6%            |
| Transfer to Capital                               | -   | -   | -                      | 0.0%            |
| <b>Total Operating Expenditures and Transfers</b> | <b>\$ 175.6</b>                           | <b>\$ 181.9</b>                               | <b>\$ 6.3</b>          | <b>3.6%</b>     |
| <b>Debt Service Budget</b>                        | <b>\$ 50.9</b>                            | <b>\$ 62.1</b>                                | <b>\$ 11.2</b>         | <b>22.0%</b>    |
| <b>Capital Budget*</b>                            | <b>\$ 258.1</b>                           | <b>\$ 40.5</b>                                | <b>\$ (217.6)</b>      | <b>-84.3%</b>   |

\*FY2022 Preliminary Capital Budget does not include 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 FY2022 preliminary operating budget totals \$181.9 million and remains aligned with MTC approved mission and strategic goals. FY2022 reflects the first full year of operations for CityLYNX Gold Line Phase II with a increase in operating cost to cover staff and related expenses. The budget also reflects the impact of the current health pandemic, estimated fare revenue decreases, and increased operating assistance from the Federal Government.

CATS has effectively controlled operating costs in FY2021 throughout the pandemic and will continue to maintain expense controls through FY2022. Fuel costs remain low due to the hedging program, providing locked pricing and budget stability. Sales tax growth and increased interest earnings are expected to continue in FY2022. Additional revenue through lease agreements, parking deck revenue and user fees are also expected in FY2022.

The FY2022 Capital Investment Plan (CIP) budget totals \$40.5 million which includes projects such as Silverline Light Rail, 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 FY2022 Debt Service totals \$62.1 million, an increase from the prior year amount of \$50.1 million due to principal payments and debt payoffs.

# Budget Summary

## I. OPERATING BUDGET

The FY2022 Preliminary Operating Budget is \$181.9 million.

| BUDGET SUMMARY                                    |                                 |                                     |                   |               |
|---|---------------------------------|-------------------------------------|-------------------|---------------|
|   | FY2021                          | FY2022                              | Variance          | Variance      |
|   | Adopted<br>Budget<br>(millions) | Preliminary<br>Budget<br>(millions) | (millions)        | (%)           |
| Operating Revenues                                | \$ 175.6                        | \$ 181.9                            | \$ 6.3            | 3.6%          |
| CATS Control Account                              | -                               | -                                   | \$ -              | 0.0%          |
| <b>Total Operating Revenue</b>                    | <b>\$ 175.6</b>                 | <b>\$ 181.9</b>                     | <b>\$ 6.3</b>     | <b>3.6%</b>   |
| Operating Expenditures                            |                                 |                                     |                   |               |
| Current Service Levels                            | \$ 175.3                        | \$ 178.0                            | \$ 2.7            | 1.5%          |
| Service Level Changes                             | 0.3                             | \$ 3.9                              | \$ 3.6            | 1200.0%       |
| <b>Subtotal Operating Expenditures</b>            | <b>\$ 175.6</b>                 | <b>\$ 181.9</b>                     | <b>\$ 6.3</b>     | <b>3.6%</b>   |
| Transfer to Capital                               | -                               | -                                   | -                 | 0.0%          |
| <b>Total Operating Expenditures and Transfers</b> | <b>\$ 175.6</b>                 | <b>\$ 181.9</b>                     | <b>\$ 6.3</b>     | <b>3.6%</b>   |
| <b>Debt Service Budget</b>                        | <b>\$ 50.9</b>                  | <b>\$ 62.1</b>                      | <b>\$ 11.2</b>    | <b>22.0%</b>  |
| <b>Capital Budget*</b>                            | <b>\$ 258.1</b>                 | <b>\$ 40.5</b>                      | <b>\$ (217.6)</b> | <b>-84.3%</b> |

Reference: Appendix 1

The FY2022 Preliminary Operating Budget covers cost for transit provided by the City of Charlotte and contracted employees. Approximately 61.0% (or \$110.4 million) of the Operating Budget includes Personnel Services with the remaining 39.0% covering other operating expenses (or \$71.5 million.)

Direct services account for 86.3% (or \$157.0 million) of the Operating Budget. Support services and other indirect services account for 13.7% (or \$24.9 million) of the Operating Budget.

## A. Operating Revenues: \$175.6 million

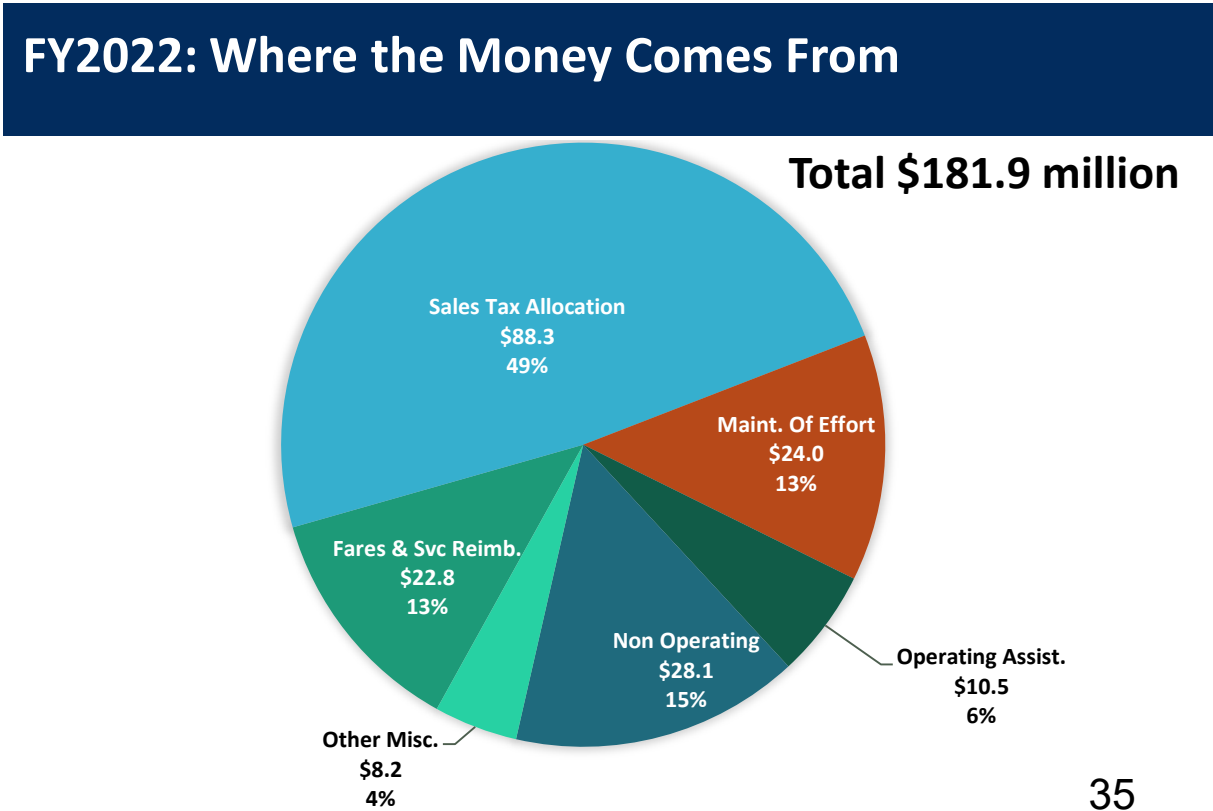
In FY2022, operating revenues are projected at \$181.9 million, an increase of \$6.3 million compared to the FY2021 Adopted Budget, which represents an increase of 3.6%.

Despite a overall increase in Revenue, Passenger Fares are expected to continue to decline as result of the COVID-19 pandemic. Statewide Stay at Home orders, social distancing mandates, and the cancellation of major events are currently impacting ridership and are expected to continue into FY2022. Fares are expected to decrease by \$2.5 million in FY2022.

Operating Assistance will increase by \$5.4 million as a result of the CARES Act funding (\$6.9 million increase) a decrease in Federal CMAQ funding (\$1.7 million decrease) and an increase (\$0.2 million) in City Funding for the GoldLine Phase II. Federal CARES Act funding will cover revenue decreases and direct expenses related to the current health pandemic, Personal Protection Equipment (PPE), equipment to assist with social distancing, cleaning services and awareness campaigns and materials.

Other changes include a \$0.7 million increase in Maintenance of Effort funding from the City of Charlotte, \$1.8 million increase in Interest earnings, and \$0.2 million in private partner agreements with Lowes, UNCC, Charlotte Douglas Airport, and others. Grant Funded Preventive Maintenance and Unified Planning Work Program (UPWP) funding will increase by \$1.0 million while grant funded Transit Oriented Development (TOD) planning decreased by \$0.4 million as the grant funded project comes to an end.

The following chart identifies the sources of the \$181.9 million in revenue that will fund the FY2022 operating programs.



# Budget Summary

Key changes in revenue in the FY2022 Preliminary Operating Budget versus the FY2021 Adopted Operating Budget are as follows:

| Revenue Source  | FY2021<br>Adopted<br>Budget<br>(millions) | FY2022<br>Preliminary<br>Operating Budget<br>(millions) | Variance<br>(millions) | Variance<br>(%) |
|---|---|---|------------------------|-----------------|
| <u>Operating Allocation</u><br>The Operating Allocation increase reflects an updated sales tax trendline provided by the City Treasurer's Office.   | \$ 88.2                                   | \$ 88.3   | \$ 0.1                 | 0.1%            |
| <u>Fare Revenues and Service Reimbursements</u><br>Fares are projected to decline as our current government continues to promote social distancing to combat the COVID-19 Pandemic. It is uncertain when the Statewide mandates and social distancing requirements will lift.   | \$ 25.3                                   | \$ 22.8   | \$ (2.5)               | -9.9%           |
| <u>Maintenance of Effort</u><br>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%.  | \$ 23.3                                   | \$ 24.0   | \$ 0.7                 | 3.0%            |
| <u>Operating Assistance</u><br>The net increase is a combination of Federal CARES ACT funding, Federal CMAQ for Service Expansions and City of Charlotte funds for Goldline operations. Federal CARES ACT 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 revenue decreases. The total increase for CARES Act funding is \$6.8 million. Federal CMAQ funding decreased by \$1.7 million as the BLE reached its 3rd year of operations in FY2021. Operating assistance from the City of Charlotte will increase by \$0.9 million for Goldline Phase 1 & 2 operations. FY2022 is the first full year of Goldline Phase II operations | \$ 5.1                                    | \$ 10.5   | \$ 5.4                 | 105.9%          |
| <u>Other (Miscellaneous)</u><br>Other Miscellaneous revenues include advertising, lease agreements and interest earned. Interest earnings are expected to increase by \$1.8 million to better align with prior year actuals and current trend. Leases and Private partner agreements are expected to increase by a net amount of \$0.2 million.   | \$ 6.2                                    | \$ 8.2  | \$ 2.0                 | 33.6%           |
| <u>Non-Operating Revenue</u><br>Grant Funded Preventive Maintenance and UPWP funding is expected to increase by \$1.0 million while TOD Pilot Program Planning Grant matching funds decreased by (\$0.4 million) as the project comes to an end.  | \$ 27.5                                   | \$ 28.1   | \$ 0.6                 | 2.2%            |
| <b>Total Operating Budgetary Increases (Decreases)</b>  | <b>\$ 175.6</b>                           | <b>\$ 181.9</b>   | <b>\$ 6.3</b>          | <b>3.6%</b>     |

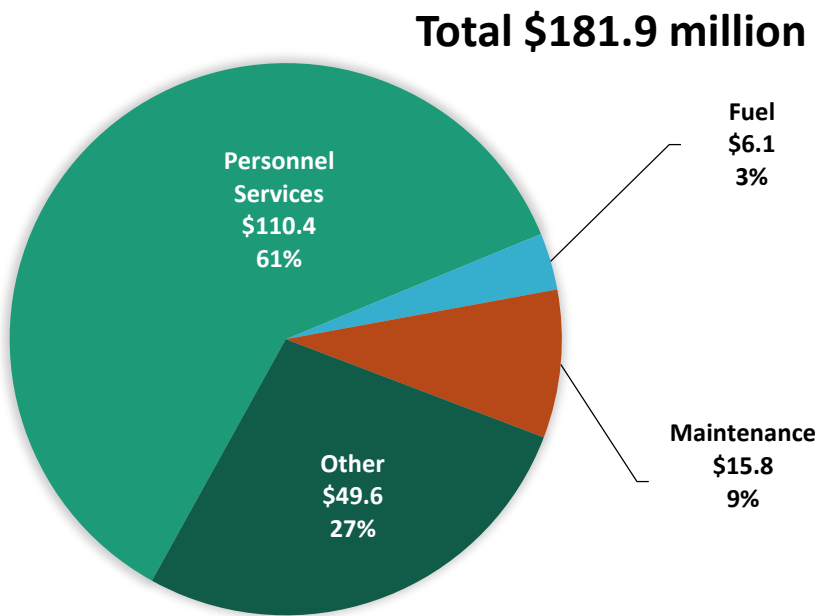
**B. Operating Expenses: \$175.6 million**

In FY2022, operating expenses are projected at \$181.9 million, an increase of \$6.3 million compared to the FY2021 Adopted Budget, or 3.6% increase. This increase is primarily due to maintenance costs and other operating expenses. Other operating expenses increased by \$4.1 million due to MOUs for facility services, direct COVID expenses for both bus and rail, streetcar operations (FY22 is the first full year of operations), subrecipient funding and procurement services. Maintenance costs increased by \$2.3 million due to incremental S70 Overhauls for the light rail vehicles, on-going State of Good repair for Bus and Special Transportation Services vehicles, and the direct COVID related expenses for social distancing requirements. Fuel is expected to decrease by \$0.2 million in FY2022 due to slightly lower cost per gallon and lower consumption, from \$2.00 in FY2021 to \$1.80 in FY2022.

**C. Operating Balance: \$0.0 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 FY2022 the department will utilize the CATS Control account to fund all capital program eliminating any transfers from Operating to Capital.

## FY2022: Where the Money Goes



# Budget Summary

Key changes in expenses in the FY2022 Preliminary Operating Budget versus the FY2021 Adopted Operating Budget are as follows:

| Expenditure   | FY2021<br>Adopted<br>Budget<br>(millions) | FY2022<br>Preliminary<br>Operating Budget<br>(millions) | Variance<br>(millions) | Variance<br>(%) |
|---|---|---|------------------------|-----------------|
| <u>Personal Services</u>  | \$ 110.3                                  | \$ 110.4  | \$ 0.1                 | 0.1%            |
| -Increases for City employees<br>-Increase headcount for City Staff by one (1) grant funded position to support operations and administration.  |   |   |                        |                 |
| <u>Fuel</u>   | \$ 6.3                                    | \$ 6.1  | \$ (0.2)               | -3.2%           |
| Diesel fuel for Bus & STS Operations is forward purchased at approximately \$1.80/gallon in FY2022. In FY2021 it was forward purchased at \$2.00/gallon resulting in decrease between FY2021 and the preliminary FY2022 budget. Fuel is expected to decrease in FY2022 due to the uncertainty of social distancing requirements and the need to operate on a modified schedule.   |   |   |                        |                 |
| <u>Maintenance</u>  | \$ 13.5                                   | \$ 15.8   | \$ 2.3                 | 17.0%           |
| Maintenance cost for Bus, STS, and Rail increased by \$2.3 million due to aging fleet and repairs and COVID related cleaning, PPE and Social distancing equipment installed on the fleet.   |   |   |                        |                 |
| <u>Other Operating Expense</u>  | \$ 45.5                                   | \$ 49.6   | \$ 4.1                 | 8.9%            |
| Facility Services increased by \$0.5 million due to Electrical and EPM Building Services MOU increases and increased cleaning due to the current health pandemic. Light Rail and Bus Operations increased by \$2.2 million due to current health pandemic; increased cleaning services and PPE. Streetcar increased by \$0.7 million to account for additional equipment and services due to the Goldline Phase II operations. Subrecipient Section 5310 funding increased by \$0.3 million to account for all awarded projects in the fiscal year. Customer Service increased by \$0.2 million to account for new marketing campaigns, additional advertising due to service expansions and COVID. Procurement Services increased by \$0.2 million for additional training, shared city cost and temporary assistance staff. |   |   |                        |                 |
| <b>Total Operating Budgetary Increases (Decreases)</b>  | <b>\$ 175.6</b>                           | <b>\$ 181.9</b>   | <b>\$ 6.3</b>          | <b>3.6%</b>     |

**D. Service Level Changes**

The FY2022 Preliminary Operating Budget includes service level changes totaling \$0.1 million in additional expenses tied to one (1) additional City full-time equivalent (FTE) position:

| Section              | Position        | FTE | Additional Budget |
|----------------------|-----------------|-----|-------------------|
| 413001 - Development | GIS Coordinator | 1   | \$ 87,987         |

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**E. Staffing**

The FY2022 Preliminary Operating Budget provides for 579.75 full-time equivalent (FTE) positions, which includes one (1) 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: \$62.1 million**

No new debt financing is planned for FY2022. 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: \$62.1 million**

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

In FY2022, debt service expenses are as follows:

- \$62.0 million is for principal and interest payments shown below
- \$ 0.1 million covers miscellaneous fees

| Project                               | Source of Funding | FY2022                          |
|---------------------------------------|-------------------|---------------------------------|
|                                       |                   | Principal & Interest (millions) |
| Blue Line Extension                   | Federal           | \$ 0.6                          |
|                                       | State             | \$ 41.6                         |
|                                       | Local             | \$ 9.6                          |
| Blue Line & Transit Facilities        | Local             | \$ 6.6                          |
| South Tryon Bus Garage                | Federal           | \$ 3.0                          |
|                                       | Local             | \$ 0.7                          |
| Total FY2022 Preliminary Debt Service |                   | \$ 62.1                         |

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 FY2022 **\$3.0** 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’ \$120.7 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:

|          | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | TOTAL<br>FY2022 -<br>FY2026 |
|----------|--------|--------|--------|--------|--------|-----------------------------|
| Revenues | 40.5   | 28.7   | 18.1   | 17.4   | 16.0   | 120.7                       |
| Expenses | 40.5   | 28.7   | 18.1   | 17.4   | 16.0   | 120.7                       |

*Note:*  
*Excludes Grant-Funded Operating Projects*

**A. Capital Revenues: \$120.7 million**

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

The FY2022 through FY2026 CATS’ capital program consists of the following:

- **\$60.8** million from federal grants including Federal Formula, Bus and Bus Facilities, and Enhanced Mobility funding.
- **\$7.2** million from state grants including the Urban State Matching funds for vehicle purchases.
- **\$9.7** million in private and local funding for the Southend and Hambright Stations.
- **\$43.0** million from transit sales tax (transfer from the operating balance, CATS Control Account and CATS Fund Balance).

# Budget Summary

## **B. Capital Expenditures: \$120.7 million**

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

| Capital Program/Project  | FY2022-FY2026 Total   |
|--|-----------------------|
| <u>State of Good Repair - Vehicle Replacements</u><br>Replacement of revenue service vehicles that have reached the end of their useful life. In FY2022 CATS will replace 10 Buses, 11 Special Transportation Services vehicles, and 14 Vanpool vehicles for the Vanpool program.  | \$ 62,510,257         |
| <u>State of Good Repair - Facilities and Others</u><br>Replacement, upgrades or repair of transit assets including renovations/repairs of transit facilities to comply with federal Transit Asset Management guidelines.   | 5,400,244             |
| <u>Transit Safety &amp; Security</u><br>Programs and projects to advance safe, reliable, and equitable transit service throughout the system including camera replacements and dispatch upgrades.  | 3,357,776             |
| <u>Transit Long Range Capital Improvement</u><br>Design services for rapid transit, rail, bus, streetcar and facility improvements to better serve the region. Projects include design for the new Silverline Light Rail project, a new South End station, ADA enhancements, and the new Hambright Park and Ride Lot and Transit Center. | 41,799,500            |
| <u>Transit Non-Revenue Vehicles</u><br>Purchase and replacement of non-revenue vehicles for supervisory staff, maintenance and repair calls.   | 2,198,802             |
| <u>Transit New Equipment</u><br>The purchase of new equipment such as a tug replacement vehicle, technology upgrades and replacements, and other critical equipment for the upkeep of buses and light rail vehicles.   | 5,463,163             |
| <b>Total 5-year Capital Investment Plan</b>  | <b>\$ 120,729,742</b> |

*Notes:*

1. Excludes Grant-Funded Operating Projects totaling \$56.5 million for FY2022 – FY2026

## 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. This will result in a total of approximately a 4-mile long double-track streetcar system which will extend from Johnson C. Smith University through Center City Charlotte, to Novant Health and Sunnyside Avenue.

