

Strategic Operating Plan

FY2009



"Light Station" artist Jody Pinto • Photo by JoAnn Sieburg-Baker

CHARLOTTE AREA TRANSIT SYSTEM FY2009 Strategic Operating Plan

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DATE: July 30, 2008

TO: Ruffin Hall, Director
Budget & Evaluation

FROM: Keith T. Parker, AICP
Chief Executive Officer

SUBJECT: FY2009 Strategic Operating Plan

This memorandum presents CATS FY2009 Strategic Operating Plan (SOP).

The FY2009 SOP includes an Operating Program of \$112.6 million, and a Capital Program of \$143.9 million. Operating Income is projected at \$133.6 million, with an estimated 4% increase in the Sales & Use tax over FY2008; 15.3% increase in Operating Revenue and an Operating Balance available for Capital Investment of \$21.0 million.

Significant issues in the FY2009 Transit Program are:

1. A 3.5% (28,815 revenue hour) increase in bus revenue service hours. Services include a new enhanced bus service to the Airport and relief on some of the heaviest used routes.
2. Fuel and liability costs. Fuel costs have skyrocketed during FY2008 due to the rising costs of crude oil. In FY2009, the revised budget projects clean diesel at \$3.50/gallon. However, if the current trend continues, this will be insufficient to meet our operations needs.
CATS and Risk Management have limited experience with railroad liability costs in this region. Currently budgeted at \$1.75 million in FY2009, and despite the excellent safety record, a single incident could greatly impact CATS operating budget.
3. 4% increase in Sales & Use Tax in FY2009. Sales Tax revenue is severely impacted by current economic conditions. At this time, we do not anticipate that the projected 4% increase will hold if the cost of crude oil continues escalating in FY2009.
4. CATS will not receive any maintenance assistance for rail operations in FY2009. NCDOT is reviewing the possibility of adding this program to its FY2010 budget; FTA is reviewing the addition of funds to the regular Formula allocations for up to two years (to assist transit agencies with fuel costs). Details of the Federal and State plans are uncertain.
5. CATS authorized positions remain at 377 Regular and 21 Part-time, i.e. 392.75 FTEs.
6. Advancement of the LYNX Blue Line Extension, (i.e. Northeast Corridor), into Preliminary Engineering (PE). 15% PE is estimated for completion in FY2009, at a cost of \$20 million. The milestone assessment process will result in more accurate cost estimates at the conclusion of PE. However, the good news is that, based on the projects cost effectiveness, the Federal Transit Administration will lock down the project cost and their funding share at the conclusion of 65% PE. This is a major process improvement in the New Starts program.
7. Completion of Preliminary Engineering in the North Corridor project.
8. Land acquisition for the Charlotte Gateway Station project in partnership with the N.C. Department of Transportation.

In FY2009, CATS plans to engage its policy board, the Metropolitan Transit Commission (MTC) and other stakeholders in the budget process. The result of the "listening" forums will be budgets that are reflective of stakeholder needs.

The FY2009 budget includes one Service Level Change in the Bus Operations Division.

Key indicators to the success of CATS are included in the FY2009 Balanced Scorecard.

The FY2009 SOP is in compliance with Council Focus Area and CATS Mission, Vision, Strategic Goals, Financial and Service Policies.

Cc: CATS Leadership Team
Laura Lemmond, B&E

I. EXECUTIVE SUMMARY

Introduction

The Charlotte Area Transit System (CATS) is the Public Transit Department of the City of Charlotte.



CATS is the largest transit system in the Carolinas serving 23 million riders annually with a weekday ridership of 88,000 passengers. Service is provided via bus, vanpool and rail transportation. CATS primary service area covers 527 square miles in Mecklenburg County, serving a population of approximately 800,000. Secondary service areas cover Concord, Gastonia, Lincoln County, Union County and Mooresville in North Carolina and York County in South Carolina. In addition to transit operations, CATS is implementing the 2030 Transit Corridor System Plan which was approved by its policy board, the Metropolitan Transit Commission (MTC) in November 2006.

In November 2007, the City, through CATS, proudly implemented North Carolina's first light rail service, the LYNX Blue Line. The \$462.7 million capital investment was achieved through a funding partnership between

the US Department of Transportation's Federal Transit Administration, the NC Department of Transportation and the Mecklenburg voter approved one half cent sales tax.

Since implementation, the rail operation has averaged weekday ridership of 14,000 passengers which is 54% over the projected 9,100 weekday riders. In June 2008, weekday ridership on the LYNX Blue line was 16,000 riders. CATS capacity and resources to accommodate the current ridership (which is partially due to the high cost of fuel) is stressed, along with other transit agencies in the country. In order to mitigate the situation, CATS has ordered additional light rail cars; has initiated plans to increase park and ride capacity; accelerated its annual order for buses and utilizes the Route Performance Management System to eliminate less productive routes and implement more productive revenue service hours.

The LYNX Blue Line has received two prestigious awards for innovation and best practice:

1. The Preeminent Star Award from the Federal Transit Administration
2. The 2008 Vision Award from Charlotte Center City Partners

Since opening, the LYNX Blue Line has been visited by half a dozen transit agencies trying to build upon the success of our system.

In a July 30, 2008 Charlotte Observer article, the success of the South Corridor Light Rail Line and the remainder of the CATS system is reflected in the exhaustion of monthly passes at the uptown transit center.

CATS is funded primarily with income from Federal and State sources, fare revenue, and the voter approved one half cent Sales & Use tax. The tax is utilized to fund annual debt service expense and operating and capital costs. CATS operates as an enterprise fund of the City and as such, all accounting practice is controlled by the City's Finance Department in compliance with established financial and governmental reporting principles and standards.

In order to build on the programs of the past years; promote the mission, vision and strategic goals of Public Transit; implement directives of the MTC and City Council; and handle its challenges and priorities, CATS Operating Budget for FY2009 is \$112.6 million; the Operating Balance is projected at \$21.0 million and the Capital Budget is \$143.9 million.

The budget is in compliance with CATS Financial Policies, including debt coverage ratios and end-of-year budgetary balance in excess of the required \$100 million. The Public Transit business will be delivered by 377 regular and 21 part time employees, i.e. 392.75 FTEs.

Summary of the FY2009 Transit Program

(\$ - millions)	FY2007 Actual	FY2008 Unaudited Actual	FY2009 Approved Budget
Operating Income	\$122.2	\$126.2	\$133.6
Operating Expense	86.6	103.2	112.6
Balance	35.6	23.0	21.0
Capital Income	208.6	113.9	60.0
Capital Expense	218.9	90.8	143.9
YE Budgetary Balance	159.3	182.5	133.5
Positions			
- Regular	365	377	377
- Part-Time	21	21	21

Summary of the FY2009 Financial Performance Objectives

	FY2007 Actual	FY2008 Unaudited Actual	FY2009 Approved Budget
OPERATING RATIO (OR / OE ≥ 20%)	23.71%	23.54%	21.83%
OPERATING BALANCE MONTHS (≥ 1 month's Operating Expense)	4.93	2.68	2.24
PASSENGERS PER HOUR Bus Operations (≥ 20 passengers per hour)	24.0	24.0	24.0
SYSTEM COST PER HOUR	\$86.25	\$97.36	
Cost per Hour System less Rail	\$82.65	\$87.06	\$90.36
Cost per hour Rail			\$301.22
ADMINISTRATIVE OVERHEAD (≤ 15%)	9.07%	6.09%	5.99%
CAPITAL INVESTMENT LEVEL (> 20% of sales tax revenue)	50.57%	33.00%	27.64%
NET DEBT SERVICE COVERAGE (> 1.15)	2.00	1.46	1.25
GROSS DEBT SERVICE COVERAGE (> 3.0)	3.96	4.41	4.52

Mission and Vision

Mission

To improve the quality of life for everyone in the greater Charlotte region by providing outstanding community-wide public transportation services while proactively contributing to focused growth and sustainable regional development.

Vision

Successful accomplishment of the CATS Mission will mean that the following conditions are realized:

- A steadily increasing share of transit competitive travel markets in the Charlotte region choose to use public transportation on a regular basis.
- The citizens of the region value public transportation as an important public service, which benefits the community as a whole by consistently providing exemplary service that meets diverse individual needs.
- Public transportation employees are seen and see themselves as committed, competent and motivated professionals of the region's premier public service.
- CATS is recognized both locally and nationally for its contribution to effective and innovative regional growth that is community focused and sustainable.



Goals



- **Customer Service Focus:** Provide safe, dependable, high-quality transportation services to all customers, and support our employees in that endeavor.
- **System Development:** Expand and enhance public transportation services to retain current customers and attract new ones by providing services that meet customer and community needs while supporting transit-oriented and pedestrian-friendly land use patterns.
- **Fiscal Responsibility:** Ensure cost-effective, efficient and responsible use of resources and aggressively pursue funding partnerships to supplement local resources.
- **Community Benefits:** Provide social, economic and environmental benefits to the community through system operations and improvements, and promote community awareness of these contributions.
- **Prepare for the Future:** Pursue process improvements, business practices, and technologies that will support cost-effective and customer-friendly service delivery in the future.
- **Invest in Employees:** Provide training and career development support that enhances employees' ability to perform their jobs and be prepared for promotional opportunities.