The project is being funded by a federal small starts grant for \$73.0 million and with a local match of \$73.0 million funded by the City of Charlotte. Construction began in early 2017 and is scheduled to be completed in FY2021.

## 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 will provide approximately 15.3 million rides in FY2022 on its bus, light rail, streetcar, vanpool and Special Transportation Services vehicles.

The Goldline Phase II extension is expected to operate a full year in FY2022 providing an additional 2.5 miles of service from Sunnyside Avenue through Center City and will terminate at French Street near Johnson C. Smith University. As a result Streetcar ridership is projected to increase in FY2022.

Blue Line Extension continues to attract ridership and is expected to slightly increase in FY2022 as development around the alignment continues to grow and Statewide COVID-related restrictions lift. 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 FY2022 budget stays constant with Bus Revenue Service Hours projected to be the same as the FY2021 projection of \$745,562. Social distancing requirements and decreased service demand are expected to continue into FY2022 due to the current health pandemic.

| Mode                        | Ridership         |                    |                   | Revenue Service Hours |                   |                  |
|-----------------------------|-------------------|--------------------|-------------------|-----------------------|-------------------|------------------|
|                             | FY2021            | FY2022             | FY2023            | FY2021                | FY2022            | FY2023           |
|                             | Projected         | Preliminary Budget | Estimated         | Projected             | Peliminary Budget | Estimated        |
| Bus                         | 7,592,646         | 9,383,722          | 11,174,798        | 745,562               | 745,562           | 800,177          |
| Light Rail                  | 3,307,016         | 4,873,628          | 6,440,240         | 118,076               | 118,076           | 131,812          |
| Streetcar                   | 307,500           | 743,444            | 743,444           | 9,137                 | 18,275            | 18,275           |
| Special Transportation Svc. | 109,881           | 109,881            | 109,881           | 17,462                | 141,129           | 18,384           |
| Vanpool                     | 157,961           | 191,818            | 225,675           | 121,123               | 121,123           | 131,126          |
| <b>Total</b>                | <b>11,475,004</b> | <b>15,302,493</b>  | <b>18,694,038</b> | <b>1,011,360</b>      | <b>1,144,165</b>  | <b>1,099,774</b> |

**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.

**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.

**FACILITIES**



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

**CUSTOMER SERVICE, MARKETING & TECHNOLOGY**



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



**FINANCE & PROCUREMENT**

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



**DEVELOPMENT & PLANNING**

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



**SAFETY & SECURITY**

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



**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

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# Appendix 1 – Operating Budget Summary

## Preliminary Operating Budget Summary

|                             | FY2019<br>Actuals    | FY2020<br>Actuals<br>Audited | FY2021<br>Adopted<br>Budget | FY2021<br>Year-End<br>Projection | FY2022<br>Preliminary<br>Budget |
|-----------------------------|----------------------|------------------------------|-----------------------------|----------------------------------|---------------------------------|
| <b>Sales Tax Allocation</b> |                      |                              |                             |                                  |                                 |
| A Sales Tax Receipts        | \$ 107,535,197       | \$ 107,778,981               | \$ 105,980,101              | \$ 105,980,101                   | \$ 108,235,200                  |
| B Less Sales Tax Trendline  | (87,499,000)         | (97,000,000)                 | (105,201,000)               | (105,201,000)                    | (105,201,000)                   |
| A - B = C Net Difference    | <b>\$ 20,036,197</b> | <b>\$ 10,778,981</b>         | <b>\$ 779,101</b>           | <b>\$ 779,101</b>                | <b>\$ 3,034,200</b>             |

### Sales Tax Available for Allocation:

|  |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| D Transfer to (from) Revenue Reserve                         | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                  |
| E Transfer to Debt Service Fund                              | 17,232,117            | 17,667,788            | 16,975,589            | 16,975,589            | 16,939,000            |
| F Transfer to Operating Fund (Operating Alloc)               | 70,266,883            | 79,332,212            | 88,225,411            | 88,225,411            | 88,262,000            |
| G CATS Control Account                                       | 20,036,197            | 10,778,981            | 779,101               | 779,101               | 3,034,200             |
| <b>D + E + F + G = I Sales Tax Allocation to Other Funds</b> | <b>\$ 107,535,197</b> | <b>\$ 107,778,981</b> | <b>\$ 105,980,101</b> | <b>\$ 105,980,101</b> | <b>\$ 108,235,200</b> |

## Operating Fund

### Revenues:

#### Operating Revenues:

|                                   |                       |                       |                       |                       |                       |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Sales Tax Operating Allocation    | \$ 70,266,883         | \$ 79,332,212         | \$ 88,225,411         | \$ 88,225,411         | \$ 88,262,000         |
| Fares and Service Reimbursements  | 27,722,905            | 21,028,419            | 25,250,452            | 16,846,141            | 22,794,490            |
| Maintenance of Effort - Charlotte | 21,970,562            | 22,629,679            | 23,308,600            | 23,308,600            | 24,007,826            |
| Operating Assistance              | 8,909,835             | 6,273,126             | 5,138,020             | 22,701,256            | 10,549,950            |
| CATS Control Account              | -                     | -                     | -                     | -                     | -                     |
| Other (Advertising, Misc)         | 7,635,757             | 5,621,239             | 6,136,611             | 7,425,277             | 8,153,918             |
| <b>Subtotal</b>                   | <b>\$ 136,505,942</b> | <b>\$ 134,884,675</b> | <b>\$ 148,059,094</b> | <b>\$ 158,506,685</b> | <b>\$ 153,768,183</b> |

#### Non-Operating Revenue

|  |            |            |            |            |            |
|--|------------|------------|------------|------------|------------|
|  | 15,932,916 | 24,508,729 | 27,539,930 | 16,203,207 | 28,119,190 |
|--|------------|------------|------------|------------|------------|

#### Total Operating Revenues

|  |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | <b>\$ 152,438,858</b> | <b>\$ 159,393,404</b> | <b>\$ 175,599,024</b> | <b>\$ 174,709,892</b> | <b>\$ 181,887,373</b> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|

#### Operating Expenditures

|                              |                       |                       |                       |                       |                       |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Transportation Services      | \$ 141,808,636        | \$ 142,016,893        | \$ 151,640,118        | \$ 151,495,553        | \$ 156,964,720        |
| Transit Development          | 4,762,748             | 3,705,108             | 5,905,393             | 4,686,638             | 5,215,252             |
| Marketing and Communications | 3,238,402             | 3,086,973             | 5,042,502             | 4,592,175             | 5,993,893             |
| Executive and Administration | 11,063,053            | 11,227,571            | 13,117,067            | 14,041,583            | 13,713,508            |
| <b>Subtotal</b>              | <b>\$ 160,872,839</b> | <b>\$ 160,036,545</b> | <b>\$ 175,705,080</b> | <b>\$ 174,815,949</b> | <b>\$ 181,887,373</b> |

|                                    |             |             |           |           |   |
|------------------------------------|-------------|-------------|-----------|-----------|---|
| Transfers to Eligible CIP Projects | (2,816,593) | (1,139,477) | (106,057) | (106,057) | - |
|------------------------------------|-------------|-------------|-----------|-----------|---|

#### Total Net Operating Expense

|  |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | <b>\$ 158,056,246</b> | <b>\$ 158,897,068</b> | <b>\$ 175,599,023</b> | <b>\$ 174,709,892</b> | <b>\$ 181,887,373</b> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|

|                                |         |         |   |   |   |
|--------------------------------|---------|---------|---|---|---|
| Transfer from Operating to CIP | 294,705 | 981,600 | - | - | - |
|--------------------------------|---------|---------|---|---|---|

#### Total Operating Expenditures

|  |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | <b>\$ 158,350,951</b> | <b>\$ 159,878,668</b> | <b>\$ 175,599,023</b> | <b>\$ 174,709,892</b> | <b>\$ 181,887,373</b> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|



## Appendix 2 – Performance Objectives

| Performance Objectives                        |                   |                              |                             |                               |                                 |
|---|-------------------|------------------------------|-----------------------------|-------------------------------|---------------------------------|
| Financial Performance Objectives              |                   |                              |                             |                               |                                 |
|   | FY2019<br>Actuals | FY2020<br>Audited<br>Actuals | FY2021<br>Adopted<br>Budget | FY2021<br>Year End Projection | FY2022<br>Preliminary<br>Budget |
| <b>SYSTEM SUBSIDY</b>                         |                   |                              |                             |                               |                                 |
| ≤ 80% of Total Operating Cost                 | 77.5%             | 83.1%                        | 81.9%                       | 86.1%                         | 82.9% <sup>1</sup><br>2         |
| <b>OPERATING RATIO (W/O Capital Interest)</b> | 22.5%             | 16.9%                        | 18.1%                       | 13.9%                         | 17.1%                           |
| <b>PASSENGERS PER HOUR</b>                    |                   |                              |                             |                               |                                 |
| (Bus ≥ 20 passengers per hour)                | 15.6              | 12.7                         | 15.1                        | 10.2                          | 12.6                            |
| (Light Rail ≥ 90 passengers per hour)         | 106.3             | 97.4                         | 103.9                       | 53.0                          | 72.7                            |
| <b>ADMINISTRATIVE OVERHEAD</b><br>(≤ 15%)     | 11.5%             | 11.9%                        | 14.5%                       | 14.9%                         | 15.3%                           |
| <b>GROSS DEBT SERVICE COVERAGE</b><br>(> 3.0) | 6.08              | 5.74                         | 6.36                        | 6.36                          | 8.15                            |
| <b>NET DEBT SERVICE COVERAGE</b><br>(≥ 1.15)  | 1.76              | 1.49                         | 1.15                        | 1.04                          | 1.43                            |

### Notes:

- 1) In the FY2022 Preliminary Budget the total Operating Expense used to calculate System Subsidy, Operating Ratio and Net Debt Service Coverage does not include \$971,114 in pass through funding for subrecipient projects.
- 2) In FY2021 ridership and fares were 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 FY2022. As a result, the system subsidy exceeds the 80% threshold.



| CATS TRAX FY20 Aggregate Scorecard  |   |                  |             |                  |
|-------------------------------------|---|------------------|-------------|------------------|
| Strategy                            | Metric  | Performance Goal | Goal Points | Q4 Earned Points |
| Customer Satisfaction               | Overall Customer Satisfaction                             | 90%              | 10.0        | 9.3              |
|                                     | Overall Net Promoter Score                                | 58%              | 10.0        | 10.0             |
|                                     | Overall On-Time Performance                               | 89%              | 7.0         | 7.5              |
|                                     | Overall Ridership**                                       | 23,500,000       | 3.0         | 1.1              |
|                                     | Overall Ridership**                                       | 100%             |             |                  |
|                                     |   |                  | 30.0        | 27.9             |
| Financial Stability                 | Taxpayer Subsidy Percentage, (CATS Policy ≤80%)**         | <80%             | 8.0         | 7.6              |
|                                     | Net Debt Service Coverage Threshold (CATS Policy >1.15)** | >1.15            | 7.0         | 7.0              |
|                                     | Overall Operating Cost/Revenue Hour**                     | \$142.21         | 6.0         | 5.4              |
|                                     | Overall Customers/Revenue Hour                            | 21.0             | 6.0         | 2.9              |
|                                     | Directly Generated Revenue**                              | 3.0%             | 3.0         | 2.5              |
|                                     |   |                  | 30.0        | 25.4             |
| Employee Success                    | Employee Engagement                                       | 80%              | 8.0         | 6.3              |
|                                     | Employee Satisfaction                                     | 85%              | 8.0         | 5.7              |
|                                     | Customer Satisfaction with CATS Employees                 | 86%              | 5.0         | 4.9              |
|                                     | Customer Satisfaction with Call Center Interactions       | 87%              | 4.0         | 3.9              |
|                                     |   |                  | 25.0        | 20.8             |
| Community Impact                    | Economic Impact**   | 1.27             | 5.0         | 5.9              |
|                                     | Community Perception of Community Value                   | 85%              | 4.0         | 3.9              |
|                                     | Access to Key Destinations*                               | 24%              | 3.0         | 1.2              |
|                                     | Jobs Created from Transit & Transit Infrastructure**      | 21,400           | 3.0         | 3.9              |
|                                     | Jobs Created from Transit & Transit Infrastructure**      | 100%             |             |                  |
|                                     |   |                  | 15.0        | 14.9             |
| Overall Performance Score           |   |                  | 100.0       | 89.0             |
| CATS TRAX Scorecard updated 8/10/20 |   |                  |             |                  |

# Appendix 3 – Staffing Summary

| FY2022 Staffing Levels                  |           |            |                         |            |          |      |
|---|-----------|------------|-------------------------|------------|----------|------|
| FTE                                     |           |            |                         |            | Temps    |      |
| Approved in FY2021                      | Transfers | Reductions | FY2022 Grant Funded SLC | TOTAL FTES |          |      |
| 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                | 11.00     | 1.00       | -                       | -          | 12.00    | -    |
| 412020 Facilities                       | 14.00     | -          | -                       | -          | 14.00    | -    |
| 414020 Customer Svc & Information       | 21.00     | -          | -                       | -          | 21.00    | -    |
| 416010 Light Rail Operations            | 100.00    | (11.00)    | -                       | -          | 89.00    | -    |
| 416011 Light Rail Administration        | 19.00     | -          | -                       | -          | 19.00    | -    |
| 416012 Light Rail Maintenance           | 79.00     | (6.00)     | (1.00)                  | -          | 72.00    | -    |
| 416013 Maintenance of Way               | 64.00     | (6.00)     | (7.00)                  | -          | 51.00    | -    |
| 416020 CityLYNX GoldLine                | 15.00     | 23.00      | -                       | -          | 38.00    | -    |
| 417010 Transit Security                 | 20.00     | -          | -                       | -          | 20.00    | -    |
| 415001 Bus General Management           | 4.00      | -          | -                       | -          | 4.00     | -    |
| 418010 Planning And Scheduling          | 11.00     | -          | -                       | -          | 11.00    | -    |
| 415040 Van Pool Division                | 4.00      | -          | -                       | -          | 4.00     | -    |
| Transit Development                     |           |            |                         |            |          |      |
| 413001 Development Administration       | 21.00     | -          | -                       | 1.00       | 22.00    | -    |
| 413002 Quality Assurance                | 4.00      | 2.00       | -                       | -          | 6.00     | -    |
| Marketing & Communications              |           |            |                         |            |          |      |
| 414010 Marketing & Communications       | 14.00     | -          | -                       | -          | 14.00    | -    |
| 414030 Technology                       | 16.00     | -          | -                       | -          | 16.00    | -    |
| Executive & Administration              |           |            |                         |            |          |      |
| 411010 Administration Division          | 24.00     | (1.00)     | (1.00)                  | -          | 22.00    | 1.00 |
| 419010 HR and Civil Rights              | 13.00     | (2.00)     | -                       | -          | 11.00    | -    |
| 411040 Executive Division               | 2.00      | -          | -                       | -          | 2.00     | -    |
| Subtotal City Employees                 | 587.75    | 0.00       | (9.00)                  | 1.00       | 579.75   | 1.00 |
| Total Employees                         | 1,432.75  | 0.00       | (9.00)                  | 1.00       | 1,424.75 | 1.00 |

# Appendix 4 – Operating Budget

## Operating Revenues

|  | FY2019                | FY2020                | FY2021                | FY2021                | FY2022                |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | Actuals               | Audited Actuals       | Adopted Budget        | Year End Projection   | Preliminary Budget    |
| <b><u>Service Passenger Fares</u></b>              |                       |                       |                       |                       |                       |
| Bus  | \$ 17,433,988         | \$ 14,683,327         | \$ 13,208,443         | \$ 9,338,955          | \$ 12,570,800         |
| Light Rail   | 6,199,967             | 2,730,923             | 7,042,834             | 3,340,086             | 4,872,000             |
| Streetcar  | -                     | -                     | 319,800               | 307,500               | 740,000               |
| Vanpool  | 389,431               | 372,328               | 305,503               | 324,149               | 324,149               |
| Paratransit  | 714,226               | 549,072               | 649,442               | 529,169               | 642,590               |
| <b>Subtotal</b>                                    | <b>\$ 24,737,612</b>  | <b>\$ 18,335,650</b>  | <b>\$ 21,526,022</b>  | <b>\$ 13,839,859</b>  | <b>\$ 19,149,539</b>  |
| <b><u>Service Reimb &amp; Funding Partners</u></b> |                       |                       |                       |                       |                       |
| Airport Connector Services                         | \$ 447,327            | \$ 200,000            | \$ 200,000            | \$ 200,000            | \$ 200,000            |
| Fort Mill (Wells Fargo) Rt 44 Carowinds            | 10,434                | 7,791                 | 8,661                 | -                     | -                     |
| UNCC Pass Purchases                                | 1,367,950             | 1,347,612             | 1,423,078             | 1,275,974             | 1,400,000             |
| Union County Express 74x                           | 126,557               | 131,724               | 129,613               | 125,927               | 131,724               |
| Rock Hill Express Commuter Bus                     | 152,369               | 155,341               | 156,940               | 126,877               | 155,341               |
| Gastonia Express Commuter Bus                      | 159,423               | 177,702               | 164,206               | 114,517               | 121,315               |
| Carowinds (N&BS U MYEP)                            | 88,822                | 102,102               | 110,580               | 97,800                | 97,800                |
| DSS  | 8,347                 | 3,265                 | 8,400                 | 8,400                 | 8,400                 |
| CMGS   | 484,770               | 514,567               | 484,787               | 484,787               | 484,787               |
| Ramsey Creek Beach Park                            | 35,123                | 52,665                | 52,665                | -                     | -                     |
| Lowe's Agreement                                   | -                     | -                     | 485,500               | -                     | 175,000               |
| Airport All Access Pass                            | -                     | -                     | 500,000               | 572,000               | 870,584               |
| <b>Subtotal</b>                                    | <b>\$ 2,881,122</b>   | <b>\$ 2,692,769</b>   | <b>\$ 3,724,430</b>   | <b>\$ 3,006,282</b>   | <b>\$ 3,644,951</b>   |
| <b><u>Service Income</u></b>                       |                       |                       |                       |                       |                       |
| Charlotte Transit Center                           | \$ 348,897            | \$ 465,436            | \$ 452,500            | \$ 465,436            | \$ 479,398            |
| Advertising  | 2,101,150             | 2,846,062             | 2,672,971             | 2,469,160             | 2,469,160             |
| Parking - BLE Decks                                | -                     | -                     | 391,000               | -                     | 391,000               |
| Parking - CGS                                      | 98,004                | 104,005               | 98,004                | 98,004                | 98,004                |
| Volkswagen Parking Lease                           | 6,168                 | 26,214                | -                     | 26,214                | 26,214                |
| Parking Lease-Norfolk Southern Land                | -                     | 213,030               | 425,000               | 426,060               | 438,842               |
| Lowe's Agreement                                   | -                     | -                     | -                     | -                     | 310,500               |
| Interest Earnings                                  | 4,350,202             | 1,234,108             | 1,463,595             | 3,302,194             | 3,302,194             |
| Agreements/Leases                                  | 39,099                | 40,115                | 34,680                | 28,830                | 29,227                |
| User Fees for Development Reviews                  | -                     | -                     | 184,361               | 223,929               | 223,929               |
| Miscellaneous                                      | 796,409               | 692,269               | 414,500               | 385,450               | 385,450               |
| <b>Subtotal</b>                                    | <b>\$ 7,739,929</b>   | <b>\$ 5,621,239</b>   | <b>\$ 6,136,611</b>   | <b>\$ 7,425,277</b>   | <b>\$ 8,153,918</b>   |
| <b><u>Sales Tax Revenue</u></b>                    |                       |                       |                       |                       |                       |
| Operating Allocation                               | \$ 70,266,883         | \$ 79,332,212         | \$ 88,225,411         | \$ 88,225,411         | \$ 88,262,000         |
| CATS Control Account                               | -                     | -                     | -                     | -                     | -                     |
| <b>Subtotal</b>                                    | <b>\$ 70,266,883</b>  | <b>\$ 79,332,212</b>  | <b>\$ 88,225,411</b>  | <b>\$ 88,225,411</b>  | <b>\$ 88,262,000</b>  |
| <b><u>Maintenance of Effort</u></b>                |                       |                       |                       |                       |                       |
| City of Charlotte                                  | \$ 21,970,562         | \$ 22,629,679         | \$ 23,308,600         | \$ 23,308,600         | \$ 24,007,826         |
| <b>Subtotal</b>                                    | <b>\$ 21,970,562</b>  | <b>\$ 22,629,679</b>  | <b>\$ 23,308,600</b>  | <b>\$ 23,308,600</b>  | <b>\$ 24,007,826</b>  |
| <b><u>Operating Assistance</u></b>                 |                       |                       |                       |                       |                       |
| Federal CMAQ (for Service Expansions)              | \$ 7,200,000          | \$ 4,595,535          | \$ 1,727,465          | \$ 1,727,465          | \$ -                  |
| City of Charlotte - GoldLine Phase 1               | 1,389,930             | 1,471,896             | 3,410,555             | 3,190,277             | 3,679,257             |
| CARES Act  | -                     | -                     | -                     | 17,783,514            | 6,870,693             |
| NCDOT (I-77 Mitigation)                            | 258,100               | 82,085                | -                     | -                     | -                     |
| Sugar Creek (I-77 Mitigation)                      | 61,805                | 123,610               | -                     | -                     | -                     |
| <b>Subtotal</b>                                    | <b>\$ 8,909,835</b>   | <b>\$ 6,273,126</b>   | <b>\$ 5,138,020</b>   | <b>\$ 22,701,256</b>  | <b>\$ 10,549,950</b>  |
| <b><u>Non Operating Revenue</u></b>                |                       |                       |                       |                       |                       |
| Grant Funded Operating Expenses - Fed              | \$ 7,479,842          | \$ 14,560,565         | \$ 15,854,016         | \$ 15,854,016         | \$ 16,583,286         |
| Grant Funded Operating Expenses - State            | 173,576               | 145,986               | 221,201               | 137,683               | 225,247               |
| State Maintenance Assist. Prog. (SMAP)             | 7,867,990             | 9,590,670             | 11,063,205            | -                     | 11,063,205            |
| Mecklenburg County                                 | 192,942               | -                     | 192,942               | 192,942               | 192,942               |
| Town of Huntersville                               | 18,566                | 211,508               | 18,566                | 18,566                | 18,566                |
| City of Charlotte-TOD Match                        | 200,000               | -                     | 160,000               | -                     | 30,235                |
| Gastonia-TOD Match                                 | -                     | -                     | 20,000                | -                     | 3,959                 |
| Belmont-TOD Match                                  | -                     | -                     | 10,000                | -                     | 1,750                 |
| <b>Subtotal</b>                                    | <b>\$ 15,932,916</b>  | <b>\$ 24,508,729</b>  | <b>\$ 27,539,930</b>  | <b>\$ 16,203,207</b>  | <b>\$ 28,119,190</b>  |
| <b>TOTAL OPERATING REVENUES</b>                    | <b>\$ 152,438,859</b> | <b>\$ 159,393,404</b> | <b>\$ 175,599,024</b> | <b>\$ 174,709,892</b> | <b>\$ 181,887,373</b> |

# Appendix 4 – Operating Budget

## Operating Expenses

|  |                            | FY2019                | 2020                  | FY2021                | FY2021                | FY2022                |
|--|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  |                            | Actuals               | Actuals Audited       | Adopted Budget        | Year End Projection   | Preliminary Budget    |
| <b><u>Transportation Services</u></b>        |                            |                       |                       |                       |                       |                       |
| 411060                                       | Treasury/Revenues          | \$ 1,194,059          | \$ 1,290,993          | \$ 1,347,537          | \$ 1,316,196          | \$ 1,428,798          |
| 412010                                       | Transit Center Operations  | 1,022,214             | 1,079,388             | 1,023,944             | 1,023,944             | 1,023,944             |
| 412020                                       | Facilities                 | 7,861,775             | 7,996,344             | 7,668,480             | 8,043,337             | 8,261,086             |
| 414020                                       | Customer Svc & Information | 1,594,746             | 1,826,679             | 2,076,054             | 2,154,161             | 2,331,064             |
| 415001                                       | Bus General Management     | 422,635               | 438,110               | 703,206               | 642,644               | 585,900               |
| 415010                                       | BOD - Operations           | 59,394,144            | 60,275,656            | 57,083,714            | 56,106,403            | 57,661,700            |
| 415011                                       | BOD - Administration       | 2,182,689             | 2,427,012             | 2,482,693             | 2,446,549             | 2,572,868             |
| 415012                                       | BOD - Maintenance          | 20,170,664            | 20,529,509            | 21,587,210            | 22,591,861            | 22,248,146            |
| 415013                                       | BOD - STS Maintenance      | 1,041,271             | 935,651               | 1,339,918             | 1,023,219             | 1,252,380             |
| 415020                                       | County Human Svc Transp    | 308,347               | 303,265               | 310,000               | 310,000               | 310,000               |
| 418010                                       | Planning And Scheduling    | 1,249,831             | 1,436,929             | 1,598,274             | 1,443,891             | 1,586,176             |
| 415040                                       | Van Pool Division          | 548,534               | 580,581               | 723,843               | 715,358               | 712,358               |
| 415050                                       | Special Transportation Svc | 7,847,127             | 8,843,960             | 10,216,929            | 9,627,660             | 10,266,599            |
| 416010                                       | Light Rail Operations      | 10,430,543            | 11,681,669            | 12,180,102            | 13,045,892            | 13,159,456            |
| 416011                                       | Light Rail Administration  | 1,334,259             | 1,679,533             | 2,252,671             | 2,115,626             | 2,334,807             |
| 416012                                       | Light Rail Maintenance     | 10,304,364            | 5,266,192             | 10,025,238            | 10,988,340            | 11,526,677            |
| 416013                                       | Maintenance of Way         | 4,450,793             | 4,732,491             | 5,800,223             | 5,376,954             | 5,531,981             |
| 416020                                       | CityLYNX GoldLine          | 1,307,057             | 1,170,161             | 3,514,335             | 3,022,875             | 4,419,257             |
| 417010                                       | Transit Security           | 9,031,300             | 9,520,707             | 9,705,748             | 9,500,643             | 9,751,525             |
| <b>Subtotal</b>                              |                            | <b>\$ 141,696,352</b> | <b>\$ 142,014,830</b> | <b>\$ 151,640,119</b> | <b>\$ 151,495,553</b> | <b>\$ 156,964,720</b> |
| <b><u>Executive &amp; Administration</u></b> |                            |                       |                       |                       |                       |                       |
| 411010                                       | Administration Division    | \$ 2,519,002          | \$ 1,880,045          | \$ 2,878,598          | \$ 3,237,606          | \$ 2,833,278          |
| 411020                                       | Procurement Services       | 450,116               | 215,259               | 41,025                | 41,025                | 236,697               |
| 419010                                       | HR & Civil Rights          | 1,439,932             | 1,542,905             | 1,894,736             | 1,832,893             | 2,112,675             |
| 411040                                       | Executive Division         | 732,152               | 868,793               | 806,040               | 806,040               | 1,015,269             |
| 411050                                       | MTC & Committees Division  | 75,634                | 67,885                | 76,850                | 76,850                | 76,850                |
| 411070                                       | City Support Costs         | 5,492,684             | 6,565,659             | 7,419,818             | 8,047,169             | 7,438,739             |
| <b>Subtotal</b>                              |                            | <b>\$ 10,709,520</b>  | <b>\$ 11,140,546</b>  | <b>\$ 13,117,067</b>  | <b>\$ 14,041,583</b>  | <b>\$ 13,713,508</b>  |
| <b><u>Transit Development</u></b>            |                            |                       |                       |                       |                       |                       |
| 413001                                       | Development                | \$ 2,524,749          | \$ 2,072,881          | \$ 5,129,624          | \$ 3,978,879          | \$ 4,602,410          |
| 413002                                       | Quality Assurance          | 415,141               | 582,745               | 669,712               | 601,702               | 612,842               |
| <b>Subtotal</b>                              |                            | <b>\$ 2,939,890</b>   | <b>\$ 2,655,626</b>   | <b>\$ 5,799,336</b>   | <b>\$ 4,580,581</b>   | <b>\$ 5,215,252</b>   |
| <b><u>Marketing &amp; Technology</u></b>     |                            |                       |                       |                       |                       |                       |
| 414010                                       | Marketing & Communications | \$ 1,730,893          | \$ 1,489,068          | \$ 1,884,843          | \$ 1,616,730          | \$ 1,942,769          |
| 414030                                       | Technology                 | 979,590               | 1,596,998             | 3,157,659             | 2,975,445             | 4,051,124             |
| <b>Subtotal</b>                              |                            | <b>\$ 2,710,483</b>   | <b>\$ 3,086,066</b>   | <b>\$ 5,042,502</b>   | <b>\$ 4,592,175</b>   | <b>\$ 5,993,893</b>   |
| <b>Transfer to Capital</b>                   |                            | <b>\$ 294,705</b>     | <b>\$ 981,600</b>     | <b>\$ -</b>           |                       | <b>\$ -</b>           |
| <b>Total Operating Expenditures</b>          |                            | <b>\$ 158,350,950</b> | <b>\$ 159,878,668</b> | <b>\$ 175,599,024</b> | <b>\$ 174,709,892</b> | <b>\$ 181,887,373</b> |

# Appendix 5 – Debt Service Summary

|                         | FY2020<br>Audited<br>Actuals | FY2021<br>Adopted<br>Budget | FY2022<br>Preliminary<br>Budget |
|-------------------------|------------------------------|-----------------------------|---------------------------------|
| <b>REVENUES</b>         |                              |                             |                                 |
| Federal Grants-BLE      | \$ 16,960,638                | \$ 5,612,800                | \$ 619,900                      |
| Federal Grants- Non-BLE | 2,928,075                    | 2,927,075                   | 2,929,440                       |
| State Grants-BLE        | 1,006,825                    | 25,346,850                  | 41,637,850                      |
| State Grants-Non-BLE    | -                            | -                           | -                               |
| Local Sales Tax         | 17,410,943                   | 16,975,589                  | 16,939,110                      |
| Interest on Investments | 163,985                      | -                           | -                               |
| <b>TOTAL REVENUES</b>   | <b>\$ 38,470,465</b>         | <b>\$ 50,862,314</b>        | <b>\$ 62,126,300</b>            |

|                            |                      |                      |                      |
|----------------------------|----------------------|----------------------|----------------------|
| <b>EXPENDITURES</b>        |                      |                      |                      |
| Principal Payments-BLE     | \$ 18,848,288        | \$ 33,900,194        | \$ 45,424,000        |
| Principal Payments-Non-BLE | 5,300,000            | 5,555,000            | 5,790,000            |
| Interest Payments-BLE      | 9,434,971            | 6,673,163            | 6,410,600            |
| Interest Payments-Non-BLE  | 4,857,727            | 4,619,957            | 4,387,700            |
| Other Payments             | 29,479               | 114,000              | 114,000              |
| Transfers to Other         | -                    | -                    | -                    |
| <b>TOTAL EXPENDITURES</b>  | <b>\$ 38,470,465</b> | <b>\$ 50,862,314</b> | <b>\$ 62,126,300</b> |

|                            | FY2022<br>Preliminary<br>Budget | FY2023<br>Plan       | FY2024<br>Plan       | FY2025<br>Plan       | FY2026<br>Plan       | FY2022-FY2026<br>Total |
|----------------------------|---------------------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| <b>REVENUES</b>            |                                 |                      |                      |                      |                      |                        |
| Federal Grants-BLE         | \$ 619,900                      | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 619,900             |
| Federal Grants- Non-BLE    | 2,929,440                       | 2,929,440            | 2,927,840            | 2,925,672            | 2,927,240            | 14,639,632             |
| State Grants-BLE           | 41,637,850                      | -                    | -                    | -                    | -                    | 41,637,850             |
| State Grants-Non-BLE       | -                               | -                    | -                    | -                    | -                    | -                      |
| Local Sales Tax            | 16,939,110                      | 16,632,060           | 16,630,760           | 16,625,018           | 16,630,610           | 83,457,558             |
| Interest on Investments    | -                               | -                    | -                    | -                    | -                    | -                      |
| <b>TOTAL REVENUES</b>      | <b>\$ 62,126,300</b>            | <b>\$ 19,561,500</b> | <b>\$ 19,558,600</b> | <b>\$ 19,550,690</b> | <b>\$ 19,557,850</b> | <b>\$ 140,354,940</b>  |
| <b>EXPENDITURES</b>        |                                 |                      |                      |                      |                      |                        |
| Principal Payments-BLE     | \$ 45,424,000                   | \$ 4,221,800         | \$ 4,344,700         | \$ 4,491,400         | \$ 4,622,700         | \$ 63,104,600          |
| Principal Payments-Non-BLE | 5,790,000                       | 6,060,000            | 6,360,000            | 6,670,000            | 6,985,000            | 31,865,000             |
| Interest Payments-BLE      | 6,410,600                       | 5,045,000            | 4,922,200            | 4,775,500            | 4,644,200            | 25,797,500             |
| Interest Payments-Non-BLE  | 4,387,700                       | 4,120,700            | 3,817,700            | 3,499,790            | 3,191,950            | 19,017,840             |
| Other Payments             | 114,000                         | 114,000              | 114,000              | 114,000              | 114,000              | 570,000                |
| Transfers to Other         | -                               | -                    | -                    | -                    | -                    | -                      |
| <b>TOTAL EXPENDITURES</b>  | <b>\$ 62,126,300</b>            | <b>\$ 19,561,500</b> | <b>\$ 19,558,600</b> | <b>\$ 19,550,690</b> | <b>\$ 19,557,850</b> | <b>\$ 140,354,940</b>  |





# Appendix 5 – Debt Service Details

BLE = Blue Line Extension

## Debt Service Revenue Details

### REVENUES

#### BLE- COPS Principal Only

|                 |               |      |      |      |      |      |               |
|-----------------|---------------|------|------|------|------|------|---------------|
| Federal         | \$ -          | \$ - | \$ - | \$ - | \$ - | \$ - | \$ -          |
| State           | 41,327,900    | -    | -    | -    | -    | -    | 41,327,900    |
| Local           | -             | -    | -    | -    | -    | -    | -             |
| <b>Subtotal</b> | \$ 41,327,900 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 41,327,900 |

#### BLE - COPS Interest Only

|                 |              |      |      |      |      |      |              |
|-----------------|--------------|------|------|------|------|------|--------------|
| Federal (50%)   | \$ 619,900   | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 619,900   |
| State (25%)     | 309,950      | -    | -    | -    | -    | -    | 309,950      |
| Local (25%)     | 309,950      | -    | -    | -    | -    | -    | 309,950      |
| <b>Subtotal</b> | \$ 1,239,800 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,239,800 |

#### BLE - TIFIA Only - Principal & Interest

|                 |              |              |              |              |              |              |               |
|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Federal (0%)    | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -          |
| State (0%)      | -            | -            | -            | -            | -            | -            | -             |
| Local (100%)    | 9,266,900    | 9,266,800    | 9,266,900    | 9,266,900    | 9,266,900    | 9,266,900    | 46,334,400    |
| <b>Subtotal</b> | \$ 9,266,900 | \$ 9,266,800 | \$ 9,266,900 | \$ 9,266,900 | \$ 9,266,900 | \$ 9,266,900 | \$ 46,334,400 |

#### Non-BLE - Principal & Interest

|                 |              |              |              |              |              |               |
|-----------------|--------------|--------------|--------------|--------------|--------------|---------------|
| 2013C COPS      | \$ 2,929,440 | \$ 2,929,440 | \$ 2,927,840 | \$ 2,925,672 | \$ 2,927,240 | \$ 14,639,632 |
| Federal (80%)   | -            | -            | -            | -            | -            | -             |
| State (0%)      | 732,360      | 732,360      | 731,960      | 731,418      | 731,810      | 3,659,908     |
| Local (20%)     | 3,661,800    | 3,661,800    | 3,659,800    | 3,657,090    | 3,659,050    | 18,299,540    |
| <b>Subtotal</b> | \$ 732,360   | \$ 732,360   | \$ 731,960   | \$ 731,418   | \$ 731,810   | \$ 3,659,908  |

#### 2008A COPS (100% Local)

|                         |              |              |              |              |              |               |
|-------------------------|--------------|--------------|--------------|--------------|--------------|---------------|
| 2015B COPS (100% Local) | \$ 2,350,800 | \$ 2,351,000 | \$ 2,353,300 | \$ 2,352,300 | \$ 2,353,000 | \$ 11,760,400 |
| Other (100% Local)      | 4,165,100    | 4,167,900    | 4,164,600    | 4,160,400    | 4,164,900    | 20,822,900    |
| <b>Subtotal</b>         | 114,000      | 114,000      | 114,000      | 114,000      | 114,000      | 570,000       |

### TOTAL REVENUES

|  |               |               |               |               |               |                |
|--|---------------|---------------|---------------|---------------|---------------|----------------|
|  | \$ 62,126,300 | \$ 19,561,500 | \$ 19,558,600 | \$ 19,550,690 | \$ 19,557,850 | \$ 140,354,940 |
|--|---------------|---------------|---------------|---------------|---------------|----------------|

# Appendix 5 – Debt Service Details

BLE = Blue Line Extension

## Debt Service Expenditure Details

### PRINCIPAL

#### Blue Line Extension

|                 |                      |                     |                     |                     |                     |                      |               |
|-----------------|----------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------|
| 2013B COPS      | \$ 41,327,900        | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                 | \$ 41,327,900 |
| 2013F COPS      | -                    | -                   | -                   | -                   | -                   | -                    | -             |
| 2015D TIFIA     | 4,096,100            | 4,221,800           | 4,344,700           | 4,491,400           | 4,622,700           | 21,776,700           |               |
| <b>Subtotal</b> | <b>\$ 45,424,000</b> | <b>\$ 4,221,800</b> | <b>\$ 4,344,700</b> | <b>\$ 4,491,400</b> | <b>\$ 4,622,700</b> | <b>\$ 63,104,600</b> |               |

#### Non-Blue Line Extension

|                 |                     |                     |                     |                     |                     |                      |  |
|-----------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|--|
| 2008A COPS      | \$ 1,195,000        | \$ 1,255,000        | \$ 1,320,000        | \$ 1,385,000        | \$ 1,455,000        | \$ 6,610,000         |  |
| 2013C COPS      | 2,250,000           | 2,340,000           | 2,455,000           | 2,575,000           | 2,680,000           | 12,300,000           |  |
| 2015B COPS      | 2,345,000           | 2,465,000           | 2,585,000           | 2,710,000           | 2,850,000           | 12,955,000           |  |
| <b>Subtotal</b> | <b>\$ 5,790,000</b> | <b>\$ 6,060,000</b> | <b>\$ 6,360,000</b> | <b>\$ 6,670,000</b> | <b>\$ 6,985,000</b> | <b>\$ 31,865,000</b> |  |