FY2009 Key Issues and Challenges

Sustaining growth in transit ridership

- Manage rapid growth in customer needs with key service attributes and priorities
- Address 54% increase in rail ridership from projections
- Address increased demand for bus services with the addition of 28,815 revenue hours
- Address customer needs for increased park and ride capacity
- Address top deterrents to using CATS services (for non-customers)
- Attract those customers who have transportation choices
- Meet or exceed customer expectations of safety, security and cleanliness on the overall system
- Improve system wide on-time performance
- Stabilize LYNX Blue line operations, including ticket vending machines
- Continued improvement in basic customer services and products



2030 Transit Corridor System Plan Implementation

- Close out of LYNX Blue Line contracts/issues
- Advance the LYNX Blue Line Extension (Northeast) and North Corridor Commuter Rail into Preliminary Engineering
- Identify and apply lessons learned from experiences on the South Corridor Light Rail Project

Financial Management

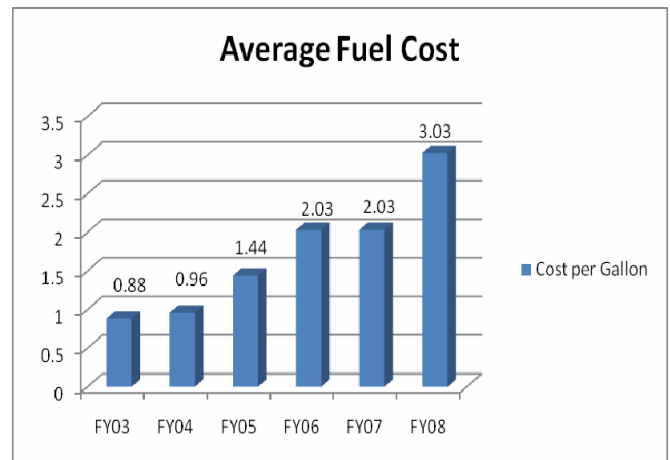
- Manage cash flow, fund balances and debt coverage ratios within Financial Policies
- Responsible requests for additional Federal and State funding to advance the 2030 Transit Corridor System Plan
- Maintain operating cost growth in compliance with Financial Policies objectives
- Conduct organizational audit
- Insure cost effective, efficient and responsible use of resources
- Effective response to fluctuations in fuel and liability costs
- Expand revenue sources

Organizational Development

- Implement recommendations of organizational audits as deemed appropriate
- Facilitate employee development and promotional opportunities

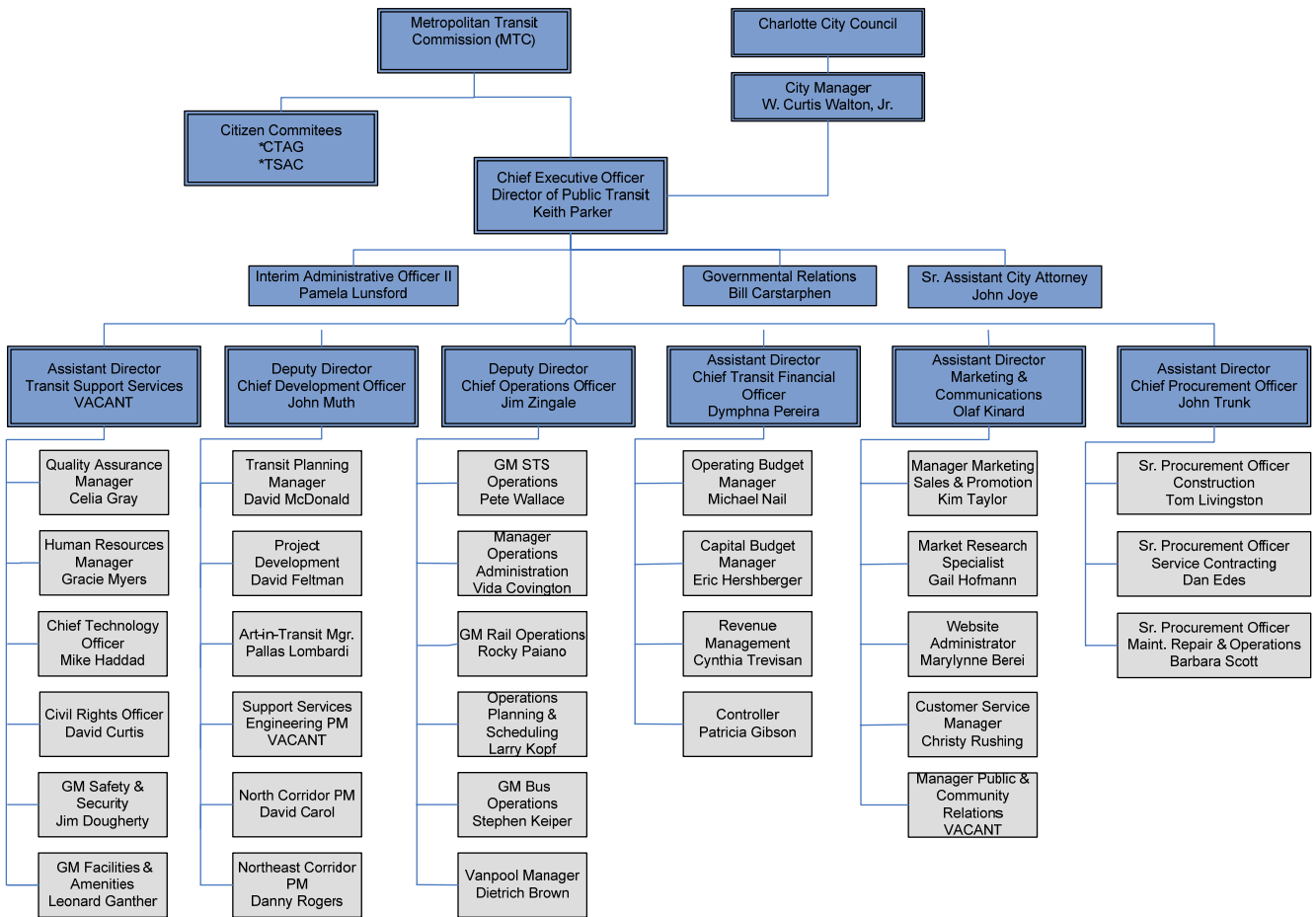
Communication and Collaboration

- Keep elected officials and stakeholders engaged and informed
- Improve collaboration with all City departments and with the public
- Improve communication with CATS employees



Organizational Chart

CHARLOTTE AREA TRANSIT SYSTEM



*CTAG - Citizen's Transit Advisory Group
*TSAC - Transit Services Advisory Committee

May 2008 Revised

II. STRATEGY AND KBU PLANNING

Key Accomplishments



Since FY2005, CATS has accomplished a great deal for the citizens of Mecklenburg County.

The MTC approved 2030 Transit Corridor System Plan is the Strategic Plan covering current and future growth.

Highlights of CATS more recent accomplishments are:

Provide Transportation Choices

- [Start-up of North Carolina's first light rail line, the LYNX Blue Line, in November 2007](#). Ridership on this service (after two months of operation) averages 14,000 daily, weekday riders which exceeds the original estimate of 9,100 daily riders by the end of the first full year of operation.
- Ten consecutive years of increases in bus ridership; 17% increase from FY2005-08; double digit increase in express bus ridership
- Awarded \$15.2 million in State Grants in FY2008. These funds facilitated the early unbudgeted procurement of four additional light rail vehicles to serve current ridership
- First time award of \$2.2 million by the Department of Homeland Security to enhance the security of transit facilities
- Preventable Accident Rate reduced by 28%
- Adoption of the 2030 Transit Corridor System Plan by the Metropolitan Transit Commission
- Federal Transit Administration approval for advancing the LYNX Blue Line Extension (Northeast Corridor) into Preliminary Engineering

Strengthen Neighborhoods

- Built three new community transit centers, i.e. Rosa Parks in West Charlotte, Eastland in East Charlotte and SouthPark Mall
- Built four environmentally friendly park and ride lots in Matthews, Mallard Creek, Huntersville Gateway and Huntersville Northcross
- Implemented 18 new bus routes specifically to transport citizens to jobs
- Replacement of greater than 3,000 bus stop signs, 253 bus shelters and 101 bus stop benches, since 2000

Safeguard the Environment

- Reduced emission of air pollutants within the CATS fleet by retrofitting 35% of the bus fleet with particulate filter traps
- CATS annual Clear the Air program promotes the use of alternative forms of transportation