### INTEREST

#### Blue Line Extension - COPS Only

|                 |                     |             |             |             |             |                     |  |
|-----------------|---------------------|-------------|-------------|-------------|-------------|---------------------|--|
| 2013B COPS      | \$ 1,239,800        | \$ -        | \$ -        | \$ -        | \$ -        | \$ 1,239,800        |  |
| 2013F COPS      | -                   | -           | -           | -           | -           | -                   |  |
| <b>Subtotal</b> | <b>\$ 1,239,800</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 1,239,800</b> |  |

#### Blue Line Extension - TIFIA Only

|                 |                     |                     |                     |                     |                     |                      |  |
|-----------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|--|
| 2015D TIFIA     | \$ 5,170,800        | \$ 5,045,000        | \$ 4,922,200        | \$ 4,775,500        | \$ 4,644,200        | \$ 24,557,700        |  |
| <b>Subtotal</b> | <b>\$ 5,170,800</b> | <b>\$ 5,045,000</b> | <b>\$ 4,922,200</b> | <b>\$ 4,775,500</b> | <b>\$ 4,644,200</b> | <b>\$ 24,557,700</b> |  |

#### Non-Blue Line Extension

|                 |                     |                     |                     |                     |                     |                      |  |
|-----------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|--|
| 2008A COPS      | \$ 1,155,800        | \$ 1,096,000        | \$ 1,033,300        | \$ 967,300          | \$ 898,000          | \$ 5,150,400         |  |
| 2013C COPS      | 1,411,800           | 1,321,800           | 1,204,800           | 1,082,090           | 979,050             | 5,999,540            |  |
| 2015B COPS      | 1,820,100           | 1,702,900           | 1,579,600           | 1,450,400           | 1,314,900           | 7,867,900            |  |
| <b>Subtotal</b> | <b>\$ 4,387,700</b> | <b>\$ 4,120,700</b> | <b>\$ 3,817,700</b> | <b>\$ 3,499,790</b> | <b>\$ 3,191,950</b> | <b>\$ 19,017,840</b> |  |

### INTEREST

#### Other Fees

|                 |            |            |            |            |            |            |  |
|-----------------|------------|------------|------------|------------|------------|------------|--|
| <b>Subtotal</b> | \$ 114,000 | \$ 114,000 | \$ 114,000 | \$ 114,000 | \$ 114,000 | \$ 570,000 |  |
|-----------------|------------|------------|------------|------------|------------|------------|--|

#### Transfers

|                 |      |      |      |      |      |      |  |
|-----------------|------|------|------|------|------|------|--|
| <b>Subtotal</b> | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |  |
|-----------------|------|------|------|------|------|------|--|

### TOTAL EXPENDITURES

|  |               |               |               |               |               |                |  |
|--|---------------|---------------|---------------|---------------|---------------|----------------|--|
|  | \$ 62,126,300 | \$ 19,561,500 | \$ 19,558,600 | \$ 19,550,690 | \$ 19,557,850 | \$ 140,354,940 |  |
|--|---------------|---------------|---------------|---------------|---------------|----------------|--|

# Appendix 6 –Capital Revenue & Expenditure Summary



|   | FY2022<br>Preliminary<br>Budget | FY2023<br>Plan       | FY2024<br>Plan       | FY2025<br>Plan       | FY2026<br>Plan       | Total<br>FY2022 -<br>FY2026 |
|---|---------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------------|
| <b>CAPITAL REVENUES</b>                           |                                 |                      |                      |                      |                      |                             |
| <b>Federal Funding</b>                            |                                 |                      |                      |                      |                      |                             |
| Formula Apportionment                             | \$ 7,807,551                    | \$ 7,785,296         | \$ 7,867,282         | \$ 8,319,496         | \$ 9,589,982         | \$ 41,369,607               |
| Federal Surface Transportation Block Grant (STBG) | 1,070,585                       | 7,310,291            | -                    | -                    | -                    | 8,380,876                   |
| Enhanced Mobility                                 | -                               | -                    | -                    | -                    | -                    | -                           |
| Bus & Bus Facilities                              | 2,214,727                       | 2,214,727            | 2,214,727            | 2,214,727            | 2,214,727            | 11,073,635                  |
| Federal New Starts                                | -                               | -                    | -                    | -                    | -                    | -                           |
| <b>Total Federal Funding</b>                      | <b>\$ 11,092,863</b>            | <b>\$ 17,310,314</b> | <b>\$ 10,082,009</b> | <b>\$ 10,534,223</b> | <b>\$ 11,804,709</b> | <b>\$ 60,824,118</b>        |
| <b>State Funding</b>                              |                                 |                      |                      |                      |                      |                             |
| Urban Match State Grants                          | \$ 1,105,948                    | \$ 1,050,740         | \$ 1,126,780         | \$ 1,145,322         | \$ 1,057,384         | \$ 5,486,174                |
| Strategic Transportation Investment (STI)         | 214,117                         | 1,462,058            | -                    | -                    | -                    | 1,676,175                   |
| <b>Total State Funding</b>                        | <b>\$ 1,320,065</b>             | <b>\$ 2,512,798</b>  | <b>\$ 1,126,780</b>  | <b>\$ 1,145,322</b>  | <b>\$ 1,057,384</b>  | <b>\$ 7,162,349</b>         |
| <b>Local Funding</b>                              |                                 |                      |                      |                      |                      |                             |
| Southend Station -Private Funding                 | \$ 1,109,052                    | \$ 1,949,260         | \$ 1,873,220         | \$ -                 | \$ -                 | \$ 4,931,532                |
| Southend Station -Local Funding                   | 1,105,948                       | 1,080,740            | 1,156,780            | 1,425,000            | -                    | 4,768,468                   |
| CATS Control Account                              | 25,824,194                      | 5,881,641            | 3,906,250            | 4,320,460            | 3,110,730            | 43,043,275                  |
| <b>Total Local Funding</b>                        | <b>\$ 28,039,194</b>            | <b>\$ 8,911,641</b>  | <b>\$ 6,936,250</b>  | <b>\$ 5,745,460</b>  | <b>\$ 3,110,730</b>  | <b>\$ 52,743,275</b>        |
| <b>Re allocated Project Balance</b>               |                                 |                      |                      |                      |                      |                             |
| Re-allocated from Prior Year Savings- Federal     | \$ -                            | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                        |
| Re-allocated from Prior Year Savings- State       | -                               | -                    | -                    | -                    | -                    | -                           |
| Re-allocated from Prior Year Savings- Local       | -                               | -                    | -                    | -                    | -                    | -                           |
| <b>Total Re-allocated</b>                         | <b>\$ -</b>                     | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>                 |
| <b>Carryover Project Balance</b>                  |                                 |                      |                      |                      |                      |                             |
| Continue Existing Projects- Federal               | \$ -                            | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                        |
| Continue Existing Projects- State                 | -                               | -                    | -                    | -                    | -                    | -                           |
| Continue Existing Projects- Local                 | -                               | -                    | -                    | -                    | -                    | -                           |
| <b>Total Continue Existing Projects</b>           | <b>\$ -</b>                     | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>                 |
| <b>Total Capital Revenues <sup>1</sup></b>        | <b>\$ 40,452,122</b>            | <b>\$ 28,734,753</b> | <b>\$ 18,145,039</b> | <b>\$ 17,425,005</b> | <b>\$ 15,972,823</b> | <b>\$ 120,729,742</b>       |
| <b>CAPITAL EXPENDITURES</b>                       |                                 |                      |                      |                      |                      |                             |
| State of Good Repair- Vehicle Replacement         | \$ 12,302,588                   | \$ 12,186,840        | \$ 12,387,663        | \$ 12,074,234        | \$ 13,558,932        | \$ 62,510,257               |
| State of Good Repair- Facilities & Others         | 1,700,244                       | 1,300,000            | 1,100,000            | 800,000              | 500,000              | 5,400,244                   |
| Transit Safety & Security                         | 1,300,065                       | 348,897              | 326,136              | 696,339              | 686,339              | 3,357,776                   |
| Transit Long Range Capital Improvement            | 23,667,446                      | 12,977,054           | 3,230,000            | 1,675,000            | 250,000              | 41,799,500                  |
| Non-Revenue Vehicle                               | 704,320                         | 390,530              | 320,740              | 370,000              | 413,212              | 2,198,802                   |
| Transit New Equipment                             | 777,459                         | 1,531,432            | 780,500              | 1,809,432            | 564,340              | 5,463,163                   |
| Transit- Other Programs                           | -                               | -                    | -                    | -                    | -                    | -                           |
| Carry Over Projects <sup>2</sup>                  | -                               | -                    | -                    | -                    | -                    | -                           |
| <b>Total Capital Expenditures <sup>1</sup></b>    | <b>\$ 40,452,122</b>            | <b>\$ 28,734,753</b> | <b>\$ 18,145,039</b> | <b>\$ 17,425,005</b> | <b>\$ 15,972,823</b> | <b>\$ 120,729,742</b>       |

## Notes:

1. Excludes Grant-Funded Operating Projects totaling \$56.5 million for FY2022 – FY2026
2. FY2022 Preliminary Capital Budget excludes carryover amounts







# Appendix 6 – Capital Expenditure Details

|  |            | FY2022<br>Preliminary<br>Budget   | FY2023<br>Plan | FY2024<br>Plan | FY2025<br>Plan | FY2026<br>Plan | TOTAL   |            |         |            |    |            |    |             |
|--|------------|---|----------------|----------------|----------------|----------------|---------|------------|---------|------------|----|------------|----|-------------|
| Transit Non-Revenue Vehicle                    |            |   |                |                |                |                |         |            |         |            |    |            |    |             |
| Non-Revenue Vehicle:<br>Bus Operations (BOD)   | Bus        | Annual replacement per year. Average cost includes safety equipment & radios  | \$             | 140,200        | \$             | 151,200        | \$      | 413,212    | \$      | 848,562    |    |            |    |             |
|  |            | FY22: Replace 5 non-revenue vehicles @ \$28,040 each  |                |                |                |                |         |            |         |            |    |            |    |             |
|  |            | FY23: Replace 5 non-revenue vehicles @ \$28,790 each  |                |                |                |                |         |            |         |            |    |            |    |             |
|  |            | FY24: Replace 5 non-revenue vehicles @ \$30,240 each  |                |                |                |                |         |            |         |            |    |            |    |             |
|  |            | FY26: Replace 5 non-revenue vehicles @ \$32,081 each  |                |                |                |                |         |            |         |            |    |            |    |             |
| Non-Revenue Vehicle:<br>Bus Maintenance (BOD)  | Bus        | Annual Replacement per year. Average cost includes safety equipment   | 226,100        | -              | -              | -              | -       | -          | -       | 305,900    |    |            |    |             |
|  |            | FY22: Replace 3 non-revenue vehicles @ \$75,370 each  |                |                |                |                |         |            |         |            |    |            |    |             |
|  |            | FY23: Replace 1 non-revenue vehicle @ \$79,800 each   |                |                |                |                |         |            |         |            |    |            |    |             |
| Non-Revenue Vehicle:<br>STS Department         | Bus        | Annual Replacement per year. Average cost includes cameras, branding, & safety equipment  | 104,020        | 106,780        | 109,540        | -              | -       | -          | -       | 320,340    |    |            |    |             |
|  |            | FY22: Replace 2 non-revenue vehicles @ \$52,010 each  |                |                |                |                |         |            |         |            |    |            |    |             |
|  |            | FY23: Replace 2 non-revenue vehicles @ \$53,390 each  |                |                |                |                |         |            |         |            |    |            |    |             |
|  |            | FY24: Replace 2 non-revenue vehicles @ \$54,770 each  |                |                |                |                |         |            |         |            |    |            |    |             |
| Non-Revenue Vehicle:<br>Facilities Maintenance | Bus        | Total annual replacement per year = 2   | 60,000         | 60,000         | 60,000         | -              | -       | -          | -       | 180,000    |    |            |    |             |
|  |            | Average cost is \$30,000 per vehicle  |                |                |                |                |         |            |         |            |    |            |    |             |
| Non-Revenue Vehicle:<br>Marketing              | Bus        | Total annual replacement per year = 3   | 90,000         | -              | -              | -              | -       | -          | -       | 90,000     |    |            |    |             |
|  |            | Average cost is \$30,000 per vehicle  |                |                |                |                |         |            |         |            |    |            |    |             |
| Non-Revenue Vehicle:<br>Safety & Security      | Bus        | Replace CTA-018, CTA-059, and CTA-251 vehicles  | 84,000         | -              | -              | -              | -       | -          | -       | 84,000     |    |            |    |             |
| Non-Revenue Vehicle:<br>Technology             | Bus        | Replace CTA-130 with a medium SUV, and CTA-117 with an extra large SUV V-6  | -              | -              | -              | 70,000         | -       | -          | -       | 70,000     |    |            |    |             |
| Tow Truck                                      | Bus        | Replace the current BOD tow truck with a new heavy-duty tow truck   | -              | -              | -              | 300,000        | -       | -          | -       | 300,000    |    |            |    |             |
| Subtotal                                       |            |   | \$             | 704,320        | \$             | 390,530        | \$      | 320,740    | \$      | 413,212    | \$ | 2,198,802  |    |             |
| Transit New Equipment                          |            |   |                |                |                |                |         |            |         |            |    |            |    |             |
| Server Refresh (T1MP 2.4)                      | Technology | Yearly refresh of older servers with four-year useful life; per City standards  | \$             | 133,500        | \$             | 34,000         | \$      | 538,000    | \$      | 504,000    | \$ | 1,347,500  |    |             |
| Davidson Network Refresh                       | Technology | Replace core switches to maintain system compatibility  | 52,500         | 220,000        | 42,500         | 24,000         | -       | -          | -       | 339,000    |    |            |    |             |
| UPS Refresh for Local Servers & Switches       | Technology | Replaced 6 commercial UPS units at South Tryon  | 210,000        | -              | -              | 240,000        | -       | -          | -       | 450,000    |    |            |    |             |
| CATS Network Refresh                           | Technology | Annual refresh: 14 catalyst 3850 network switches for the facilities/rail environment   | -              | -              | 100,000        | 100,000        | -       | -          | -       | 200,000    |    |            |    |             |
| LR SCADA Firewall Refresh                      | Technology | Refresh the firewall operating system   | -              | 250,000        | -              | -              | -       | -          | -       | 250,000    |    |            |    |             |
| DR System Upgrade                              | Bus        | Upgrade DR system to operate the enunciation system and provide wireless data uploading and downloading.  | -              | -              | -              | 661,432        | -       | -          | -       | 661,432    |    |            |    |             |
| City of Charlotte ERP Initiatives              | Finance    | CATS portion of City's CIP expenses (~11% of total): MUNIS upgrades; reporting solutions; MMSBE/DBE module; training initiatives; travel module; eProcurement module; Budget System upgrade | 231,459        | -              | -              | -              | -       | -          | -       | 231,459    |    |            |    |             |
| Contingency for IT Projects                    | Technology | Contingency for IT Projects   | 150,000        | 100,000        | 100,000        | 100,000        | 100,000 | 100,000    | 100,000 | 550,000    |    |            |    |             |
| Rail Shop Equipment                            | Rail       | Equipment for Maintenance of Way / Rail Maintenance   | -              | 327,432        | -              | -              | -       | -          | -       | 327,432    |    |            |    |             |
| HastusSoftware Upgrade                         | Technology | Upgrade Hastus software used for scheduling, trip planning, call center, mobile applications, dispatching, assignments, and payroll   | -              | 600,000        | -              | -              | -       | -          | -       | 600,000    |    |            |    |             |
| Tug Replacement                                | Bus        | Replace 14 year old tug with new ones to be used to push buses that will not start  | -              | -              | -              | 160,000        | -       | -          | -       | 160,000    |    |            |    |             |
| Friction Modifiers                             | Rail       | Equipment decreases the friction in the interaction between the track and the wheel to decrease stress and pressure on both   | -              | -              | -              | -              | -       | -          | -       | 146,340    |    |            |    |             |
| Steam Bay Lift at S. Tryon                     | Bus        | Replace the steam bay lift which helps in the bus repair process by identifying leaks that need to be repaired  | -              | -              | -              | 160,000        | -       | -          | -       | 160,000    |    |            |    |             |
| Brake Rotor Lathe                              | Bus        | Equipment used for curing noise and vibration problems and assist in prolonging the life of bus brake systems   | -              | -              | -              | -              | -       | -          | -       | 20,000     |    |            |    |             |
| Bus Operations: Control Center Workstation     | Bus        | Purchase equipment for 4 workstations including the desk, screens, monitor arm poles, chair, CPU cabinets, file drawers/storage, and installation   | -              | -              | -              | 20,000         | -       | -          | -       | 20,000     |    |            |    |             |
| Subtotal                                       |            |   | \$             | 777,459        | \$             | 1,531,432      | \$      | 780,500    | \$      | 1,809,432  | \$ | 5,463,163  |    |             |
| Grant-Funded Capital Projects Subtotal         |            |   | \$             | 40,452,122     | \$             | 28,734,753     | \$      | 18,145,039 | \$      | 17,425,005 | \$ | 15,972,823 | \$ | 120,729,742 |

# Appendix 7 – Grant-Funded Operating Projects

| Grant Funded Operating Projects- Federal Share Only |              |   |                       |           |        |           |        |           |        |           |        |           |                             |            |
|---|--------------|---|-----------------------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|-----------------------------|------------|
| Regional Transit Plan Study-<br>UPWP Projects       | Development  | Regional Transit Plan Study   | FY2022                |           | FY2023 |           | FY2024 |           | FY2025 |           | FY2026 |           | FY2022 -<br>FY2026<br>TOTAL |            |
|   |              |   | Preliminary<br>Budget |           | Plan   |           | Plan   |           | Plan   |           | Plan   |           |                             |            |
|   |              |   | \$                    | -         | \$     | 400,000   | \$     | 400,000   | \$     | -         | \$     | -         | \$                          | 800,000    |
| Transit Oriented Development                        | Development  | Silver line planning  |                       | 143,976   |        | -         |        | -         |        | -         |        | -         |                             | 143,976    |
| UPWP Program  | Development  | Unified Planning Work Program   |                       | 784,448   |        | -         |        | -         |        | -         |        | -         |                             | 784,448    |
| Rail Safety Campaign                                | Marketing    | Safety campaign for CityLYNX rail system  |                       | 56,080    |        | -         |        | -         |        | -         |        | -         |                             | 56,080     |
| Enhanced Mobility Project<br>Administration         | Civil Rights | Federal funding for administering Enhanced Mobility Grant and monitoring subrecipient projects. |                       | 1,059,832 |        | 891,980   |        | 891,980   |        | 891,980   |        | 891,980   |                             | 4,627,752  |
| Workstations  | Technology   | Yearly refresh of older workstations, valued under \$5,000 per unit.                            |                       | 146,400   |        | 233,120   |        | 225,120   |        | -         |        | -         |                             | 604,640    |
| Preventive Maintenance-<br>Facilities               | Facilities   | Bus stop bases  |                       | 5,600     |        | -         |        | -         |        | -         |        | -         |                             | 5,600      |
| S. Tryon Bus Lot Repairs                            | Bus          | Repair to the bus lot located at S. Tryon   |                       | 92,000    |        | -         |        | -         |        | -         |        | -         |                             | 92,000     |
| Preventive Maintenance - Bus                        | Bus          |   |                       | 7,524,166 |        | 5,372,420 |        | 5,172,901 |        | 5,475,140 |        | 4,203,054 |                             | 27,747,681 |
| Preventive Maintenance - Rail                       | Rail         |   |                       | 3,393,213 |        | 850,000   |        | 850,000   |        | 850,000   |        | 850,000   |                             | 6,793,213  |
| Preventive Maintenance - STS                        | STS          |   |                       | 375,000   |        | 375,000   |        | 375,000   |        | 375,000   |        | 375,000   |                             | 1,875,000  |

The S70 Overhaul Engineering is necessary to provide support and QA services for the overhauls being performed by an off-site vendor. The engineering support will be provided for the following projects: Truck Overhaul, necessary maintenance electrical and mechanical upgrades of LRV systems and sub-system. This will cover development and implementation (base on historical information) and engineering to cover the OEM recommended maintenance services at directed intervals for vehicle systems. The systems covered are: Pantograph, Coupler, Trucks, Wheel Axles sets (traction motors and Gearboxes), Auxiliary Power inverter, Doors, HVAC, Propulsion, Communication, Destination Signs, Suspension system, Braking system Event recorder and Journal Bearings.

The S70 Overhaul Program will cover the following projects: Truck Overhaul, necessary maintenance upgrades of LRV systems and sub-system. This project covers the OEM recommended maintenance services at directed intervals for vehicle systems. The systems covered are: Pantograph, Coupler, Trucks, Wheel Axles sets (traction motors and Gearboxes), Auxiliary Power inverter, Doors, HVAC, Propulsion, Communication, Destination Signs, Suspension system, Braking system Event recorder and Journal Bearings. This overhaul budget covers the 20 vehicle fleet. The 10-year overhaul preliminary estimates are included in this budget. The projected cost for the 10 year overhaul will be estimated \$12 million dollars. The S70 overhaul program will be performed by contractor.

|                          |      |         |         |         |         |         |           |           |           |            |
|--------------------------|------|---------|---------|---------|---------|---------|-----------|-----------|-----------|------------|
| S70 Overhaul Engineering | Rail | 206,641 | 208,283 | 266,050 | 208,283 | 208,283 | 2,558,866 | 2,258,866 | 2,258,866 | 11,899,160 |
|--------------------------|------|---------|---------|---------|---------|---------|-----------|-----------|-----------|------------|

|  |               |               |               |               |              |               |
|--|---------------|---------------|---------------|---------------|--------------|---------------|
| Grant-Funded Operating Projects Subtotal | \$ 16,583,286 | \$ 10,589,669 | \$ 10,507,683 | \$ 10,059,269 | \$ 8,787,183 | \$ 56,527,090 |
|--|---------------|---------------|---------------|---------------|--------------|---------------|



# Appendix 7 – Grant-Funded Operating Projects

| Grant-Funded Operating Projects- State Share Only |         | FY2022<br>Preliminary<br>Budget  | FY2022<br>TOTAL       |
|---|---------|--|-----------------------|
| Rideshare Program                                 | Vanpool | Program to encourage as a viable alternative, the use of Public Transit through the Vanpool Program.   | \$ 133,673 \$ 133,673 |
| Apprentice Program                                | Various | Program to create unique learning opportunities in various departments within CATS for college students who show interest in public transit. | 91,574 91,574         |
| Grant-Funded Operating Projects Total             |         | \$ 225,247 \$  | 225,247               |



| 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            |
| <b>FRA Federal Project Total</b>   | 100%          | <b>\$ 52,719,131</b>  |
| Surface Transportation Block Grant   |               | \$ 17,350,000         |
| Strategic Transportation Investments (STI- Preliminary Engineering & Construction) |               | 5,821,005             |
| City of Charlotte funds for engineering, construction & other uses                 |               | 9,104,710             |
| <b>Non-FRA Federal Project Total</b>   |               | <b>\$ 32,275,715</b>  |
| <b>FRA Cooperative Agreement Total</b>   |               | <b>\$ 84,994,846</b>  |
| <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             |
| <b>FTA Project Total</b>   | 100%          | <b>\$ 27,538,465</b>  |
| <u>Other Funding Sources &amp; Uses</u>  |               |                       |
| Surface Transportation Block Grant   |               | \$ 1,400,000          |
| Strategic Transportation Investments (STI- Preliminary Engineering & Construction) |               | 11,059,864            |
| 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                 |               | 23,895,290            |
| <b>Other Funding Sources Total</b>   |               | <b>\$ 50,123,154</b>  |
| <b>TOTAL PROJECT BUDGET</b>  |               | <b>\$ 162,656,465</b> |





CityLYNX Goldline Phase II

| Sources of Capital Funding                            | Funding Share | Funding Amount        |
|---|---------------|-----------------------|
| Federal Section 5309 Small Starts Federal Funds       | 50%           | \$ 73,087,380         |
| Local Funds Match to Small Starts (City of Charlotte) | 50%           | 73,087,381            |
| <b>Federal Section 5309 Project Total</b>             | <b>100%</b>   | <b>\$ 146,174,761</b> |
| 100% Local Funds (City of Charlotte)                  |               | 3,912,620             |
| <b>TOTAL PROJECT BUDGET</b>                           |               | <b>\$ 150,087,381</b> |

| Uses of Capital Funding ( as of 11/30/2020)           | Budget Amount         | Expenditures to Date  |
|---|-----------------------|-----------------------|
| 10. Guideway & Track Elements                         | \$ 19,476,843         | \$ 16,858,058         |
| 20. Stations, Stops, Terminals, Intermodal            | 2,204,700             | 876,152               |
| 30. Support Facilities: Yards, Shops, Admin Buildings | -                     | -                     |
| 40.Sitework & Special Conditions                      | 32,481,078            | 23,971,351            |
| 50. Systems   | 26,604,844            | 16,279,144            |
| 60. ROW, Land, Exisiting Improvements                 | 1,201,415             | 715,893               |
| 70. Vehicles  | 39,747,841            | 30,554,146            |
| 80. Professional Services                             | 22,528,395            | 18,556,689            |
| 90. Unallocated Contingency                           | 3,842,265             | -                     |
| 100. Finance Charges                                  | -                     | -                     |
| 100% Local Funded Art in Transit                      | -                     | 164,061               |
| 100% Local Funded                                     | 2,000,000             | -                     |
| <b>TOTAL PROJECT EXPENSE</b>                          | <b>\$ 150,087,381</b> | <b>\$ 107,975,494</b> |



| Month | Date | Present/Deliver To                         | Details  |
|-------|------|--|--|
| Dec   | 30   | City S&B Department                        | CEO Preliminary Budget                                 |
| Jan   | 27   | Metropolitan Transit Commission (MTC)      | Presentation of Preliminary Budget: Overview           |
| Feb   | 11   | Transit Services Advisory Committee (TSAC) | Presentation of Preliminary Budget: Overview           |
|       | 16   | Citizens Transit Advisory Group (CTAG)     | Presentation of Preliminary Budget: Overview           |
|       | 17   | MTC Managers                               | Overview of Key Service Level Changes                  |
|       | 24   | Metropolitan Transit Commission (MTC)      | Presentation of Key Service Level Changes              |
| Mar   | 17   | MTC Managers                               | Overview of Key Operating & Capital Programs           |
|       | 24   | Metropolitan Transit Commission (MTC)      | Presentation of Key Operating & Capital Programs       |
| Apr   | 20   | Citizens Transit Advisory Group (CTAG)     | Presentation of CEO Recommended Budget to MTC          |
|       | 21   | MTC Managers                               | Overview of CEO Recommended Budget to City Council     |
|       | 28   | Metropolitan Transit Commission (MTC)      | Presentation of CEO Recommended Budget to City Council |
| Jun   | 7    | Charlotte City Council                     | Adopt Budget   |

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## FY2022 PRELIMINARY OPERATING & DEBT SERVICE BUDGETS

## FY2022-26 PRELIMINARY CAPITAL INVESTMENT PLAN

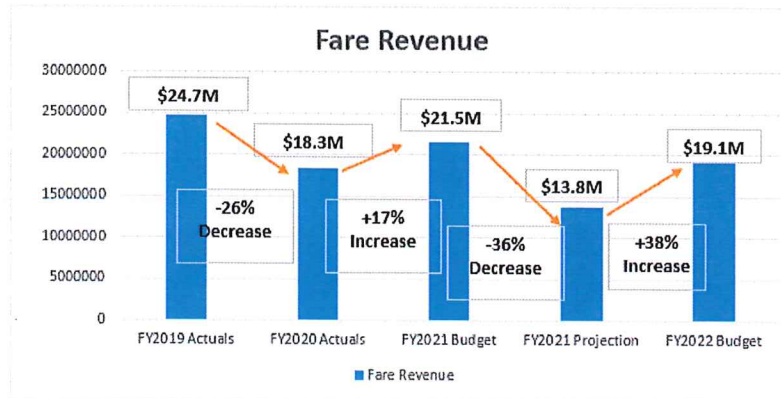
Presented To  
METROPOLITAN TRANSIT COMMISSION  
John M. Lewis, Jr., CATS CEO  
Blanche W. Sherman, CATS CFO  
January 27, 2021



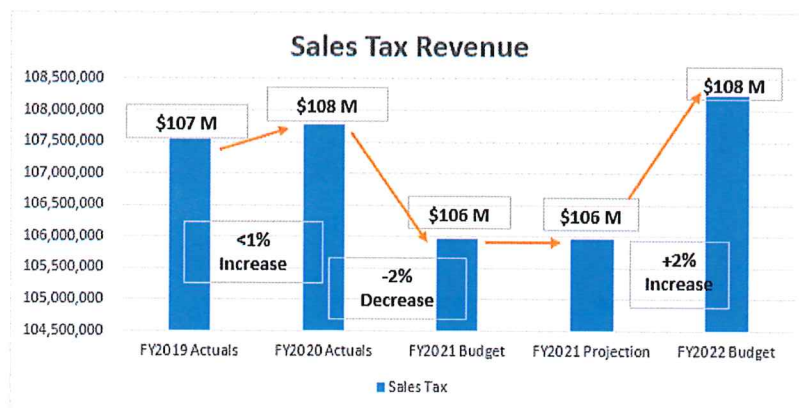
## Charlotte Area Transit Overview



## COVID-19 Impact



## COVID-19 Impact

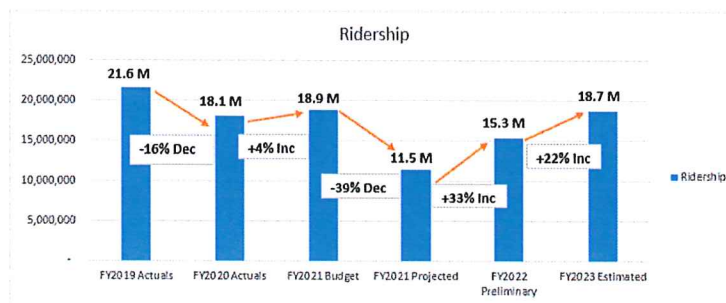




## COVID-19 Impact

### ➤ Ridership Impact

- Ridership projected to gradually increase in FY22 & 23 as statewide mandates and social distancing requirements loosen.



## COVID-19 Impact

### ➤ Service Modifications

- Rail & Bus Service based on demand

### ➤ COVID Related Direct Purchases

- Additional cleaning, PPE, social distancing equipment and facility updates.



## COVID-19 Impact

- CARES Act Funding Initial Apportionment
  - \$56,935,286 in Federal Funding

### Direct & Indirect Expenses Details

|   | FY2020<br>Actuals | FY2021<br>Projection | FY2022<br>Preliminary Budget |
|---|-------------------|----------------------|------------------------------|
| Cleaning Services                                 | \$ 94,179         | \$ 2,563,708         | \$ 2,222,207                 |
| PPE, Sanitizer, Mask, Cleaning                    |                   |                      |                              |
| Supplies, Storage Rentals                         | 160,586           | 190,279              | \$ 115,993                   |
| Partitions & Driver Shields on Fleet*             |                   | 304,385              | \$ 60,000                    |
| Facility Updates (Signage & Technology equipment) | 921               |                      | \$ 84,000                    |
| Optibus Initiative                                |                   | 550,000              | \$ -                         |
| Reduction in Revenue                              | -                 | 14,175,092           | \$ 4,388,493                 |
| Total   | \$ 255,686        | \$ 17,783,464        | \$ 6,870,693                 |
|   | -                 | -                    | -                            |

\*Partitions over \$5K are classified as capital expenses



## COVID-19 Impact

- CARES Act Additional Funding
  - FTA announced January 11, 2021
  - 100% Federal Share with no local match requirement
  - \$\$49,821,740 shared with the agencies below.
    - Iredell County Transportation Services (ICATS)
    - Mecklenburg County Transportation Services (MCTS)
    - Union County Transportation (Union)

|                  |               |
|------------------|---------------|
| Charlotte, NC-SC |               |
| North Carolina   | \$ 49,821,740 |
| South Carolina   | \$ 2,523,921  |
| Total            | \$ 52,345,661 |

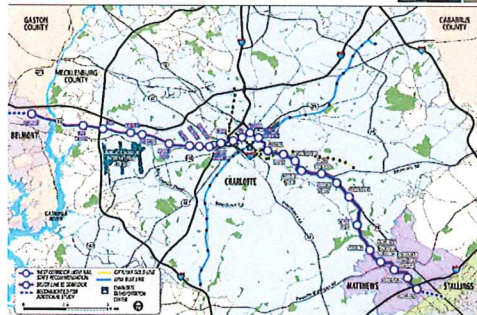
### Charlotte Gateway Station

- Groundbreaking July 20, 2018 for Phase I
- Multi-modal transit center
- Funding partnerships with Federal, State, and City of Charlotte (local)
- FY2021 - Master Developer to design phasing of CGS development
- FY2022 Construction of South Block



### Silver Line Light Rail

- A 26-mile alignment, with 28 proposed stations, that will travel from the Town of Matthews, through uptown Charlotte, west to the Charlotte Douglas Airport (potentially expanding beyond to Gaston County/City of Belmont in the West and Stallings/Indian Trials.





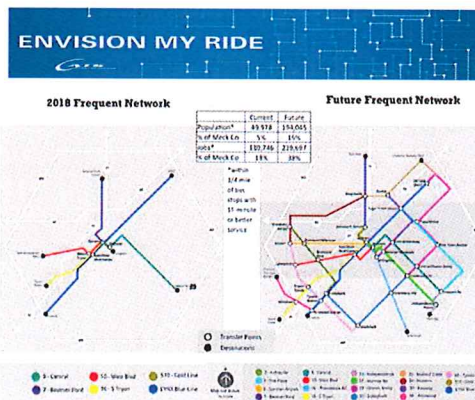
**CityLYNX GoldLine**

- FY2022 first full year of operations
- 2.5 mile extension
- Modern street car vehicles with hybrid technology delivered in FY2020
- Updated platforms to allow for level boarding



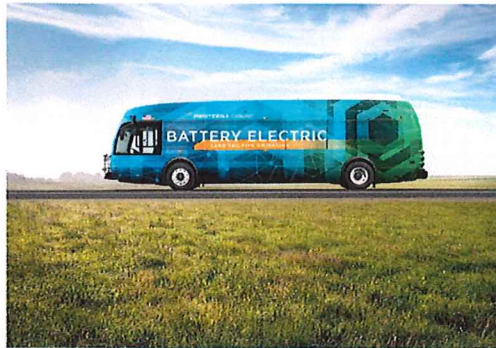
**Envision My Ride**

- Redesign of current bus system with the following goals:
  - Increase cross-town and suburb-to-suburb service
  - Add bus-rail connectivity with BLE
  - Increase frequency of service & offer more direct services
- FY2018 - Route reorganization began with Bus/Rail integration
- FY2019 - Implemented service changes that adjusted more than 20 routes
- FY2020 - \$1 million investment for frequency adjustments to reduce headway
- FY2021 – COVID Impact

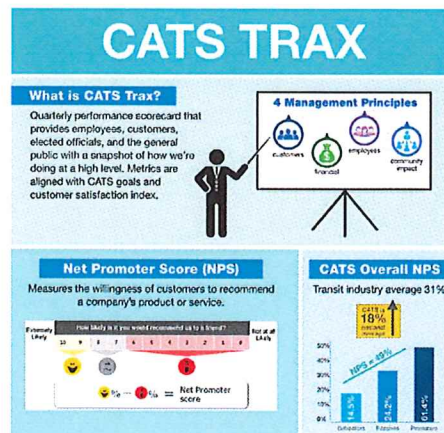


### Electric Buses

- New Initiative!
- Unsolicited Proposal from Duke
- Demonstration
- Full Fleet Conversion

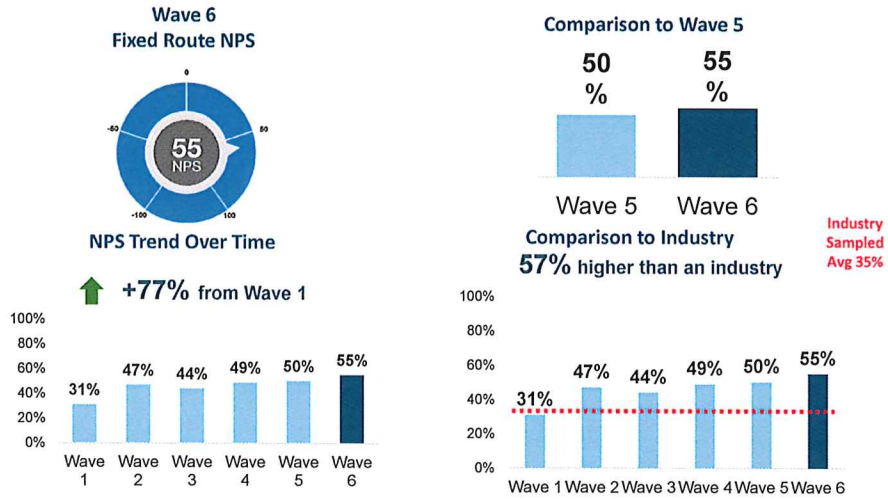


- ✓ CATS Performance Outcomes
- ✓ Assigns Importance Scoring
- ✓ Industry Metrics





## Ultimate Impact on Customer Satisfaction Outcomes



## CATS TRAX FY20 Aggregate Scorecard

| Strategy                  | Metric  | Performance Goal | Goal Points | Q4 Earned Points |
|---------------------------|---|------------------|-------------|------------------|
| Customer Satisfaction     | Overall Customer Satisfaction                             | 90%              | 10.0        | 9.3              |
|                           | Overall Net Promoter Score                                | 58%              | 10.0        | 10.0             |
|                           | Overall On-Time Performance                               | 89%              | 7.0         | 7.5              |
|                           | Overall Ridership**                                       | 23,500,000       | 3.0         | 1.1              |
|                           | Overall Ridership**                                       | 100%             |             |                  |
| Financial Stability       | Taxpayer Subsidy Percentage, (CATS Policy <80%)**         | <80%             | 8.0         | 7.6              |
|                           | Net Debt Service Coverage Threshold (CATS Policy >1.15)** | >1.15            | 7.0         | 7.0              |
|                           | Overall Operating Cost/Revenue Hour**                     | \$142.21         | 6.0         | 5.4              |
|                           | Overall Customers/Revenue Hour                            | 21.0             | 6.0         | 2.9              |
|                           | Directly Generated Revenue**                              | 3.0%             | 3.0         | 2.5              |
| Employee Success          | Employee Engagement                                       | 80%              | 8.0         | 6.3              |
|                           | Employee Satisfaction                                     | 85%              | 8.0         | 5.7              |
|                           | Customer Satisfaction with CATS Employees                 | 86%              | 5.0         | 4.9              |
|                           | Customer Satisfaction with Call Center Interactions       | 87%              | 4.0         | 3.9              |
| Community Impact          | Economic Impact**   | 1.27             | 5.0         | 5.9              |
|                           | Community Perception of Community Value                   | 85%              | 4.0         | 3.9              |
|                           | Access to Key Destinations*                               | 24%              | 3.0         | 1.2              |
|                           | Jobs Created from Transit & Transit Infrastructure**      | 21,400           | 3.0         | 3.9              |
|                           | Jobs Created from Transit & Transit Infrastructure**      | 100%             |             |                  |
| Overall Performance Score |   |                  | 100.0       | 89.0             |