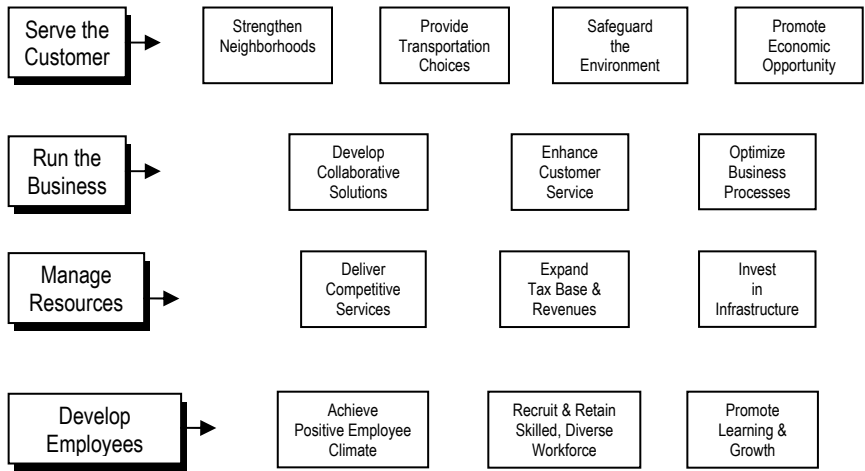
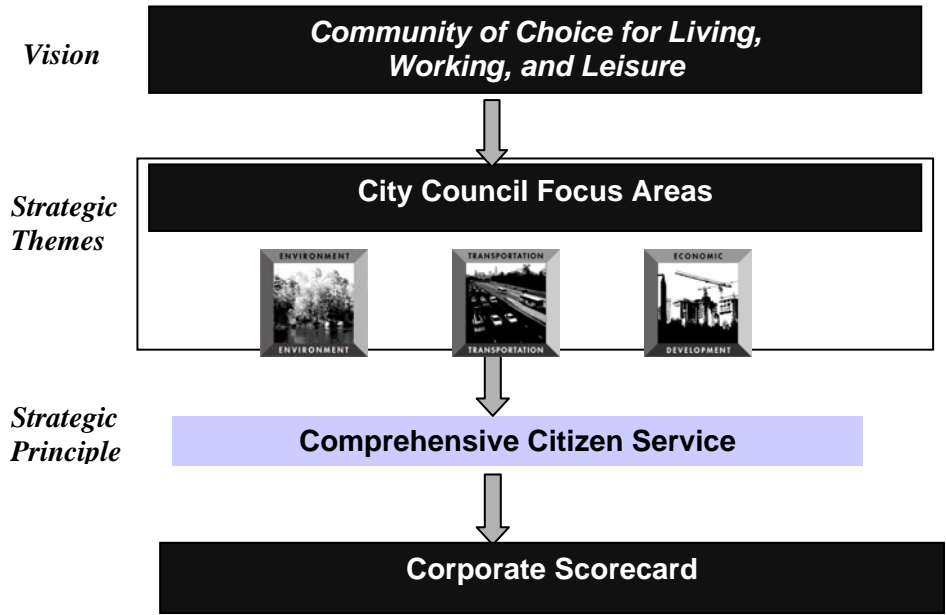
Promote Economic Opportunity

- Improve visibility of Disadvantage Business Program with annual achievement in excess of 10% of major Federally funded contract values
- Hosted the 2007 American Public Transportation Association's (APTA) Annual National Conference in Charlotte in October 2007 with over 2,000 delegates in attendance
- \$1.86 billion of private investment along the 9.6 mile South Corridor Light Rail Line; \$24.1 million increase in City/County tax revenues

Links to City Strategy



City Strategy



Strategic Initiatives



CATS has identified several strategic initiatives to support its mission, vision, and strategic goals. Some of the strategic initiatives are as follows:

- ❖ Increase system ridership by 6% over FY2008
- ❖ Conduct a minimum of 10 meetings with public officials and stakeholders to facilitate their input into the Transit Program
- ❖ Advance the LYNX Blue Line Extension (Northeast) to 15% of Preliminary Engineering by June 30, 2009.
- ❖ Implement an enhanced bus service in the West Corridor by June 30, 2009.
- ❖ Install a combination of 40 shelters and benches by June 30, 2009.

CATS has also identified Business Initiatives to enhance the performance of its programs. Some of the Business Initiatives are as follows:

- ❖ Increase number of surveys of customer satisfaction
- ❖ Increase equipment (bus, vanpool, rail) capacity for daily commuters
- ❖ Complete Preliminary Engineering for the North Corridor Commuter Rail Project by June 30, 2009.
- ❖ Implement strategic plan for fuel procurement
- ❖ Implement electronic document management system for LYNX Blue Line Extension
- ❖ Implement revised, simplified PRD formats for CATS employees
- ❖ Initiate/Implement plans to increase park and ride capacity



III. SERVICE DELIVERY

CATS seeks to improve the quality of life for everyone in the greater Charlotte region by providing outstanding community-wide public transportation services while proactively contributing to focused growth and sustainable regional development. CATS plans to continue expansion of existing services and introduce new services to meet the needs of the regional growth, and continue developing rapid transit plans for four additional transportation corridors.



Core Services

CATS provides the following core services in the Charlotte region in support of the City's Corporate objectives:

Transit Services

Provide Transportation Choices:

- Transport over 88,000 riders each week day to work, school, shopping, medical appointments and other destinations, utilizing local and express fixed route buses, demand response bus service; vanpool; light rail and trolley services.
- Specialized door-to-door service for ADA certified customers.

Strengthen Neighborhoods:

- Connect citizens to local businesses and other destinations in the region through neighborhood/community shuttle bus services
- Promotion of environmental justice in transit amenities and equipment (Title VI)

Promote Economic Opportunity

- Specialized new job access bus services
- Specialized services to transport the elderly and disabled to jobs and shopping/medical appointments, etc. (through the Department of Social Services)
- Disadvantaged Business Enterprise Program which provides small business with opportunities to participate in major, Federally funded contracts

Safeguard the Environment

- Use of clean diesel in buses; targeted procurement of hybrid buses and installation of particulate filters on buses
- Continued involvement and active participation on the City's Green Procurement Team

Enhance Public Safety

- Safe and secure public transit system with visible presence of law enforcement and security equipment at CATS facilities and on CATS vehicles
- Maintain cleanliness, lighting and landscaping along fixed guideways, including graffiti removal

Development Services

Provide Transportation Choices

- Implementation of 2030 Corridor System Plan which provides transportation choices within the Charlotte region.

Invest in Infrastructure/Safeguard the Environment

- Building environmentally friendly, safe and customer convenient park and ride lots and community transit centers

Promote Economic Development/Strengthen Neighborhoods

- Plans for transit oriented development in the community
- Joint development opportunity

Administrative Services

Optimize Business Processes/Expand Revenues

- Business initiatives and pursuit of Federal and State grants and other sources of revenue in support of capital and operating programs.

Promote Learning and Growth

- Ongoing training for all levels of employees

Charlotte Area Transit System

Summary	FY07	FY08	FY09
<p>Charlotte Area Transit System (CATS) provides public transit services to the Charlotte region. CATS is the largest transit system in the Carolinas. Service is provided via local, express, neighborhood, activity center and regional bus services, vanpool, ADA paratransit, and human services transportation.</p> <p style="text-align: center;">Vital Statistics</p> <ul style="list-style-type: none"> • 23.2 million riders annually • 88,000 passengers on week days • CATS fleet now totals 342 buses, 180 paratransit and vanpool vans, 16 light rail cars and 3 trolley cars, for a total vehicle fleet of 541 vehicles • Fleet is 100% wheelchair and bicycle accessible • The Bus Fleet, which includes 2 hybrid buses, utilizes clean, ultra low sulfur diesel fuel 	<p>Budget/Actuals \$86,618,810 \$103,674,289 \$112,621,307</p> <p>Positions 380.75 392.75 392.75</p> <p style="text-align: center;">Accomplishments</p> <ul style="list-style-type: none"> • Start-up of North Carolina's first light rail line, the LYNX Blue Line, in November 2007 • Increased ridership for ten consecutive years with an 96% increase since 1998 • Region IV Preeminent STAR Award for Outstanding Innovation in FY2008 to CATS for successful innovation and development of best practices within public transportation • 2008 Vision Award from Charlotte Center City Partners for having a major impact on Center City's transformation • Awarded \$15.2 million in additional State Grants in FY2008 • Awarded \$2.2 million by the Department of Homeland Security to enhance the security of transit facilities 		

SERVICE DELIVERY CHALLENGES

Managing Growth in Transit Ridership

CATS will seek to manage growth in ridership through:

- Rapid response to customer satisfaction with key service attributes and priorities
- Address increase in bus ridership with 28,815 additional revenue hours
- Meet or exceed customer expectations of safety and security on the overall system
- Stabilization of LYNX Blue Line operations, including ticket vending machines

2030 Transit Corridor System Plan Implementation

Plan advancements targeted are:

- Close out of LYNX Blue Line construction contracts/issues
- Advance the LYNX Blue Line extension (Northeast) and North Corridor Commuter Rail through Preliminary Engineering
- Identify and apply lessons learned from experiences on the South Corridor Light Rail Project
- Implement Countywide Transit Services Plan, which is not fully funded