CATS TRAX Scorecard updated 8/10/20

- Primarily Structural balanced budget
- Accountability: Compliant with most (impact of current health pandemic) MTC financial and business performance objectives
- Mobility options for safe, affordable access to jobs, education, healthcare and other destinations





## FY2022 Preliminary Operating and Debt Service Budgets and FY2022-FY2026 Capital Investment Plan Overview



### FY2022 BUDGET SUMMARY

| BUDGET SUMMARY                                    |   |   |                        |                 |  |
|---|---|---|------------------------|-----------------|--|
|   | FY2021<br>Adopted<br>Budget<br>(millions) | FY2022<br>Preliminary<br>Budget<br>(millions) | Variance<br>(millions) | Variance<br>(%) |  |
| Operating Revenues                                | \$ 175.6                                  | \$ 181.9                                      | \$ 6.3                 | 3.6%            |  |
| CATS Control Account                              | -   | -   | \$ -                   | 0.0%            |  |
| <b>Total Operating Revenue</b>                    | <b>\$ 175.6</b>                           | <b>\$ 181.9</b>                               | <b>\$ 6.3</b>          | <b>3.6%</b>     |  |
| Operating Expenditures                            | \$ 175.6                                  | \$ 181.9                                      | \$ 6.3                 | 3.6%            |  |
| Transfer to Capital                               | -   | -   | -                      | 0.0%            |  |
| <b>Total Operating Expenditures and Transfers</b> | <b>\$ 175.6</b>                           | <b>\$ 181.9</b>                               | <b>\$ 6.3</b>          | <b>3.6%</b>     |  |
| Debt Service Budget                               | \$ 50.9                                   | \$ 62.1                                       | \$ 11.2                | 22.0%           |  |
| Capital Budget*                                   | \$ 258.1                                  | \$ 40.5                                       | \$ (217.6)             | -84.3%          |  |

\* Note: FY2022 Preliminary Capital Budget does not include any carry over amounts

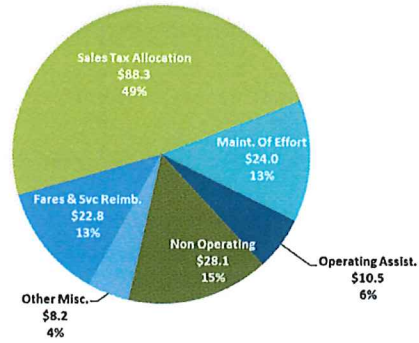
### Key Changes in FY2022 vs FY2021 (millions)

**\$175.6 FY2021 Adopted Budget**

- + 0.1 Sales Tax Allocation
- (-2.4) Fares
- (0.1) Service Reimbursements
- + 0.7 Maintenance of Effort
- + 5.4 Operating Assistance
- + 2.0 Other Miscellaneous Revenue
- + 0.6 Non-Operating Revenue

**\$181.9 FY2022 Preliminary Budget**

**Total \$181.9 million**



### 1/2% Sales Tax Receipts and Projections (millions)



Note: Sales Tax Trendline began in FY2013



## SALES TAX ALLOCATIONS

|  | FY2020<br>Actuals | FY2021<br>Adopted<br>Budget | FY2021<br>Year End<br>Projection | FY2022<br>Preliminary<br>Budget |
|--|-------------------|-----------------------------|----------------------------------|---------------------------------|
|  | (millions)        | (millions)                  | (millions)                       | (millions)                      |
| Sales Tax Receipts                             | \$ 107.8          | \$ 106.0                    | \$ 106.0                         | \$ 108.2                        |
| Sales Tax Trendline                            | (97.0)            | (105.2)                     | (105.2)                          | (105.2)                         |
| Sales Tax Above Trendline                      | \$ 10.8           | \$ 0.8                      | \$ 0.8                           | \$ 3.0                          |
| <b>Allocation of Sales Tax Trendline</b>       |                   |                             |                                  |                                 |
| Transfer to Debt Service                       | \$ 17.7           | \$ 17.0                     | \$ 17.0                          | \$ 16.9                         |
| Transfer to Operating                          | 79.3              | 88.2                        | 88.2                             | 88.3                            |
| Subtotal                                       | \$ 97.0           | \$ 105.2                    | \$ 105.2                         | \$ 105.2                        |
| <b>Allocation of Sales Tax Above Trendline</b> |                   |                             |                                  |                                 |
| Transfer to Revenue Reserve                    | \$ -              | \$ -                        | \$ -                             | \$ -                            |
| Transfer to Control Account                    | 10.8              | 0.8                         | 0.8                              | 3.0                             |
| Transfer to Capital                            | -                 | -                           | -                                | -                               |
| Transfer to Operating                          | -                 | -                           | -                                | -                               |
| Subtotal                                       | \$ 10.8           | \$ 0.8                      | \$ 0.8                           | \$ 3.0                          |
| <b>Total Sales Tax Receipts</b>                | <b>\$ 107.8</b>   | <b>\$ 106.0</b>             | <b>\$ 106.0</b>                  | <b>\$ 108.2</b>                 |

## FY2022 OPERATING EXPENDITURES

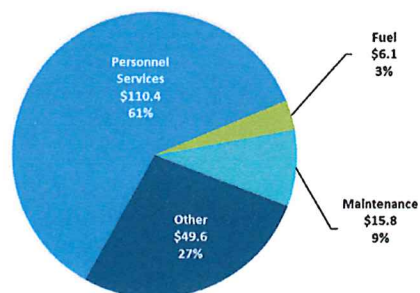
### Key Changes in FY2022 vs FY2021 (millions)

#### \$175.6 FY2021 Adopted Budget

- + 0.1 Personnel Services
- (0.2) Fuel (Diesel for BOD & STS)
- + 2.3 Vehicle and Track Maintenance
- + 4.1 Other Operating Expense

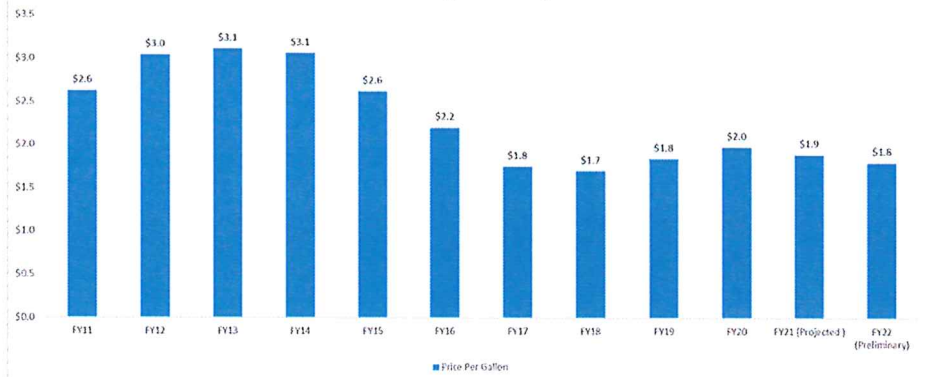
#### \$181.9 FY2022 Preliminary Budget

Total \$181.9 million





### Diesel Fuel Avg Price per Gallon



- City Positions**

579.75 Full Time Equivalent Regular City Positions

1.00 Temporary Positions

**NEW! 1.00 Service Level Change-Grant Funded GIS position (included in 579.75 )**

- Contracted Positions**

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

108.05 Full Time Equivalent Positions – Contracted Security Officers



## Performance Objectives

### Financial Performance Objectives

|   | FY2019<br>Actuals | FY2020<br>Audited<br>Actuals | FY2021<br>Adopted<br>Budget | FY2021<br>Year End Projection | FY2022<br>Preliminary<br>Budget |
|---|-------------------|------------------------------|-----------------------------|-------------------------------|---------------------------------|
| <b>SYSTEM SUBSIDY</b>                         |                   |                              |                             |                               |                                 |
| ≤ 80% of Total Operating Cost                 | 77.5%             | 83.1%                        | 81.9%                       | 86.1%                         | 82.9%                           |
| <b>OPERATING RATIO (W/O Capital Interest)</b> | 22.5%             | 16.9%                        | 18.1%                       | 13.9%                         | 17.1%                           |
| <b>PASSENGERS PER HOUR</b>                    |                   |                              |                             |                               |                                 |
| (Bus ≥ 20 passengers per hour)                | 15.6              | 12.7                         | 15.1                        | 10.2                          | 12.6                            |
| (Light Rail ≥ 90 passengers per hour)         | 106.3             | 97.4                         | 103.9                       | 53.0                          | 72.7                            |
| <b>ADMINISTRATIVE OVERHEAD</b><br>(≤ 15%)     | 11.5%             | 11.9%                        | 14.5%                       | 14.9%                         | 15.3%                           |
| <b>GROSS DEBT SERVICE COVERAGE</b><br>(> 3.0) | 6.08              | 5.74                         | 6.36                        | 6.36                          | 8.15                            |
| <b>NET DEBT SERVICE COVERAGE</b><br>(≥ 1.15)  | 1.76              | 1.49                         | 1.15                        | 1.04                          | 1.43                            |

- FY2022 Debt Service Budget \$62.1 million**

Transit Sales Tax, Federal and State grant funds pay annual principal and interest expenses

| Project                        | Funding | FY2020<br>Actuals<br>(millions) | FY2021<br>Adopted<br>Budget<br>(millions) | FY2022<br>Preliminary<br>Budget<br>(millions) |
|--------------------------------|---------|---------------------------------|---|---|
| Blue Line Extension            | Federal | \$ 17.0                         | \$ 5.6                                    | \$ 0.6  |
|                                | State   | \$ 1.0                          | \$ 25.4                                   | \$ 41.6                                       |
|                                | Local   | \$ 10.3                         | \$ 9.6                                    | \$ 9.6  |
| Blue Line & Transit Facilities | Local   | \$ 6.6                          | \$ 6.6                                    | \$ 6.6  |
| South Tryon Bus Garage         | Federal | \$ 2.9                          | \$ 2.9                                    | \$ 3.0  |
|                                | Local   | \$ 0.8                          | \$ 0.8                                    | \$ 0.7  |
| <b>Total Debt Service</b>      |         | <b>\$ 38.5</b>                  | <b>\$ 50.9</b>                            | <b>\$ 62.1</b>                                |

- Estimated Outstanding Principal: Approximately \$433 million (as of 6/30/2020)
- Temporary Debt \$123 million
- No new debt issuance is programmed for FY2022



## FY2022-FY2026 PRELIMINARY CAPITAL PROGRAM

| Sources of Funds     | FY2022               | FY2023               | FY2024               | FY2025               | FY2026               | Total                 |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Grants- Federal      | \$ 11,092,863        | \$ 17,310,314        | \$ 10,082,009        | \$ 10,534,223        | \$ 11,804,709        | \$ 60,824,118         |
| Grants-State         | 1,320,065            | 2,512,798            | 1,126,780            | 1,145,322            | 1,057,384            | 7,162,349             |
| Local 1/2% Sales Tax | 28,039,194           | 8,911,641            | 6,936,250            | 5,745,460            | 3,110,730            | 52,743,275            |
| <b>Total</b>         | <b>\$ 40,452,122</b> | <b>\$ 28,734,753</b> | <b>\$ 18,145,039</b> | <b>\$ 17,425,005</b> | <b>\$ 15,972,823</b> | <b>\$ 120,729,742</b> |

| CAPITAL EXPENDITURES                      | FY2022               | FY2023               | FY2024               | FY2025               | FY2026               | Total                 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| State of Good Repair- Vehicle Replacement | \$ 12,302,588        | \$ 12,186,840        | \$ 12,387,663        | \$ 12,074,234        | \$ 13,558,932        | \$ 62,510,257         |
| State of Good Repair- Facilities & Others | 1,700,244            | 1,300,000            | 1,100,000            | 800,000              | 500,000              | 5,400,244             |
| Transit Safety & Security                 | 1,300,065            | 348,897              | 326,136              | 696,339              | 686,339              | 3,357,776             |
| Transit Long Range Capital Improvement    | 23,667,446           | 12,977,054           | 3,230,000            | 1,675,000            | 250,000              | 41,799,500            |
| Non-Revenue Vehicle                       | 704,320              | 390,530              | 320,740              | 370,000              | 413,212              | 2,198,802             |
| Transit New Equipment                     | 777,459              | 1,531,432            | 780,500              | 1,809,432            | 564,340              | 5,463,163             |
| <b>Total</b>                              | <b>\$ 40,452,122</b> | <b>\$ 28,734,753</b> | <b>\$ 18,145,039</b> | <b>\$ 17,425,005</b> | <b>\$ 15,972,823</b> | <b>\$ 120,729,742</b> |

**Notes:**

1. FY2022 Preliminary Capital Budget excludes carry over amounts
2. Excludes Grant-Funded Operating Projects totaling \$56.5 million for FY2022 – FY2026

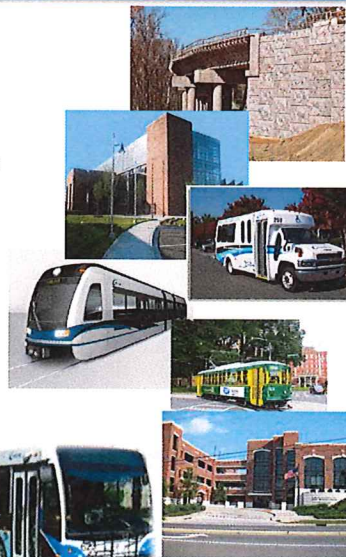


## FY2022-FY2026 CAPITAL PROGRAM

### \$120.7 million Funds 5-Year Capital Program

**Key Capital Expenses:**

- **State of Good Repair \$67.9 million**
  - Replace 50 buses; 55 STS Buses; 47 Vanpool Vans
  - Contingency for Facilities projects (FY22 – FY23 only)
  - Envision My Ride Bus Shelters
  - Fencing Replacements
  - Substation HVAC Replacement
  - Lighting Upgrades

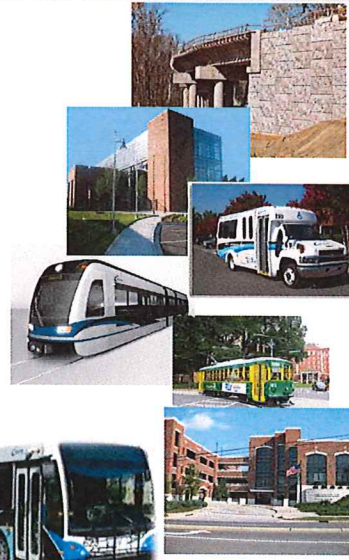




### \$120.7 million Funds 5-Year Capital Program

#### Key Capital Expenses:

- **Transit Safety and Security \$3.3 million**
  - Camera & Access Control Replacements
  - Guard Shacks & Bollards
- **Transit Long Range Capital Improvement \$41.8 million**
  - Silver Line Design (FY22 only)
  - ADA Enhancements and Improvements
  - Southend Station
  - Hambright Park & Ride

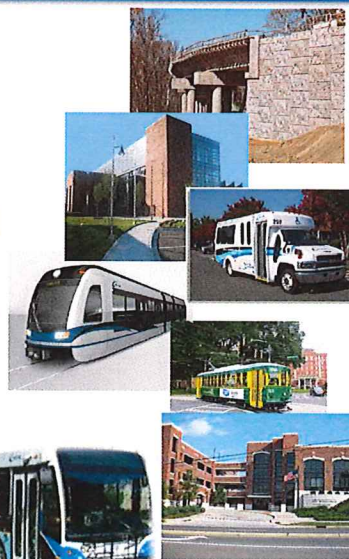


### \$120.7 million Funds 5-Year Capital Program

#### Key Capital Expenses:

- **Transit Non-Revenue Vehicles \$2.2 million**
  - 18 replacement vehicles in FY2022
  - 44 replacement vehicles over 5-year Program

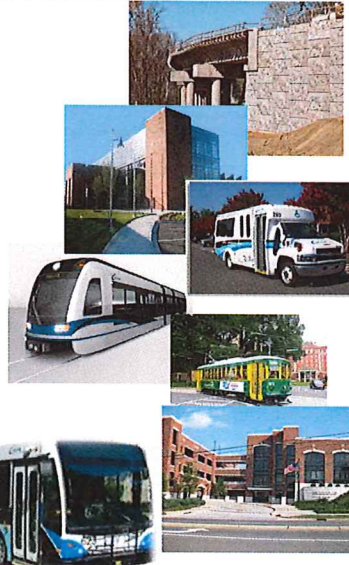
| Non-Revenue Vehicles            | FY2022    | FY2023-FY2026 | Total Vehicles |
|---------------------------------|-----------|---------------|----------------|
| Bus Operations & Maintenance    | 8         | 16            | 24             |
| Special Transportation Services | 2         | 4             | 6              |
| Facilities                      | 2         | 4             | 6              |
| Marketing                       | 3         | -             | 3              |
| Safety & Security               | 3         | -             | 3              |
| Technology                      | -         | 2             | 2              |
| <b>Total</b>                    | <b>18</b> | <b>26</b>     | <b>44</b>      |



### \$120.7 million Funds 5-Year Capital Program

#### Key Capital Expenses:

- Transit Equipment \$5.5 million
  - Server Refresh
  - UPS Refresh
  - Network Infrastructure Refresh
  - ERP Initiatives
  - Steam Bay Lifts
  - Tug Replacement
  - Rail Shop Equipment
  - Friction Modifiers
  - Demand Response System Upgrade
  - SCADA Firewall Refresh
  - BOCC Workstations
  - Brake Rotor equipment



### Pending Items

- City Cost Allocation Plan (CAP)
  - Allocated cost among all City Departments for Shared Services
- Internal Service Providers (ISP)
  - Cost for items such as Communication Equipment, Insurance Premiums & Workmen's Compensation





## FY2022 BUDGET SUMMARY RECAP

| BUDGET SUMMARY                                    |   |   |                        |                 |  |
|---|---|---|------------------------|-----------------|--|
|   | FY2021<br>Adopted<br>Budget<br>(millions) | FY2022<br>Preliminary<br>Budget<br>(millions) | Variance<br>(millions) | Variance<br>(%) |  |
| Operating Revenues                                | \$ 175.6                                  | \$ 181.9                                      | \$ 6.3                 | 3.6%            |  |
| CATS Control Account                              | -   | -   | -                      | 0.0%            |  |
| <b>Total Operating Revenue</b>                    | <b>\$ 175.6</b>                           | <b>\$ 181.9</b>                               | <b>\$ 6.3</b>          | <b>3.6%</b>     |  |
| Operating Expenditures                            | \$ 175.6                                  | \$ 181.9                                      | \$ 6.3                 | 3.6%            |  |
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| Debt Service Budget                               | \$ 50.9                                   | \$ 62.1                                       | \$ 11.2                | 22.0%           |  |
| Capital Budget*                                   | \$ 258.1                                  | \$ 40.5                                       | \$ (217.6)             | -84.3%          |  |

Note: FY2022 Preliminary Capital Budget excludes carry over amounts



## PROPOSED BUDGET SCHEDULE

|                   |                           |
|-------------------|---------------------------|
| January 20, 2021  | City Manager Presentation |
| February 11, 2021 | TSAC                      |
| February 16, 2021 | CTAG                      |
| February 24, 2021 | MTC                       |
| March 24, 2021    | MTC                       |
| April 20, 2021    | CTAG Recommendation       |
| April 28, 2021    | MTC Approval              |
| June 7, 2021      | City Council Adoption     |