Financial Management

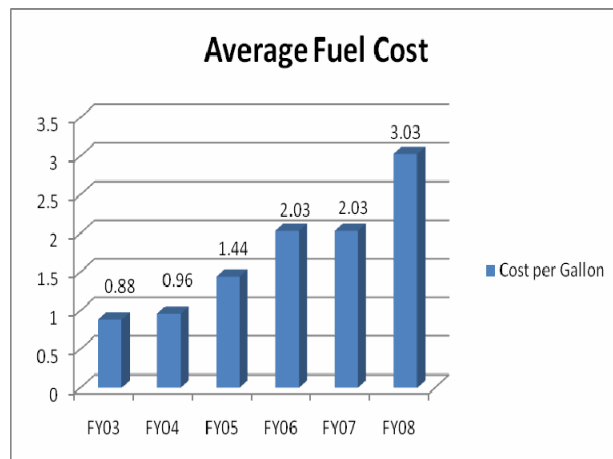
CATS will enhance financial management by:

- Managing cash flow, fund balances and debt coverage ratios within financial policies
- Responsible management of debt financing
- Keeping operating cost growth in compliance with Financial Policy Objectives

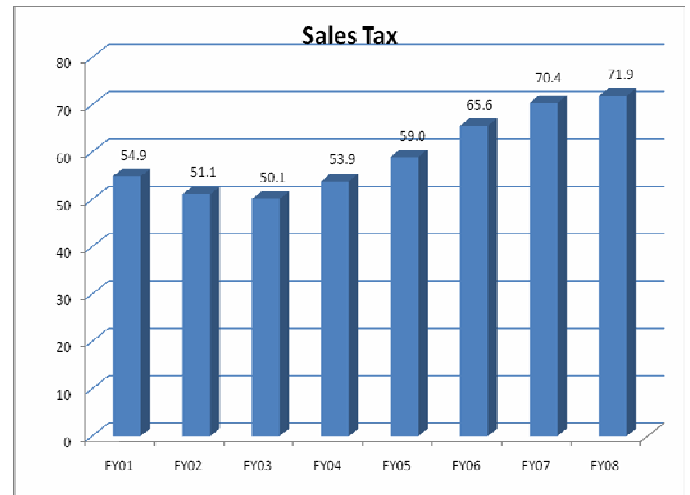
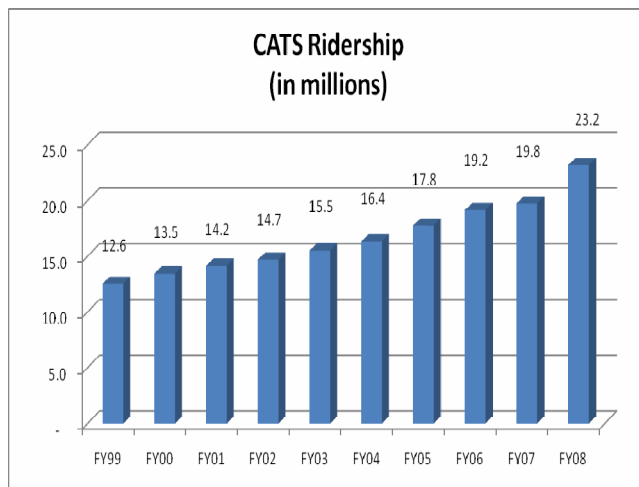
Service History and Trends

Sales Tax revenue has averaged 4.1% growth since 2001. In FY2008, the growth rate is projected at 2.1% over FY2007 vs. the budgeted 4.0%.

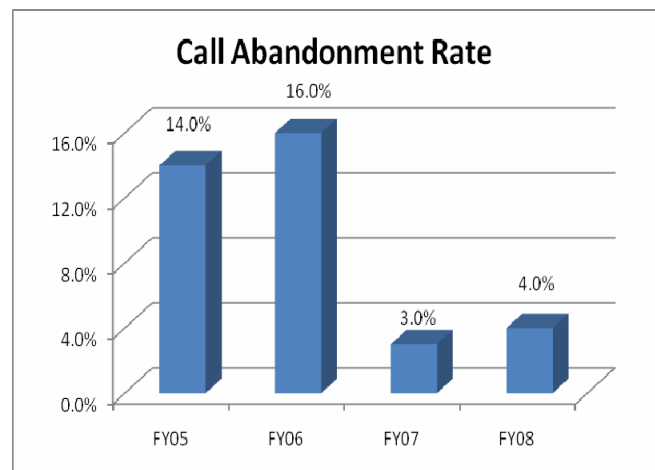
Fuel costs have grown steadily over the past eight years. In FY2005-07, the significant growth rates were attributable to Federal mandates requiring the use of ultra low sulfur diesel fuel in public transportation vehicles. However, the 41.6% increase in FY2008 is due to the very significant increases in fuel costs.



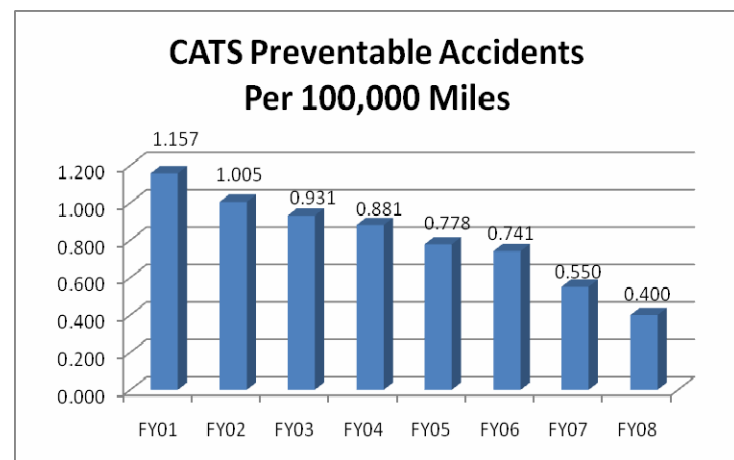
This is the tenth consecutive year in which CATS reports an increase in ridership. 17.4% increase in FY2008 is very significant and reflects the success of the light rail and specialized bus services.



CATS response to customers exceeds target every year. The FY2008 call abandonment rate of 4.1% in FY2008 is well below the 8% target. The Team productivity rate is 98% with a 21 second answer rate.



CATS preventable accidents decreased for the seventh consecutive year.



8/1/08 4:03 PM	FY04	FY05	FY06	FY07	FY08	FY09
	Actual	Actual	Actual	Actual	EOY	w/S/LC Estimated
Local & Crosstown Bus Services						
Revenue Hours	537,455	549,128	568,989	560,551	594,913	624,901
Revenue Miles	7,266,643	7,211,470	6,679,213	7,439,997	7,888,678	8,286,321
Passengers	12,971,964	13,829,409	14,566,838	14,894,669	15,151,180	16,235,445
Pass/Rev. Hour	24.1	25.2	25.6	26.6	25.5	26.0
Express Bus Services						
Revenue Hours	50,777	53,139	59,530	66,292	62,376	62,274
Revenue Miles	1,066,317	1,062,780	1,207,778	1,389,796	1,320,533	1,318,377
Passengers	605,029	678,660	952,251	1,149,469	1,274,853	1,150,256
Pass/Rev. Hour	11.9	12.8	16.0	17.6	20.4	18.5
Neighborhood/Business Center Services						
Revenue Hours	103,999	125,962	131,497	138,237	132,489	135,191
Revenue Miles	1,143,989	1,734,122	1,680,011	1,653,698	1,659,438	1,693,281
Passengers	1,804,709	2,102,832	2,445,332	2,665,706	2,767,143	2,798,019
Pass/Rev. Hour	17.4	16.7	18.6	19.3	20.9	20.7
Town Services						
Revenue Hours	19,584	17,418	17,513	17,534	17,515	17,550
Revenue Miles	352,512	265,625	274,891	277,153	276,850	277,403
Passengers	106,375	88,284	87,057	110,062	112,022	119,197
Pass/Rev. Hour	5.4	5.1	5.0	6.3	6.4	6.8
Regional Express Services						
Revenue Hours	16,821	17,476	17,364	16,756	16,569	17,431
Revenue Miles	412,876	456,066	453,143	420,463	428,830	451,133
Passengers	123,674	204,847	283,672	301,715	353,391	320,617
Pass/Rev. Hour	7.8	11.7	16.3	19.1	21.3	18.4
TOTAL BUS SERVICES						
Revenue Hours	727,636	763,113	794,893	797,370	823,862	857,347
Revenue Miles	10,231,336	10,730,063	10,295,036	11,181,107	11,574,329	12,026,516
Passengers	15,611,751	16,904,032	18,335,150	19,121,621	19,658,589	20,623,534
Pass/Rev. Hour	21.5	22.2	23.1	24.0	23.9	24.1
South Corridor Light Rail Service						
Revenue Hours	1,500	0	0	0	30,568	52,291
Revenue Miles	9,000	0	0	0	340,672	629,300
Passengers	0	0	0	0	2,851,717	3,599,241
Pass/Rev. Hour	0.0	0.0	0.0	0.0	93.3	68.8
Charlotte Trolley Service						
Revenue Hours	1,500	6,972	5,428	0	212	3,391
Revenue Miles	9,000	28,444	21,884	0	664	13,835
Passengers	1,025	263,907	191,076	0	3,080	118,680
Pass/Rev. Hour	0.7	37.9	35.2	0.0	14.5	35.0
TOTAL RAIL SERVICES						
Revenue Hours	3,000	6,972	5,428	0	30,780	55,682
Revenue Miles	18,000	28,444	21,884	0	341,336	643,134
Passengers	1,025	263,907	191,076	0	2,854,797	3,717,921
Pass/Rev. Hour	0.3	37.9	35.2	0.0	92.7	66.8
TOTAL BUS AND RAIL SERVICES						
Pass/Rev. Hour	21.4	22.3	23.1	24.0	27.3	28.4
STS Paratransit Services						
Revenue Hours	101,662	116,418	120,984	126,243	130,881	137,512
Revenue Miles	1,203,522	2,223,901	2,330,505	2,431,609	2,402,457	2,509,896
Passengers	197,375	216,098	224,131	228,911	235,391	264,597
Pass/Rev. Hour	1.9	1.9	1.9	1.8	1.8	1.9
Vanpool Services						
Revenue Hours	32,192	35,411	35,233	36,837	36,157	38,695
Revenue Miles	1,578,777	1,736,655	2,531,341	1,929,931	1,905,992	2,027,509
Passengers	181,452	188,718	219,096	236,808	243,992	223,478
Pass/Rev. Hour	5.6	5.3	6.2	6.4	6.7	5.8
TOTAL OTHER SERVICES						
Revenue Hours	133,854	151,829	156,217	163,080	167,038	176,207
Revenue Miles	2,782,299	3,960,636	4,861,846	4,361,740	4,388,449	4,617,405
Passengers	378,827	404,816	443,227	465,719	479,383	488,075
Pass/Rev. Hour	2.8	2.7	2.8	2.9	2.9	2.8
TOTAL CATS SERVICES						
Revenue Hours	864,490	921,914	956,538	960,450	1,021,680	1,089,235
Revenue Miles	13,031,635	14,719,143	15,178,766	15,542,847	16,304,114	17,287,055
Passengers	15,991,602	17,572,755	18,969,453	19,587,340	22,992,769	24,829,529
Pass/Rev. Hour	18.5	19.1	19.8	20.4	22.5	22.8

IV. BALANCED SCORECARD

CATS FY2009 Balanced Scorecard (BSC) is provided in Appendix A. CATS' Business Strategy is directly linked to three Council Focus Areas (Transportation, Environment, and Economic Development) and to twelve of the City's Corporate Objectives.

Please note: Appendix A to this Strategic Operating Plan provides the tables that list the department's Strategic Initiatives for FY2009 according to the City Corporate Objectives and business perspectives that they support. The tables also present performance measures that CATS will use for each Strategic Initiatives in FY2009.



V. REQUEST FOR RESOURCES

A summary of the FY2009 Transit Program is provided in Appendix D. This Program was adopted by the MTC on April 23, 2008 and City Council on May 27, 2008.

Summary of FY2009 Transit Program Highlights

Details of the FY2009 Transit Program are provided in appendix D.

Significant issues in the FY2009 Program include:

- ❖ 28,815 additional bus revenue hours
- ❖ Completion of 15% PE in LYNX Blue Line Extension (Northeast) Project
- ❖ Implementation of Enhanced Bus Service in West Corridor
- ❖ Stability of sales tax, fuel, and railroad liability costs
- ❖ Federal and State Funding



VI. CONCLUSION

This document describes CATS Strategic Operating Plan for FY2009.

VII. APPENDICES

- A CATS Departmental Balanced Scorecard
- B Service Level Change Summary
- C Service Level Change Pages
- D Departmental Revenue Summary/MTC Documents



Photo credit: D. Oppenheim's Reconstructed Dwelling at Tyvola Station, photo by JoAnn Sieburg-Baker

	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Adopted Budget	FY2008 Unaudited Actual	FY2009 Adopted Budget	FY2009 Revised Budget
BEGINNING BUDGETARY BALANCE				\$ 227,223,154	\$ 159,339,243	\$ 228,744,294	\$ 217,418,755
OPERATING INCOME							
Maintenance Of Effort	\$ 18,599,366	\$ 18,599,366	\$ 18,599,366	\$ 18,599,366	\$ 18,599,366	\$ 18,599,366	\$ 18,599,366
Operating Revenue	\$ 11,771,760	\$ 13,739,534	\$ 14,906,703	\$ 17,669,690	\$ 18,249,091	\$ 19,230,380	\$ 20,690,849
Half Cent Sales Tax	\$ 59,024,486	\$ 65,593,600	\$ 70,409,868	\$ 73,007,317	\$ 69,869,465	\$ 77,022,719	\$ 75,927,610
Interest Income	\$ 1,414,090	\$ 1,869,639	\$ 5,293,510	\$ 2,550,000	\$ 5,184,333	\$ 2,600,000	\$ 3,000,000
Operating Assistance	\$ 12,796,433	\$ 12,785,456	\$ 12,680,935	\$ 14,302,931	\$ 13,464,159	\$ 15,152,337	\$ 14,489,619
Other Miscellaneous Income	\$ 395,871	\$ 276,294	\$ 337,498	\$ 300,000	\$ 853,732	\$ 300,000	\$ 900,000
TOTAL OPERATING PROGRAM INCOME	\$ 104,002,006	\$ 112,863,889	\$ 122,227,880	\$ 126,429,304	\$ 126,220,147	\$ 132,904,802	\$ 133,607,444
OPERATING EXPENSES							
Service Delivery	\$ 61,285,866	\$ 71,793,441	\$ 79,417,577	\$ 96,776,164	\$ 97,237,926	\$ 103,484,625	\$ 106,260,624
Administration & Management	\$ 6,468,559	\$ 7,974,816	\$ 7,201,233	\$ 6,898,125	\$ 5,923,061	\$ 7,180,942	\$ 6,360,683
TOTAL OPERATING PROGRAM EXPENSE	\$ 67,754,425	\$ 79,768,257	\$ 86,618,810	\$ 103,674,289	\$ 103,160,987	\$ 110,665,567	\$ 112,621,307
NET OPERATING BALANCE/ CONTRIBUTION TO CAPITAL	\$ 36,247,581	\$ 33,095,632	\$ 35,609,070	\$ 22,755,015	\$ 23,059,160	\$ 22,239,235	\$ 20,986,137
NON-OPERATING INCOME:							
DEBT PROCEEDS USED FOR CAPITAL EXPENDITURE	\$ 1,862,089	\$ 200,017,245	\$ 68,258,898	\$ 8,000,000			
CAPITAL INCOME							
Federal Grants	\$ 36,503,515	\$ 35,005,065	\$ 71,438,918	\$ 29,295,184	\$ 80,092,433	\$ 61,939,854	\$ 30,332,581
State Grants	\$ 33,094,148	\$ 43,082,876	\$ 23,634,603	\$ 4,535,552	\$ 4,682,416	\$ 22,483,618	\$ 6,652,206
Other Capital Income	\$ 2,477,438	\$ 8,422,452	\$ 9,715,354	\$ 5,050,995	\$ 6,076,132	\$ 5,050,995	\$ 1,988,336
Contribution From Operations	\$ 36,247,581	\$ 33,095,632	\$ 35,609,070	\$ 22,755,015	\$ 23,059,160	\$ 22,239,235	\$ 20,986,137
TOTAL NON-OPERATING INCOME	\$ 110,184,771	\$ 319,623,270	\$ 208,656,843	\$ 69,636,746	\$ 113,910,142	\$ 111,713,702	\$ 59,959,260
NON-OPERATING EXPENSES:							
DEBT SERVICE	\$ 7,883,525	\$ 16,423,551	\$ 17,762,148	\$ 17,657,557	\$ 15,829,800	\$ 17,958,794	\$ 16,789,500
REDEMPTION OF SHORT TERM BORROWING			\$ 18,000,000				\$ 71,095,000
CAPITAL EXPENSES							
Bus Equip & Facilities Program	\$ 48,057,278	\$ 31,784,441	\$ 24,689,475	\$ 26,912,172	\$ 20,893,143	\$ 23,331,936	\$ 26,840,529
Rapid Transit Program	\$ 46,760,566	\$ 163,248,542	\$ 158,478,533	\$ 23,545,877	\$ 54,053,780	\$ 70,504,711	\$ 29,190,981
TOTAL NON-OPERATING EXPENSE	\$ 102,701,369	\$ 211,456,534	\$ 218,930,156	\$ 68,115,606	\$ 90,776,724	\$ 111,795,441	\$ 143,916,010
TOTAL CAPITAL RESERVE CONTRIBUTION (DRAWDOWN)	\$ 7,483,402	\$ 108,166,736	\$ (10,273,313)	\$ 1,521,140	\$ 23,133,418	\$ (81,739)	\$ (83,956,749)
ENDING BUDGETARY BALANCE				\$ 228,744,294	\$ 182,472,661	\$ 228,662,555	\$ 133,462,006