Thank you



CITY OF CHARLOTTE 

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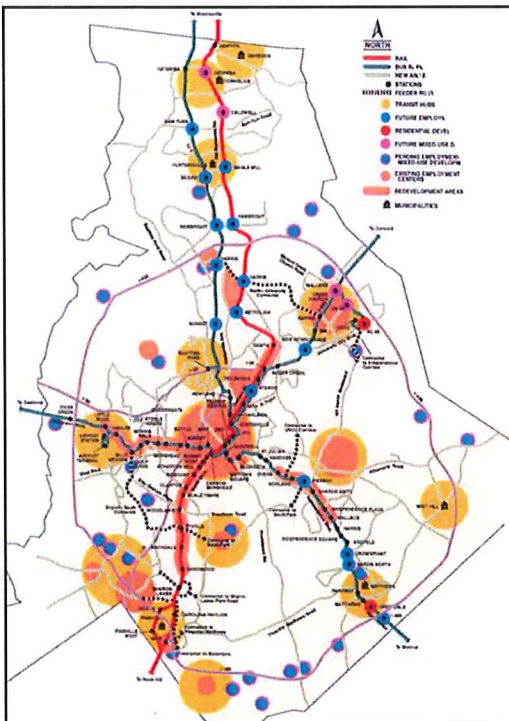
[www.RIDETRANSIT.org](http://www.RIDETRANSIT.org)





## Transformational Mobility Network

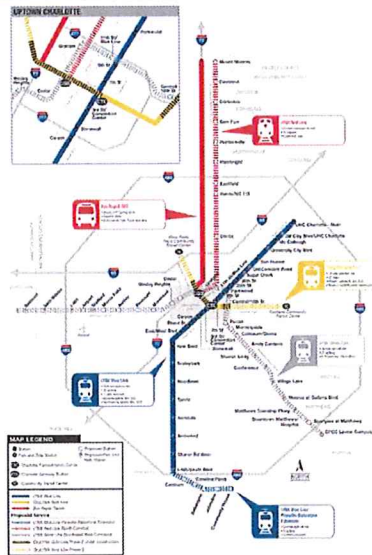
Metropolitan Transit Commission  
January 27, 2021



## Our region has committed to transit since 1998 with the 2025 Transit & Land Use Plan

- 1998 - Mecklenburg County voters approved transit sales tax
- 2007 - Mecklenburg County voters defeated an effort to repeal sales tax

## 2015-2019

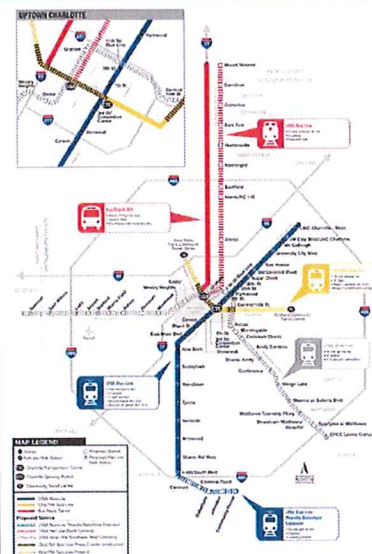


- Opened Park and Rides in Cornelius and Charlotte
- Envision My Ride program begins; first two phases implemented:
  - Structural changes & Frequency enhancements
- LYNX Blue Line Extension
  - Opened in 2018
- CityLYNX Gold Line
  - Phase 2 under construction
- Charlotte Gateway Station
  - Phase 1 construction begins
- LYNX System Update
  - North Corridor Strategy-2019
    - Confirmed LYNX Red Line Commuter Rail
    - Adopted Express Lane Bus Rapid Transit (MetroRapid)
  - LYNX Silver Line
    - Southeast: Adopted Light Rail; Uptown to Matthews-2016
    - West: Adopted Light Rail; Uptown to Belmont-2019
  - LYNX Blue Line Expansion to Pineville and Ballantyne is adopted-2019
  - CATS and Centralina begin a dialogue with surrounding counties

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## 2019-2021



- Envision My Ride Bus Priority Study begins
  - 4<sup>th</sup> street Bus Lane
  - Central Ave bus land Pilot
- CityLYNX Gold Line
  - Phase 2 under construction, opens in 2021
- Charlotte Gateway Station Master Developer selected
- North Corridor Strategy
  - Continue discussions with Norfolk Southern
  - MetroRapid BRT frequency improvements (Pre Covid)
  - Advancing design of MetroRapid BRT capital program and operations plan
- LYNX Silver Line
  - Advancing Design
  - Conducting Transit Oriented Development Study
  - Developing Rail Trail Recommendations
- LYNX Blue Line Expansion to Pineville and Ballantyne
  - Coordinating with development community to preserve corridor
  - CONNECT Beyond Regional Transit Study begins

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## Article 43 Sales Tax

- Article 43 Sales Tax

- Proceeds are distributed to counties that have enacted a Public Transportation Sales Tax or to special districts operating as a Transit Authority
- Mecklenburg County generates net proceeds approximating \$110M annually from the 1/2% Article 43 Transit Tax
- A Transit Governance interlocal Agreement was negotiated in Feb 1999 between County, City and six Towns and defines relationships, which guide planning, financing, and implementation of the plans
  - MTC is policy board for CATS and has responsibilities for reviewing and recommending all long-range transportation plans and approving the spending of the Public Transportation Sales Tax

## Investing the Tax

From 2005-2020 significant service hours increases in frequency, span, and coverage was implemented.

- Davidson—119%
- Cornelius—46%
- Huntersville—85%
- Mint Hill—87%
- Matthews—75%
- Pineville—101%

Four Park and Rides were also constructed to support the service improvements

- Huntersville Gateway - \$2,239,480
- Huntersville Northcross - \$3,083,259
- Cornelius - \$4,627,188
- Matthews Independence Pointe - \$1,991,487





## Future Investments

Through the LYNX System Update, Envision My Ride and CONNECT Beyond; future investments are proposed

### Davidson, Cornelius, and Matthews

- Improve Village Rider to 30-minute frequency
- MetroRapid BRT
  - Additional Park and Rides
  - Mobility Hubs with On Demand service
  - All day service including nights and weekends
- LYNX Red Line

### Mathews

- Improve Routes 17 and 27 to 15 minute frequency
- LYNX Silver Line Bus-Rail Integration
- LYNX Silver Line

### Pineville

- LYNX Blue Line Extension-Pineville/Ballantyne
- Improve and expand service hours for Routes 42, 58, and 51

### Mint Hill

- Local Albemarle Rd route
- LYNX Silver Line bus-rail integration service along Hwy 51
- Mobility Hubs with on demand service
- Albemarle Rd high capacity transit corridor (Connect Beyond)



## "One Cent for Mobility": 1998 Sales Tax and Now

### ➤ Comprehensive Multimodal Mobility Investment vs. Public Transit only:

- Distribute proceeds between transit and non-transit projects, codified in State legislation.
- Allocate revenues to City, County and Towns to fund their prioritized transportation (non-transit) needs: e.g. roads, sidewalks, bikeways, greenways.



Bus Priority System



Greenway System

### ➤ Deliver on an Updated 2030 transit plan in it's entirety:

- Renewed commitment to Red Line, and double down on overcoming barriers



Bicycle Network



Pedestrian Walkability

### ➤ Implement Envision My Ride:

- Build Metro Bus Rapid Transit on I-77 within five years (*cut travel time by 50%*)
- Improvements to bus service frequencies and reliability



Roadway Network



Rapid Transit Corridors

### ➤ Integration of emerging/new technology in transportation

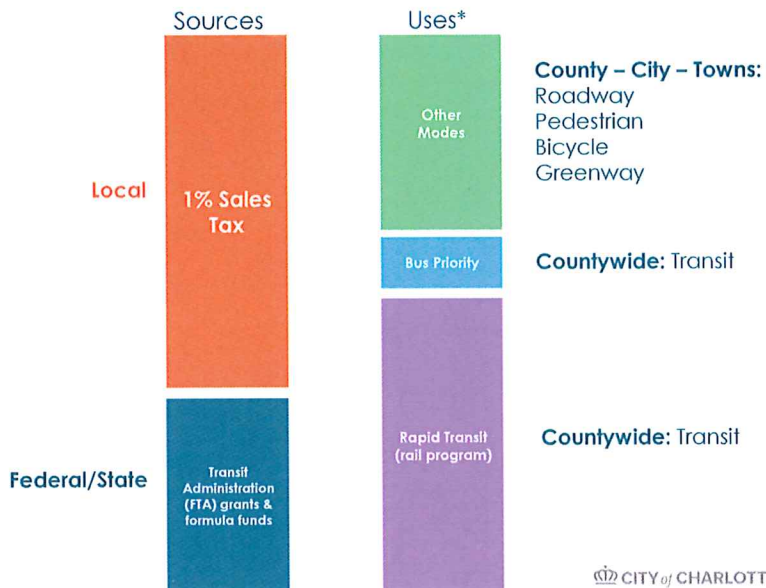




## Concept of Distribution: Transit versus Non-Transit

### Transformational Mobility Network

- Multimodal program of projects & investments
- Derived from adopted plans and policies
- Priority on projects that deliver the outcomes of the *Transformational Mobility Network*
- Influenced by final Funding/Financing Plan
  - **"One Cent for Mobility"** will fund other modes, bus priority and a portion of rapid transit
  - Federal and state partners will fund a portion of rapid transit



\*Excludes O&M and financing costs.

CITY of CHARLOTTE



## Regional Value Proposition ("Carve-Outs")

### ➤ Countywide Rail and Bus Transit program:

- Red Line CRT (Uptown to North Meck)
- Silver Line LRT (Matthews to Airport)
- Blue Line LRT (Pineville/Ballantyne)
- Gold Line Streetcar (Rosa Parks Transit Center to Eastland Transit Center)
- Metro Rapid BRT on I-77 (North Meck)
- Improved bus service frequencies on 22 bus routes countywide

### ➤ "Carve-out" of non-transit funds:

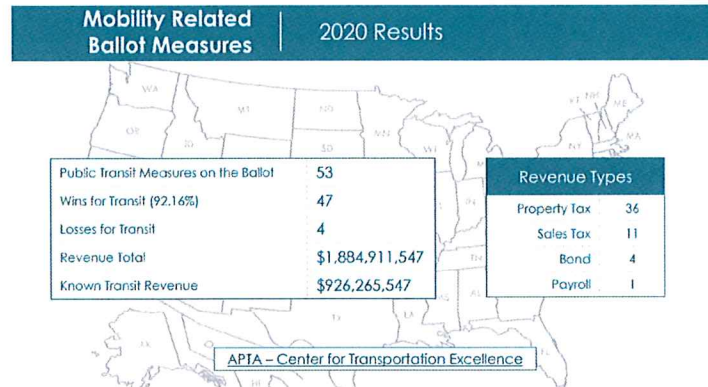
- County:
  - Greenway system (*Meck Playbook*)
- City & Towns:
  - Roadway improvements
  - Bicycle network
  - Pedestrian network
  - Trails





## Why Now: Recent Mobility Ballot Initiative

- In a pandemic year that has brought into focus inequities, a mobility/infrastructure investment can be catalytic for the economy and jobs, reduce our emissions and improve air quality, and provide mobility options for a broader population of people.
  - In 2020 elections, over 92% of the transportation/transit initiatives passed (highest in 10+ years)



## Why Now: Comparison with Peer Counties

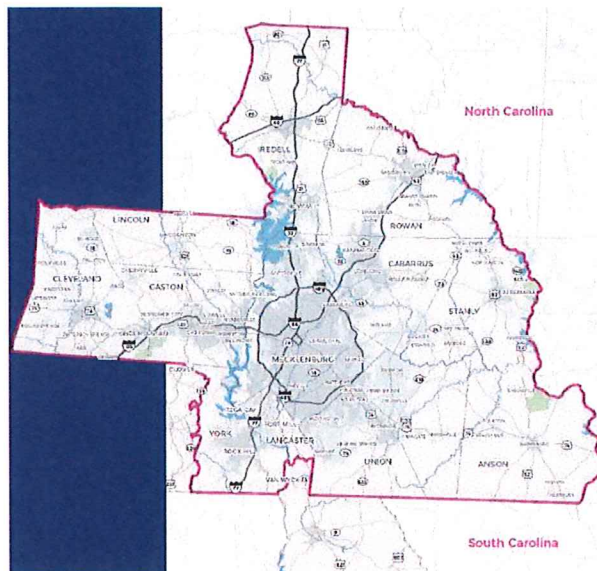
| Sales Tax | City          | *County              | Local Portion for Transit/Transportation |   |
|-----------|---------------|----------------------|--|---|
| 10.25%    | Chicago       | Cook (10.25%)        | 1.25%                                    | Transit                                       |
| 9.5%      | Los Angeles   | Los Angeles (10.25%) | 2.0%                                     | Transit & Transportation                      |
| 9.25%     | Oakland       | Oakland (9.25%)      | 1.0%                                     | Transit & Transportation                      |
| 9.25%     | Nashville     | Davidson (9.25%)     | None                                     | No state income tax                           |
| 8.9%      | Atlanta       | Fullton (8.9%)       | 1.5%                                     | Transit                                       |
| 8.5%      | San Francisco | San Francisco (8.5%) | 1.0%                                     | Transit & Transportation                      |
| 8.5%      | Tampa         | Hillsborough (8.5%)  | 1.0%                                     | Transit & Transportation, no state income tax |
| 8.31%     | Denver        | Denver (8.81%)       | 1.0%                                     | Transit                                       |
| 8.25%     | Austin        | Travis (8.25%)       | 1.0%                                     | Transit, no state income tax                  |
| 8.0%      | Cleveland     | Cuyahoga (8.0%)      | 1.0%                                     | Transit                                       |
| 7.5%      | Durham        | Orange (7.5%)        | 0.5%                                     | Transit                                       |
| 7.25%     | Charlotte     | Mecklenburg (7.25%)  | 0.5%                                     | Transit                                       |
| 7.25%     | Raleigh       | Wake (7.25%)         | 0.5%                                     | Transit                                       |





## Why Now: Foundation For Regional Mobility

- Think beyond Mecklenburg County!
- The *Transformational Mobility Network* provides a foundation to go beyond Mecklenburg County with a regional transit/transportation network.
  - Connect **BEYOND** (Centralina Regional Council):
    - 12 Counties
    - 17 regional entities
    - 6 Fixed Routes
    - 11 Rural and Human Services Providers
    - 2.6 million people (add 1.4 million by 2045)
  - **BEYOND 77** (CRTPO): York County to Iredell County.
- Start today! Invest in a regional transit system that works for the entire region.



## Why Now: Federal Infrastructure Funding Plan

- "Provide all Americans in municipalities of more than 100,000 people with quality public transportation by 2030."
- "Increase flexible federal investments, helping cities and towns to install light rail networks and to improve existing transit and bus lines."
- "Invest in infrastructure for pedestrians, cyclists, and riders of e-scooters and other micro-mobility vehicles."
- "Create a competitive grant program to help leaders rethink and redesign regional transportation systems."







## Why Now: Future Cost Increases!

- "A new, incremental sales tax of an estimated **0.78%** would be required if a new sales tax were the only tool available to close the funding gap on all corridors."
- "Pennies for Progress is a more palatable option because it is a **funding mechanism for transportation (mobility) not just transit.**"
- "If the Charlotte region received an additional one **(1) cent sales tax**, it could be divided with 2/3 dedicated to Transit and 1/3<sup>rd</sup> to Roads"
- "...To build all four corridors, another \$3.3B would need to be identified in capital funding and an additional \$1.7B would need to be identified...for a total of **\$5B.**"

### TRANSIT FUNDING WORKING GROUP

Recommendations to the  
Metropolitan Transit Commission

May 6, 2013



## Transformational Mobility Network

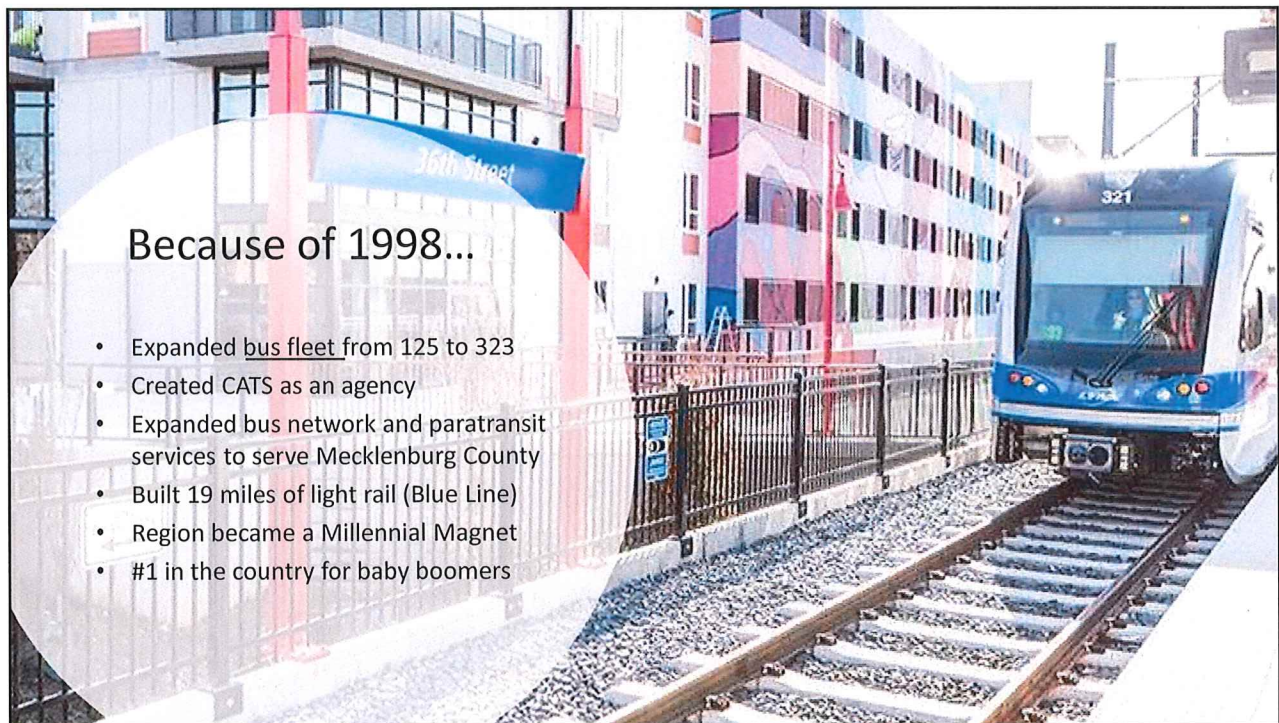
Thank You!

Metropolitan Transit Commission



## Transformational Mobility Network

Additional Information





# Charlotte and Mecklenburg County have grown faster than our 1998 predictions

We projected...

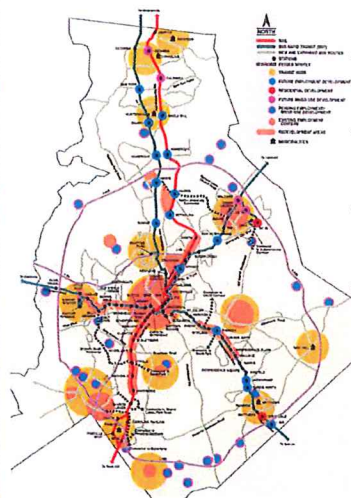
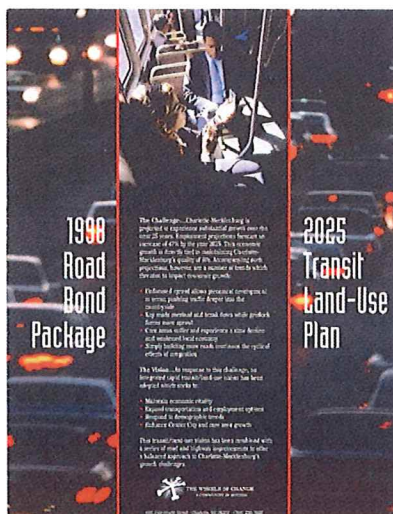
953,000 regional population by 2025

Our actual population today...