	FY2005	FY2006	FY2007	FY2008	FY2008	FY2009	FY2009
	Actual	Actual	Actual	Adopted Budget	Unaudited Actual	Adopted Budget	Revised Budget
OPERATING RATIO (W/O Capital Interest) (O R / O E ≥ 20%)	20.05%	19.91%	23.71%	19.79%	23.54%	20.00%	21.83%
OPERATING BALANCE MONTHS (≥ 1 month's Operating Expense)	6.42	4.98	4.93	2.63	2.68	2.41	2.24
PASSENGERS PER HOUR (≥ 20 passengers per hour)	22.2	23.1	24.0	23.8	24.0	24.1	24.1
COST GROWTH							
Cost per Hour System less Rail	\$74.98	\$81.91	\$86.25	\$97.50	\$97.36	\$86.55	\$90.36
Cost per Hour Rail	\$74.98	\$81.91	\$82.65	\$84.20	\$87.06	\$335.15	\$301.22
ADMINISTRATIVE OVERHEAD (≤ 15%)	10.55%	11.11%	9.07%	7.13%	6.09%	6.94%	5.99%
CAPITAL INVESTMENT LEVEL (≥ 20% of sales tax revenue)	61.41%	50.46%	50.57%	31.17%	33.00%	28.87%	27.64%
NET DEBT SERVICE COVERAGE (≥ 1.15)	4.60	2.02	2.00	1.29	1.46	1.24	1.25
GROSS DEBT SERVICE COVERAGE (≥ 3.0)	7.49	3.99	3.96	4.13	4.41	4.29	4.52

8/1/08 4:03 PM	FY04	FY05	FY06	FY07	FY08	FY09
	Actual	Actual	Actual	Actual	EOY	w/SLC Estimated
Local & Crosstown Bus Services						
Revenue Hours	537,455	549,128	568,989	560,551	594,913	624,901
Revenue Miles	7,255,643	7,211,470	6,679,213	7,439,997	7,888,678	8,286,321
Passengers	12,971,964	13,829,409	14,566,838	14,894,669	15,151,180	16,235,445
Pass/Rev. Hour	24.1	25.2	25.6	26.6	25.5	26.0
Express Bus Services						
Revenue Hours	50,777	53,139	59,530	65,292	62,376	62,274
Revenue Miles	1,066,317	1,062,780	1,207,778	1,389,796	1,320,533	1,318,377
Passengers	605,029	678,660	952,251	1,149,469	1,274,853	1,150,256
Pass/Rev. Hour	11.9	12.8	16.0	17.6	20.4	18.5
Neighborhood/Business Center Services						
Revenue Hours	103,999	125,952	131,497	138,237	132,489	135,191
Revenue Miles	1,143,989	1,734,122	1,680,011	1,653,698	1,659,438	1,693,281
Passengers	1,804,709	2,102,832	2,445,332	2,665,706	2,767,143	2,798,019
Pass/Rev. Hour	17.4	16.7	18.6	19.3	20.9	20.7
Town Services						
Revenue Hours	19,584	17,418	17,513	17,534	17,515	17,550
Revenue Miles	352,512	265,625	274,891	277,153	276,850	277,403
Passengers	106,375	88,284	87,057	110,062	112,022	119,197
Pass/Rev. Hour	5.4	5.1	5.0	6.3	6.4	6.8
Regional Express Services						
Revenue Hours	15,821	17,476	17,364	15,756	16,569	17,431
Revenue Miles	412,876	456,066	453,143	420,463	428,830	451,133
Passengers	123,674	204,847	283,672	301,715	353,391	320,617
Pass/Rev. Hour	7.8	11.7	16.3	19.1	21.3	18.4
TOTAL BUS SERVICES						
Revenue Hours	727,636	763,113	794,893	797,370	823,862	857,347
Revenue Miles	10,231,336	10,730,063	10,295,036	11,181,107	11,574,329	12,026,516
Passengers	15,611,751	16,904,032	18,335,150	19,121,621	19,658,589	20,623,534
Pass/Rev. Hour	21.5	22.2	23.1	24.0	23.9	24.1
South Corridor Light Rail Service						
Revenue Hours	1,500	0	0	0	30,568	52,291
Revenue Miles	9,000	0	0	0	340,672	629,300
Passengers	0	0	0	0	2,851,717	3,599,241
Pass/Rev. Hour	0.0	0.0	0.0	0.0	93.3	68.8
Charlotte Trolley Service						
Revenue Hours	1,500	6,972	5,428	0	212	3,391
Revenue Miles	9,000	28,444	21,884	0	664	13,835
Passengers	1,025	263,907	191,076	0	3,080	118,680
Pass/Rev. Hour	0.7	37.9	35.2	0.0	14.5	35.0
TOTAL RAIL SERVICES						
Revenue Hours	3,000	6,972	5,428	0	30,780	55,682
Revenue Miles	18,000	28,444	21,884	0	341,336	643,134
Passengers	1,025	263,907	191,076	0	2,854,797	3,717,921
Pass/Rev. Hour	0.3	37.9	35.2	0.0	92.7	66.8
TOTAL BUS AND RAIL SERVICES						
Pass/Rev. Hour	21.4	22.3	23.1	24.0	27.3	28.4
STS Paratransit Services						
Revenue Hours	101,662	116,418	120,984	126,243	130,881	137,512
Revenue Miles	1,203,522	2,223,981	2,330,505	2,431,809	2,482,457	2,589,896
Passengers	197,375	216,098	224,131	228,911	235,391	264,597
Pass/Rev. Hour	1.9	1.9	1.9	1.8	1.8	1.9
Vanpool Services						
Revenue Hours	32,192	35,411	35,233	36,837	36,157	38,695
Revenue Miles	1,578,777	1,736,655	2,531,341	1,929,931	1,905,992	2,027,509
Passengers	181,452	188,718	219,096	236,808	243,992	223,478
Pass/Rev. Hour	5.6	5.3	6.2	6.4	6.7	5.8
TOTAL OTHER SERVICES						
Revenue Hours	133,854	151,829	156,217	163,080	167,038	176,207
Revenue Miles	2,782,299	3,960,636	4,861,846	4,361,740	4,388,449	4,617,405
Passengers	378,827	404,816	443,227	465,719	479,383	488,075
Pass/Rev. Hour	2.8	2.7	2.8	2.9	2.9	2.8
TOTAL CATS SERVICES						
Revenue Hours	864,490	921,914	956,538	960,450	1,021,680	1,089,235
Revenue Miles	13,031,635	14,719,143	15,178,766	15,542,847	16,304,114	17,287,055
Passengers	15,991,602	17,572,755	18,969,453	19,587,340	22,992,769	24,829,529
Pass/Rev. Hour	18.5	19.1	19.8	20.4	22.5	22.8

FY2009- TRANSIT PROGRAM

Staffing Level

Attachment 4

4/16/2008

	FY2005		FY2006		FY2007		FY2008		FY2008		FY2009		FY2009	
	Actual		Actual		Actual		Adopted		Mid Year		Adopted		Proposed	
	100%	75%	100%	75%	100%	75%	100%	75%	100%	75%	100%	75%	100%	75%
00827 - Neighborhood/Business Center Services														
00805 - Revenue									10				10	
00835 - Historic Trolley	10		10		10		0		0		0		0	
00824 - Light Rail Operations			14		96		105		105		105		105	
00804 - Special Transportation Services	81	23	86	21	86	21	86	21	87	21	86	21	87	21
00829 - Van Pool Division	2		2		2		3		3		3		3	
00806 - Transit Center Operations														
00816 - County Human Services Transportation														
00825 - Planning And Special Operations			17		17		16		15		16		15	
00828 - Regional Commuter Services														
00831 - Customer Service And Information	18		18		22		23		26		23		26	
00832 - Operations Support Services	6		13		14		13		12		13		12	
00833 - Transit Security			8		15		15		16		15		16	
00801 - Administration Division	24		35		26		37		29		37		29	
00821 - City Support Costs														
00823 - Development Administration	16		17		15		15		18		15		18	
00826 - Operations Administration	9		2		2		5		5		5		5	
00830 - Marketing & Communications Admin Div	12		14		14		13		12		13		12	
00836 - Executive Division	3		3		3		3		3		3		3	
00866 - Procurement Services					9		9		9		9		9	
00850 - MTC & Committees Division														
00807 Charlotte Gateway Center									1				1	
00808 - South Corridor	25		9		8		8		4		8		4	
00809 - North/CGS Corridor	5		5		5		5		3		5		3	
00810 - Northeast Corridor Development			5		5		5		13		5		13	
00811 - West Corridor	5		5		5		5		0		5		0	
00812 - Southeast Corridor														
00813 - Streetcar And Center City	5		5		5		5		0		5		0	
00837 - Quality Assurance	4		6		6		6		6		6		6	
Total Authorized Positions	225	23	274	21	365	21	377	21	377	21	377	21	377	21

	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Adopted	FY2008 Mid-Year	FY2009 Proposed	Proposed
Current Service Level							
00800 - BOD - Operations	36,016,459	40,360,537	45,126,662	48,645,226	48,611,589	52,397,533	55,475,576
00802 - BOD - Administration	2,440,569	1,770,596	1,851,544	1,860,881	1,863,307	1,926,808	1,925,624
00803 - BOD - Maintenance	8,225,152	15,077,307	15,670,329	15,741,995	15,946,882	16,403,948	16,344,974
00827 - Neighborhood/Business Center Services	769,302	814,061	305,842	48,000	48,000	48,000	48,000
00805 - Revenue					736,866		1,199,376
00835 - Historic Trolley	1,100,120	687,531	567,541	508,345	0	530,352	0
00824 - Light Rail Operations		534,320	3,507,470	10,481,684	9,578,491	12,145,337	11,044,423
00804 - Special Transportation Services	5,165,338	6,132,389	6,284,109	6,948,472	6,810,344	7,070,054	7,035,542
00829 - Van Pool Division	561,573	696,492	642,295	686,362	764,659	703,215	769,494
00806 - Transit Center Operations	1,732,890	927,378	886,947	889,950	889,950	931,971	931,971
00816 - County Human Services Transportation	2,257,248	2,410,840	2,006,994	1,886,033	1,886,033	1,886,033	1,886,033
00825 - Planning And Special Operations		1,012,016	855,315	1,139,327	1,049,985	1,182,889	1,155,525
00831 - Customer Service And Information	1,641,075	1,523,169	1,833,460	2,023,684	1,949,063	2,080,977	2,144,420
00832 - Operations Support Services	1,942,752	1,335,418	2,260,486	4,701,544	4,866,386	4,954,026	5,066,448
00833 - Transit Security	191,210	2,169,991	2,834,210	5,056,100	4,975,839	5,425,116	5,434,906
Less: Capitalized Costs		(3,658,604)	(5,215,626)	(3,841,438)	(3,841,438)	(4,201,688)	(4,201,688)
Total Service Delivery	\$62,043,688	\$71,793,442	\$79,417,577	\$96,776,165	\$96,135,956	\$103,484,573	\$106,260,624
00801 - Administration Division	2,104,002	2,495,455	2,908,255	3,817,921	2,890,341	3,874,701	3,160,524
00821 - City Support Costs	2,894,582	2,819,796	2,709,313	3,033,690	3,186,751	3,227,464	3,465,904
00823 - Development Administration	935,568	2,116,650	1,240,326	1,423,135	1,453,831	1,425,983	1,960,357
00826 - Operations Administration	777,943	202,112	396,398	495,011	514,272	513,486	484,822
00830 - Marketing & Communications Admin Div	1,791,656	1,542,693	1,750,949	1,899,848	1,761,351	2,002,016	1,826,094
00836 - Executive Division	734,043	754,812	736,600	757,341	759,191	780,826	779,379
00866 - Procurement Services			547,050	777,039	700,393	802,511	805,657
00850 - MTC & Committees Division	135,354	127,791	133,555	137,795	137,795	137,748	137,748
00807 - Charlotte Gateway Center					107,951		167,499
00808 - South Corridor	2,920,386	2,067,433	1,192,028	948,801	640,771	891,410	479,662
00809 - North/CGS Corridor	510,617	603,484	591,622	766,860	532,706	794,518	526,170
00810 - Northeast Corridor Development	116	206,180	402,998	537,435	1,488,526	554,054	1,735,252
00811 - West Corridor	427,086	321,227	468,408	494,792	3,136	513,289	2,702
00812 - Southeast Corridor	0	171,016	55,224	83,544	83,543	89,132	2,747
00813 - Streetcar And Center City	372,072	466,398	487,933	532,149	149,902	551,151	10,698
00837 - Quality Assurance	293,271	392,555	430,864	545,721	537,230	564,882	579,468
Less: Capitalized Costs	(6,861,092)	(6,312,787)	(6,850,290)	(9,352,959)	(9,104,430)	(9,542,230)	(9,764,000)
Total Administration & Management	\$7,035,605	\$7,974,817	\$7,201,233	\$6,898,123	\$5,843,260	\$7,180,941	\$6,360,683
Total Service Level							
Service Delivery	62,043,688	71,793,442	79,417,577	96,776,165	98,012,104	103,484,573	109,809,446
Administration & Management	7,035,605	7,974,817	7,201,233	6,898,123	6,362,628	7,180,941	6,894,572

FY2009 TRANSIT PROGRAM
City Council (05-27-08)

Program Level Changes

Attachment 6

	FY2008 Proposed	FY2009 Proposed
Service Level Change		
00800 - BOD Operations	1,443,089	1,662,206
00802 - BOD Maintenance	128,550	6,370
00804 - Special Transportation Services	41,298	1,580
00831 - Customer Service and Information	131,211	2,518
00833 - Transit Security	132,000	
Total Service Delivery	1,876,148	1,672,674
00801 - Administration Division	519,368	14,521
Total Administration and Management	519,368	14,521
Total Service Level Change	2,395,516	1,687,195

**FY2008 - FY2013 TRANSIT PROGRAM
City Council (05-27-08)**

DEBT SERVICE

Attachment 7

	FY2007 Proposed	FY2008 Projected	FY2009 Projected	FY2010 Projected	FY2011 Projected	FY2012 Projected	FY2013 Projected
<u>Rapid Transit</u>					\$3,903,086	\$3,903,086	\$3,903,086
Rapid Transit					3,903,086	3,903,086	3,903,086
<u>Facilities</u>						\$1,235,977	\$1,235,977
Facilities						1,235,977	1,235,977
<u>South Corridor Financing</u>	\$9,421,213	\$9,396,314	\$80,113,460	\$7,611,176	\$7,612,602	\$7,610,065	\$7,610,319
Permanent - Local	4,700,913	4,700,413	7,256,327	6,928,220	6,929,420	6,928,139	6,928,039
Variable Rate - Federal	4,400,000	4,013,632	72,174,838				
South Corridor - ROW	320,300	682,269	682,295	682,956	683,182	681,926	682,280
<u>Second Bus Garage</u>	\$3,004,713	\$2,645,874	\$2,645,973	\$2,648,536	\$2,649,411	\$2,644,542	\$2,645,913
Second Bus Garage	3,261,700	2,645,874	2,645,973	2,648,536	2,649,411	2,644,542	2,645,913
<u>Buses (New & Replacement)</u>	\$4,908,613	\$5,121,255	\$5,125,067	\$5,095,262	\$5,074,023	\$3,465,748	\$3,438,664
FY2002 Issuance for Buses-Aug 2001	1,583,000	1,586,000	1,585,750	1,582,250	1,585,500		
FY2004 Issuance for Buses-Dec 2003	3,325,613	3,535,255	3,539,317	3,513,012	3,488,523	3,465,748	3,438,664
Total Debt Service	\$15,687,626	\$17,163,443	\$87,884,500	\$15,354,974	\$19,239,122	\$18,859,418	\$18,833,959

	FY2007 Revised	FY2008 Adopted	FY2008 Mid Year	FY2009 Budget	FY2009 Proposed	FY2010 Proposed	FY2011 Proposed	FY2012 Proposed	FY2013 Proposed	Total Recommended FY09-13 Budget
CAPITAL PROGRAM EXPENSES										
BUS & BUS AMENITIES / FACILITIES										
<u>Vehicles: Revenue</u>	\$ 9,769,500	\$ 12,014,817	\$ 10,381,897	\$ 11,278,012	\$ 11,650,802	\$ 16,659,770	\$ 20,768,918	\$ 20,874,318	\$ 21,358,878	\$ 91,312,686
<i>Buses</i>	\$ 9,767,000	\$ 8,274,000	\$ 8,403,760	\$ 9,409,838	\$ 9,544,768	\$ 15,000,000	\$ 18,487,850	\$ 18,416,743	\$ 18,835,044	\$ 80,284,405
<i>STS Buses</i>	\$ -	\$ 3,528,336	\$ 1,765,656	\$ 1,580,764	\$ 1,818,624	\$ 1,270,255	\$ 1,929,384	\$ 2,070,075	\$ 2,046,888	\$ 9,135,226
<i>VanPool Vans</i>	\$ 2,500	\$ 212,481	\$ 212,481	\$ 287,410	\$ 287,410	\$ 389,515	\$ 351,684	\$ 387,500	\$ 476,946	\$ 1,893,055
<u>Bus Operations Facilities: New</u>	\$ 3,051,378	\$ 4,915,364	\$ 1,863,189	\$ 3,142,458	\$ 3,630,458	\$ 3,133,796	\$ 23,471,027	\$ 6,143,494	\$ 2,803,814	\$ 39,182,589
<i>STS Facility/Davidson St. Rehabilitation</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,957,980	\$ -	\$ -	\$ 18,957,980
<i>New Transit Centers</i>	\$ 1,000,000	\$ 844,000	\$ 587,920	\$ 795,000	\$ 1,013,701	\$ 628,074	\$ 375,643	\$ 1,935,760	\$ 872,168	\$ 4,825,346
<i>Park/Ride Lots</i>	\$ 1,000,000	\$ 2,656,000	\$ 547,899	\$ 927,000	\$ 1,646,701	\$ 1,014,242	\$ 2,571,350	\$ 2,563,376	\$ 205,070	\$ 8,000,739
<u>Bus Facilities: Improvements</u>	\$ 1,205,820	\$ 1,005,124	\$ 1,998,424	\$ 1,114,878	\$ 1,207,562	\$ 850,256	\$ 853,262	\$ 856,361	\$ 877,552	\$ 4,644,993
<u>Bus Equipment: Shop</u>	\$ 525,000	\$ 775,571	\$ 875,571	\$ 639,872	\$ 771,000	\$ 776,800	\$ 903,000	\$ 1,404,760	\$ 772,000	\$ 4,627,560
<u>Bus Equipment: Other</u>	\$ 2,589,000	\$ 20,000	\$ 53,750	\$ -	\$ -	\$ 20,000	\$ 10,000	\$ 20,000	\$ -	\$ 50,000
<u>Other Bus Projects</u>	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
<u>Preventive Maintenance - BOD</u>	\$ 4,669,806	\$ 3,486,378	\$ 3,267,518	\$ 3,835,016	\$ 3,607,402	\$ 3,590,632	\$ 1,994,348	\$ 2,353,452	\$ 2,951,220	\$ 14,497,054
Sub-Total: Bus & Bus Amenities / Facilities	\$ 21,810,504	\$ 22,417,254	\$ 18,640,349	\$ 20,210,236	\$ 21,067,224	\$ 25,231,254	\$ 48,200,555	\$ 31,852,385	\$ 28,963,464	\$ 155,314,882
RAIL FACILITIES & EQUIPMENT										
<u>LRT Maintenance-of-Way: Equipment and Tools</u>	\$ 3,128,481	\$ 871,200	\$ 1,557,716	\$ 976,700	\$ 1,156,700	\$ 1,798,900	\$ 270,000	\$ 330,000	\$ 100,000	\$ 3,405,600
<u>VMF Shop Equipment</u>	\$ 495,000	\$ 621,000	\$ 755,000	\$ 580,000	\$ 580,000	\$ 1,527,000	\$ 220,000	\$ -	\$ -	\$ 2,327,000
<u>LRT Facilities Projects</u>	\$ 50,000	\$ 250,200	\$ 230,000	\$ 200,200	\$ 200,200	\$ -	\$ -	\$ -	\$ -	\$ 200,200
<u>Trolley</u>	\$ 2,413,481	\$ -	\$ -	\$ 76,000	\$ 76,000	\$ -	\$ -	\$ -	\$ -	\$ 76,000
<u>Other Rail Capital</u>	\$ -	\$ -	\$ -	\$ 120,500	\$ 50,500	\$ -	\$ -	\$ -	\$ -	\$ 50,500
<u>Other Rail Capital</u>	\$ 170,000	\$ -	\$ 572,716	\$ -	\$ 250,000	\$ 271,900	\$ 50,000	\$ 330,000	\$ 100,000	\$ 751,900
Sub-Total: Rail Facilities & Equipment	\$ 3,128,481	\$ 871,200	\$ 1,557,716	\$ 976,700	\$ 1,156,700	\$ 1,798,900	\$ 270,000	\$ 330,000	\$ 100,000	\$ 3,405,600
OTHER CAPITAL										
<u>Vehicles: Non-Revenue</u>	\$ 1,300,000	\$ 2,431,218	\$ 3,901,736	\$ 1,633,000	\$ 4,616,605	\$ 2,497,500	\$ 2,250,397	\$ 2,499,200	\$ 1,992,750	\$ 12,326,695
<u>Revenue Equipment</u>	\$ -	\$ 297,000	\$ 185,000	\$ 165,000	\$ 293,750	\$ 317,500	\$ 567,000	\$ 719,200	\$ 212,750	\$ 2,110,200
<u>Safety & Security Equipment</u>	\$ -	\$ 25,000	\$ 380,000	\$ -	\$ 215,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 535,000
<u>TECHNOLOGY</u>	\$ 300,000	\$ 900,000	\$ 2,127,518	\$ 400,000	\$ 2,129,757	\$ 600,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,800,000
Sub-Total: Other Capital	\$ 1,300,000	\$ 2,431,218	\$ 3,901,736	\$ 1,633,000	\$ 4,616,605	\$ 2,497,500	\$ 2,250,397	\$ 2,499,200	\$ 1,992,750	\$ 12,326,695
TOTAL: BUS & BUS AMENITIES, RAIL FACILITIES & EQUIPMENT and OTHER CAPITAL	\$ 26,238,985	\$ 25,719,672	\$ 24,099,801	\$ 22,819,936	\$ 26,840,529	\$ 29,527,654	\$ 50,720,952	\$ 34,681,585	\$ 31,056,214	\$ 172,826,934
TOTAL: RAPID TRANSIT PROGRAM	\$ 33,449,812	\$ 24,595,877	\$ 33,566,196	\$ 70,954,711	\$ 29,190,981	\$ 30,351,807	\$ 68,049,870	\$ 153,862,671	\$ 212,897,000	\$ 494,352,329
Total Capital Program Expenses	\$ 59,688,797	\$ 50,315,549	\$ 56,688,479	\$ 93,774,647	\$ 56,031,510	\$ 59,879,461	\$ 118,770,822	\$ 188,544,256	\$ 243,953,214	\$ 667,179,263

RAPID TRANSIT CORRIDORS	FY2007 Revised	FY2008 Adopted	FY2008 Mid Year	FY2009 Budget	FY2009 Proposed	FY2010 Proposed	FY2011 Proposed	FY2012 Proposed	FY2013 Proposed	Total Recommended FY09-13 Budget
South Corridor	\$ 12,547,252	\$ 526,053	\$ 224,022	\$ 886,040	\$ 483,958	\$ -	\$ -	\$ -	\$ -	\$ 483,958
South Corridor	10,410,405	-	-	-	-	-	-	-	-	-
Related Capitalizations	2,136,847	526,053	224,022	886,040	483,958	-	-	-	-	483,958
Other Rapid Transit Corridors	\$ 8,718,323	\$ 16,170,072	\$ 27,699,293	\$ 62,475,020	\$ 21,272,583	\$ 23,912,000	\$ 61,293,000	\$ 152,958,000	\$ 212,897,000	\$ 472,332,583
North Corridor	500,000	5,000,000	5,000,000	-	3,500,000	-	-	-	-	3,500,000
Related Capitalizations	1,101,074	1,691,319	1,891,047	1,751,907	2,006,106	-	-	-	-	2,006,106
Southeast LRT	-	-	-	-	-	-	-	-	-	-
Related Capitalizations	384,458	1,007,418	83,543	1,044,512	3,370	-	-	-	-	3,370
Enhanced Bus Project	-	1,050,000	958,325	450,000	1,290,933	-	-	-	-	1,290,933
Related Capitalizations	732,791	1,421,335	1,361,477	1,473,155	1,482,222	-	-	-	-	1,482,222
Northeast Corridor (extn. of South Corridor)	5,116,784	4,532,634	9,975,133	56,237,819	9,807,612	23,912,000	61,293,000	152,958,000	212,897,000	460,867,612
Related Capitalizations	883,216	1,467,366	2,846,867	1,517,627	3,178,388	-	-	-	-	3,178,388
Streetcar + Center City (Eng. Const. Costs for Elizabeth Av	-	-	5,433,000	-	-	-	-	-	-	-
Related Capitalizations	-	-	149,901	-	3,952	-	-	-	-	3,952
Charlotte Gateway Station	11,577,327	6,439,810	4,176,588	6,081,183	4,287,907	6,439,807	6,756,870	-	-	17,484,584
Related Capitalizations	-	-	1,466,293	-	1,646,533	-	-	-	-	1,646,533
TOTAL RAPID TRANSIT CORRIDORS	\$ 32,842,902	\$ 23,135,935	\$ 33,566,196	\$ 69,442,243	\$ 27,690,981	\$ 30,351,807	\$ 68,049,870	\$ 152,958,000	\$ 212,897,000	\$ 491,947,658
TOTAL RAPID TRANSIT DEVELOPMENT	\$ 606,910	\$ 1,459,942	\$ -	\$ 1,512,468	\$ 1,500,000	\$ -	\$ -	\$ 904,671	\$ -	\$ 2,404,671
TOTAL RAPID TRANSIT PROGRAM	\$ 33,449,812	\$ 24,595,877	\$ 33,566,196	\$ 70,954,711	\$ 29,190,981	\$ 30,351,807	\$ 68,049,870	\$ 153,862,671	\$ 212,897,000	\$ 494,352,329
TOTAL: BUS & BUS AMENITIES, RAIL FACILITIES & EQUIPMENT and OTHER CAPITAL	\$ 26,238,985	\$ 25,719,672	\$ 24,099,801	\$ 22,819,936	\$ 26,840,529	\$ 29,527,654	\$ 50,720,952	\$ 34,681,585	\$ 31,056,214	\$ 172,826,934
Total Capital Program Expenses	\$ 59,688,797	\$ 50,315,549	\$ 56,688,479	\$ 93,774,647	\$ 56,031,510	\$ 59,879,461	\$ 118,770,822	\$ 188,544,256	\$ 243,953,214	\$ 667,179,263