# 1.1M

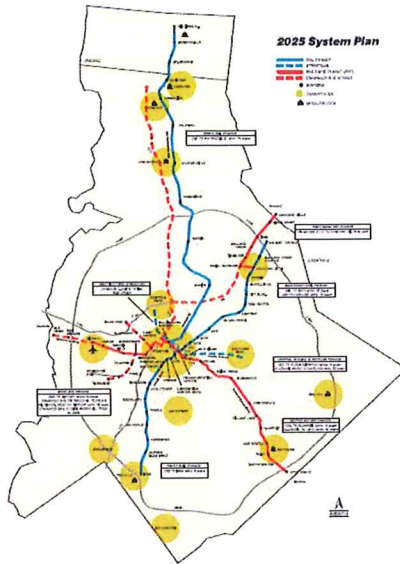
## The vision in 1998 - Mostly bus rapid transit, except for rail to south and commuter rail to north

- Voter referendum on ½ percent sales use tax for public transportation on November 1998 ballot
- Promoted by Chamber and paired with \$100 million Road Bond
- Sales tax approved 58% to 42%



- North (Red)
  - Commuter Rail
- Northeast (Blue)
  - Bus Rapid Transit
- South (Blue)
  - Light Rail
- Southeast (Silver)
  - Bus Rapid Transit
- West (Silver)
  - Bus Rapid Transit

## Over time, the plan evolved (e.g.2000-2002)

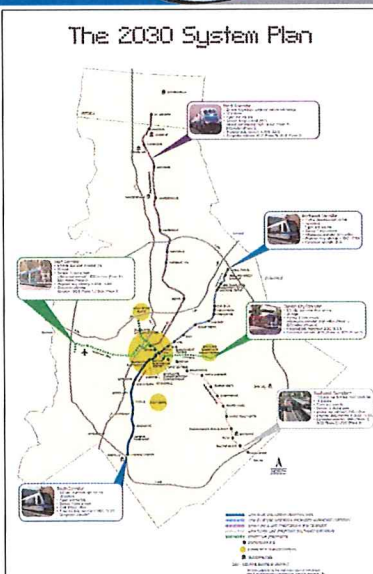


- Improved bus service system wide, installed passenger amenities.
- Conducted Corridor studies to confirm transit mode and alignment
  - North (Red)
    - Confirmed Commuter Rail and express bus improvements
  - Northeast (Blue)
    - Changed Bus Rapid Transit to Light Rail
  - South (Blue)
    - Advanced Light Rail design into Environmental Impact Studies
  - Southeast (Silver)
    - Confirmed Bus Rapid Transit but directed to reconsider Light Rail
  - West (Silver)
    - Confirmed Bus Rapid Transit but directed to reconsider Light Rail
  - Beatties Ford, Trade St, and Central Ave Streetcar added

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## 2002-2006



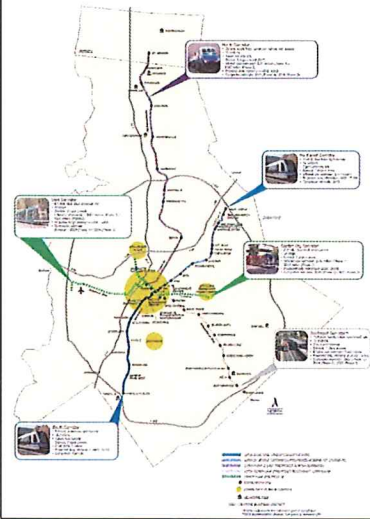
- Continued expansion of bus service system wide including regional express routes to neighboring counties
- Opened transit centers at Eastland, Rosa Parks, and South Park
- Opened Park and Rides in Huntersville, Matthews, and Charlotte
- Conducted Corridor studies to confirm transit mode and alignment
  - LYNX Red Line
    - Advanced design and coordination with Norfolk Southern
  - LYNX Blue Line Extension
    - Began Draft Environmental Impact Studies
  - LYNX Blue Line
    - Under construction
  - Southeast (Silver)
    - Confirmed Bus Rapid Transit but directed to reconsider Light Rail
  - West (Silver)
    - Changed from Bus Rapid Transit to Streetcar
    - Directed to implement Wilkinson Enhanced Bus
  - CityLYNX Gold Line alignment confirmed

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## The 2030 System Plan



- Opened and expanded Park and Rides in Huntersville
- Implemented enhanced shelter program; Metropolitan, Randolph-Billingsley and East/West
- Rapid Transit Corridors
  - LYNX Red Line
    - Advanced to final design in 2011
    - Term sheet for operation neared completion
    - Norfolk Southern leadership change put project on hold
  - LYNX Blue Line Extension
    - Under Construction
  - LYNX Blue Line
    - Opened in 2007
  - LYNX Silver Line
    - Directed by MTC to develop a light rail option
  - West (Silver)
    - Implemented Sprinter Enhanced Bus
  - CityLYNX Gold Line
    - Project advanced to 30% design
    - Phase 1 opens in 2015



Metropolitan Transit Commission  
Charlotte Area Transit System Ridership Report  
Dec-20

| Mode / Service                       | Dec-20         | Dec-19         | Percent Increase/Decrease | YTD FY 2021      | YTD FY 2020      | Percent Increase/Decrease | Avg Daily Ridership per Month |               |              |
|--------------------------------------|----------------|----------------|---------------------------|------------------|------------------|---------------------------|-------------------------------|---------------|--------------|
|                                      |                |                |                           |                  |                  |                           | WeekDay                       | Saturday      | Sunday       |
| <b>Local</b>                         |                |                |                           |                  |                  |                           |                               |               |              |
| BOD Local                            | 457,103        | 872,311        | -47.6 %                   | 2,873,067        | 5,681,263        | -49.4 %                   | 16,619                        | 12,788        | 8,070        |
| <b>Subtotal</b>                      | <b>457,103</b> | <b>872,311</b> | <b>-47.6 %</b>            | <b>2,873,067</b> | <b>5,681,263</b> | <b>-49.4 %</b>            | <b>16,619</b>                 | <b>12,788</b> | <b>8,070</b> |
| <b>Local Express</b>                 |                |                |                           |                  |                  |                           |                               |               |              |
| Arboretum Express                    | -              | 4,070          | n/a                       | -                | 27,859           | n/a                       | -                             | -             | -            |
| Harrisburg Road Express              | 225            | 1,934          | -88.4 %                   | 1,789            | 14,743           | -87.9 %                   | 10                            | -             | -            |
| Northcross Express                   | 253            | 7,846          | -96.8 %                   | 1,575            | 52,221           | -97.0 %                   | 12                            | -             | -            |
| Idlewild Road Express                | 263            | 1,621          | -83.8 %                   | 2,082            | 11,920           | -82.5 %                   | 12                            | -             | -            |
| Independence Blvd Express            | 127            | 3,302          | -96.2 %                   | 825              | 24,827           | -96.7 %                   | 6                             | -             | -            |
| Lawyers Road Express                 | 219            | 2,366          | -90.7 %                   | 1,899            | 15,488           | -87.7 %                   | 10                            | -             | -            |
| Matthews Express                     | -              | 2,907          | n/a                       | -                | 22,637           | n/a                       | -                             | -             | -            |
| Mountain Island Express              | -              | 1,179          | n/a                       | -                | 7,507            | n/a                       | -                             | -             | -            |
| Northlake Express                    | 160            | 5,090          | -96.9 %                   | 1,250            | 35,162           | -96.4 %                   | 7                             | -             | -            |
| North Mecklenburg Express            | 181            | 10,103         | -98.2 %                   | 1,457            | 73,364           | -98.0 %                   | 8                             | -             | -            |
| Huntersville Express                 | 368            | -              | n/a                       | 2,169            | -                | n/a                       | 17                            | -             | -            |
| Rea Road Express                     | 251            | 2,336          | -89.3 %                   | 1,757            | 19,552           | -91.0 %                   | 11                            | -             | -            |
| Steele Creek Express                 | -              | 1,043          | n/a                       | -                | 8,344            | n/a                       | -                             | -             | -            |
| Huntersville Greenhouse Express      | 70             | 222            | -68.5 %                   | 740              | 2,787            | -73.4 %                   | 3                             | -             | -            |
| <b>Subtotal</b>                      | <b>2,117</b>   | <b>44,019</b>  | <b>-95.2 %</b>            | <b>15,543</b>    | <b>316,411</b>   | <b>-95.1 %</b>            | <b>96</b>                     | <b>-</b>      |              |
| <b>Regional Express</b>              |                |                |                           |                  |                  |                           |                               |               |              |
| Gastonia Express                     | 459            | 3,291          | -86.1 %                   | 3,397            | 22,773           | -85.1 %                   | 21                            | -             | -            |
| Rock Hill Express                    | 181            | 2,385          | -92.4 %                   | 1,406            | 17,457           | -91.9 %                   | 8                             | -             | -            |
| Union County Express                 | 220            | 1,974          | -88.9 %                   | 1,480            | 13,895           | -89.3 %                   | 10                            | -             | -            |
| <b>Subtotal</b>                      | <b>860</b>     | <b>7,650</b>   | <b>-88.8 %</b>            | <b>6,283</b>     | <b>54,125</b>    | <b>-88.4 %</b>            | <b>39</b>                     | <b>-</b>      |              |
| <b>Community Circulator</b>          |                |                |                           |                  |                  |                           |                               |               |              |
| Neighborhood Shuttles                | 14,922         | 30,124         | -50.5 %                   | 91,393           | 196,352          | -53.5 %                   | 551                           | 462           | 189          |
| Eastland Neighborhood Shuttle        | 8,326          | 15,504         | -46.3 %                   | 53,261           | 97,113           | -45.2 %                   | 289                           | 283           | 172          |
| Pineville-Matthews Road              | 1,642          | 3,079          | -46.7 %                   | 8,921            | 20,519           | -56.5 %                   | 65                            | 45            | 5            |
| Village Rider                        | 3,361          | 5,963          | -43.6 %                   | 22,114           | 42,672           | -48.2 %                   | 123                           | 102           | 48           |
| <b>Subtotal</b>                      | <b>28,251</b>  | <b>54,670</b>  | <b>-48.3 %</b>            | <b>175,689</b>   | <b>356,656</b>   | <b>-50.7 %</b>            | <b>1,028</b>                  | <b>892</b>    | <b>414</b>   |
| <b>Human Services Transportation</b> |                |                |                           |                  |                  |                           |                               |               |              |
| Special Transportation Services      | 10,994         | 21,243         | -48.2 %                   | 67,701           | 127,284          | -46.8 %                   | 447                           | 177           | 92           |
| DSS                                  | -              | 247            | n/a                       | 383              | 1,697            | -77.4 %                   | -                             | -             | -            |
| <b>Subtotal</b>                      | <b>10,994</b>  | <b>21,490</b>  | <b>-48.8 %</b>            | <b>68,084</b>    | <b>128,981</b>   | <b>-47.2 %</b>            | <b>447</b>                    | <b>177</b>    | <b>92</b>    |
| <b>Rideshare Services</b>            |                |                |                           |                  |                  |                           |                               |               |              |
| Vanpool                              | 2,747          | 11,424         | -76.0 %                   | 20,047           | 69,616           | -71.2 %                   | 125                           | -             | -            |
| <b>Subtotal</b>                      | <b>2,747</b>   | <b>11,424</b>  | <b>-76.0 %</b>            | <b>20,047</b>    | <b>69,616</b>    | <b>-71.2 %</b>            | <b>125</b>                    | <b>-</b>      |              |



Metropolitan Transit Commission  
Charlotte Area Transit System Ridership Report

Dec-20

| Mode / Service  | Dec-20         | Dec-19           | Percent<br>Increase/Decrease | YTD<br>FY 2021   | YTD<br>FY 2020    | Percent<br>Increase/Decrease | Avg Daily Ridership per Month |               |               |
|-----------------|----------------|------------------|------------------------------|------------------|-------------------|------------------------------|-------------------------------|---------------|---------------|
|                 |                |                  |                              |                  |                   |                              | WeekDay                       | Saturday      | Sunday        |
| <b>Rail</b>     |                |                  |                              |                  |                   |                              |                               |               |               |
| LYNX Blue Line  | 209,188        | 714,040          | -70.7 %                      | 1,336,526        | 4,676,577         | -71.4 %                      | 7,285                         | 6,611         | 4,497         |
| <b>Subtotal</b> | <b>209,188</b> | <b>714,040</b>   | <b>-70.7 %</b>               | <b>1,336,526</b> | <b>4,676,577</b>  | <b>-71.4 %</b>               | <b>7,285</b>                  | <b>6,611</b>  | <b>4,497</b>  |
| <b>Total</b>    | <b>711,260</b> | <b>1,725,604</b> | <b>-58.8 %</b>               | <b>4,495,239</b> | <b>11,283,629</b> | <b>-60.2 %</b>               | <b>25,639</b>                 | <b>20,468</b> | <b>13,073</b> |







December | CATS Sales Tax Report FY2021

October Receipts

Sales Tax Collections and Distribution – October 2020

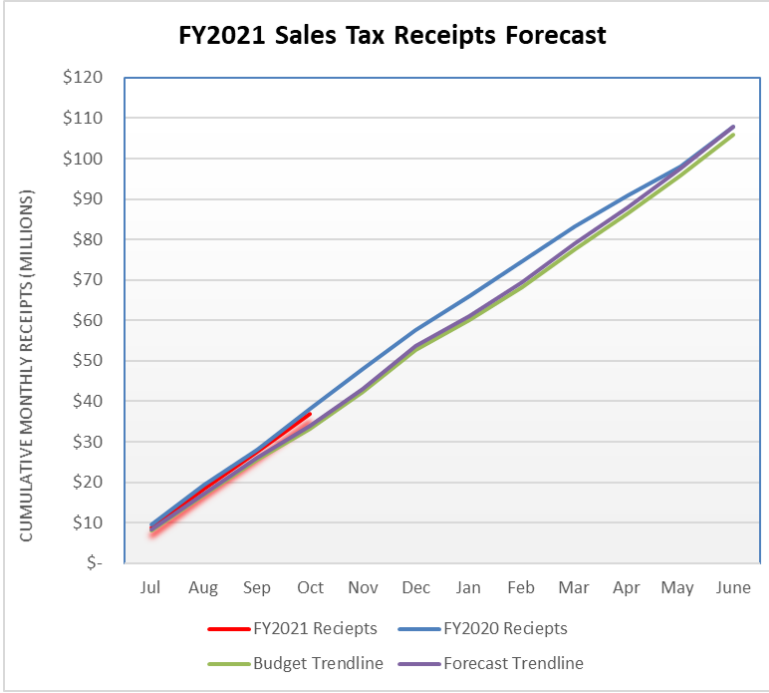
- The October 2020 receipts of \$9,317,741 were \$1,712,074 (22.51%) above budget target for the month
- The October 2020 receipts were \$1,571,391 (20.3%) above forecast for the month.
- The October 2020 receipts were -\$572,395 (-5.8%) below October of 2019

Sales Tax Budget Data

- FY2021 sales tax budget is \$105,980,101
- The FY2021 model forecasts year-end receipts of \$107,940,425 which is \$1,960,324 (1.85%) above the budget target of \$105,980,101
- FY2020 actual sales tax was \$107,778,982

Local Government Sales and Use Tax Distribution

- Source: North Carolina Department of Revenue Sales & Use Distribution Report for the month October 31<sup>th</sup>, 2020
- Published by NC Secretary of Revenue on 12/10/2020 with actual receipts through October 2020
- CATS sales tax report only includes Mecklenburg County Article 43 sales tax



FY2021 Budget Sales Tax Receipts (Actuals and Estimates)

| Jurisdiction | Population | % of Total | Jul 20 Actuals | Aug 20 Actuals | Sep 20 Actuals | Oct 20 Actuals | Nov 20 estimate | Dec 20 estimate | Jan 21 estimate | Feb 21 estimate | Mar 21 estimate | April 21 estimate | May 21 estimate | Jun 21 estimate | Total         |
|--------------|------------|------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|-----------------|-----------------|---------------|
| Charlotte    | 40.59%     | 863,985    | 40.4%          | \$ 3,620,850   | \$ 3,842,234   | \$ 3,752,179   | \$ 3,781,678    | \$ 3,713,394    | \$ 4,305,041    | \$ -            | \$ -            | \$ -              | \$ -            | \$ -            | \$ 23,015,375 |
| Cornelius    | 1.46%      | 32,144     | 1.5%           | 130,199        | 138,159        | 134,921        | 135,982         | 138,154         | 160,166         | -               | -               | -                 | -               | -               | 837,582       |
| Davidson     | 0.61%      | 13,261     | 0.6%           | 54,648         | 57,989         | 56,630         | 57,075          | 56,996          | 66,077          | -               | -               | -                 | -               | -               | 349,415       |
| Huntersville | 2.76%      | 62,528     | 2.9%           | 245,976        | 261,015        | 254,898        | 256,902         | 268,744         | 311,563         | -               | -               | -                 | -               | -               | 1,599,098     |
| Matthew s    | 1.51%      | 31,071     | 1.5%           | 134,304        | 142,516        | 139,176        | 140,270         | 133,543         | 154,820         | -               | -               | -                 | -               | -               | 844,628       |
| Mint Hill    | 1.29%      | 27,692     | 1.3%           | 115,516        | 122,579        | 119,706        | 120,647         | 119,020         | 137,983         | -               | -               | -                 | -               | -               | 735,451       |
| Pineville    | 0.43%      | 9,533      | 0.4%           | 38,598         | 40,958         | 39,998         | 40,313          | 40,973          | 47,501          | -               | -               | -                 | -               | -               | 248,341       |
| Meck. County | 51.35%     | 1,099,845  | 51.4%          | 4,581,383      | 4,861,495      | 4,747,550      | 4,784,875       | 4,727,117       | 5,480,278       | -               | -               | -                 | -               | -               | 29,182,698    |
| Total        | 100.00%    | 2,140,059  | 100.0%         | \$ 8,921,474   | \$ 9,466,946   | \$ 9,245,058   | \$ 9,317,741    | \$ 9,197,941    | \$ 10,663,428   |                 |                 |                   |                 |                 | \$ 56,812,588 |

FY2021 Budget Sales Tax Comparison Year over Year

|                                       |  |  |              |              |              |              |              |               |              |              |              |              |              |               |            |               |
|---------------------------------------|--|--|--------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|---------------|------------|---------------|
|                                       |  |  |              |              |              |              |              |               |              |              |              |              |              |               | YTD Budget | \$ 52,806,109 |
|                                       |  |  |              |              |              |              |              |               |              |              |              |              |              |               | Variance   | \$ 4,006,479  |
| Year-over-Year Comparison (FY21-FY20) |  |  | -7.9%        | -3.3%        | 6.6%         | -5.8%        | -6.7%        | 8.8%          |              |              |              |              |              |               |            | -47.2%        |
| FY21 Budget Target                    |  |  | \$ 8,099,962 | \$ 8,738,429 | \$ 8,861,388 | \$ 7,605,667 | \$ 9,030,896 | \$ 10,469,767 | \$ 7,265,169 | \$ 8,096,533 | \$ 9,530,693 | \$ 8,747,576 | \$ 9,281,313 | \$ 10,252,708 |            | 105,980,101   |
| % of FY21 Budget Achieved             |  |  | 8.4%         | 17.4%        | 26.1%        | 34.9%        | 43.5%        | 53.6%         |              |              |              |              |              |               |            | 107.2%        |

Prior Year Sales Tax Receipts: FY2017 – FY2020

| Fiscal Year | Jul          | Aug          | Sep          | Oct          | Nov          | Dec          | Jan          | Feb          | Mar           | Apr          | May          | June         | Total          |
|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|----------------|
| 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    |
| FY2017      | 6,706,169    | 8,123,310    | 8,099,598    | 6,984,259    | 8,275,157    | 9,927,120    | 5,142,666    | 7,510,515    | 9,105,261     | 7,459,176    | 6,747,425    | 8,520,759    | 92,601,412     |

