



## Charlotte Area Transit System

### FY2023 Preliminary Operating & Debt Service Budgets FY2023-27 Capital Investment Plan

#### Council Budget Workshop

April 6, 2022

John M. Lewis, Jr. CATS CEO  
Charlotte Area Transit System

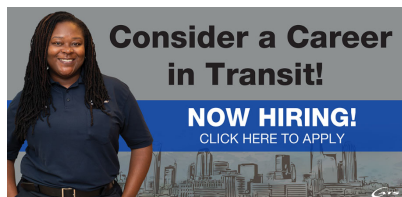
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## FY2023 CATS' HIGHLIGHTS

### Where we are Now!

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



### Where we are Going!

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



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## FY2023 CATS' HIGHLIGHTS

### Major Concerns!

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



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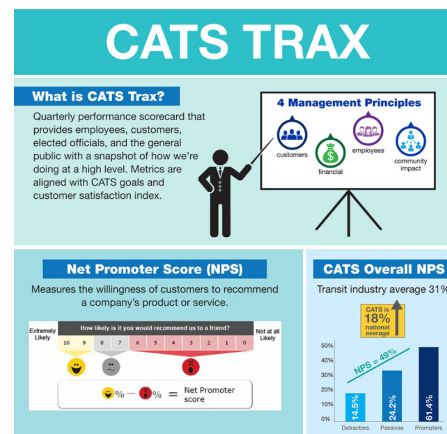
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## CATS TRAX

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



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## FY2023 PRELIMINARY BUDGET SUMMARY

CATS TRAX FY22 Aggregate Scorecard								
Strategy	Metric	Performance Goal	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Goal Points	Q2 Earned Points
Customer Satisfaction	Overall Customer Satisfaction	90%	83%	-			9.0	6.0
	Overall Net Promoter Score	58%	57%	-			9.0	6.0
	Overall On-Time Performance	89%	89%	80%			6.0	5.4
	Customers with Access to 15-minute or Better Service	45%	20%	19%			2.0	0.9
	Overall Ridership**	4,946,242	2,460,386	5,044,419			2.0	2.1
	Overall Ridership**	100%	50%	51%				
	Confidence to Return	74%	67%	67%			2.0	1.8
Employee Success	Employee Engagement	80%	60%	64%			6.0	4.8
	ENPS	0	-10	-39.6			6.0	3.6
	Employee Satisfaction	85%	55%	56%			3.0	2.0
	Customer Satisfaction with CATS Employees	86%	88%	-			4.0	2.7
	Customer Satisfaction with Call Center Interactions	87%	82%	-			4.0	2.7
	Career Pathways/Succession Planning*	Establish baseline	-	-			1.0	0.7
	Performance Reviews*	Establish baseline	-	-			1.0	0.7
Community Impact	Economic Impact**	1.06	1.06	1.09			5.0	4.7
	Community Perception of Community Value	85%	80%	80%			10.0	9.4
	Investments in Corridors of Opportunity*	Establish baseline	-	13%			4.0	2.7
	Service Equity*	Establish baseline	-	1,041			4.0	2.7
	Public Engagement Effectiveness*	Establish baseline	-	-			2.0	1.3
Financial Stability	Taxpayer Subsidy Percentage, (CATS Policy <80%)**	<80%	87.2%	90.0%			4.0	3.5
	Administrative Overhead (CATS Policy <15%)**	<15%	15.0%	12.0%			2.0	2.4
	Overall Operating Cost/Revenue Hour**	\$174.62	\$158.37	\$180.92			4.0	3.5
	Overall Customers/Revenue Hour	18.6	10.9	11.5			3.0	2.2
	Directly Generated Revenue**	4.0%	3.40%	2.0%			4.0	1.4
Overall Performance Score							97.0	75.2

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## FY2023 PRELIMINARY BUDGET SUMMARY

BUDGET SUMMARY					
		FY2022 Adopted Budget (millions)	FY2023 Preliminary Budget (millions)	Variance (millions)	Variance (%)
Total Operating Revenue		\$ 185.8	\$ 205.6	\$ 19.8	10.7%
Total Operating Expenditures		\$ 185.8	\$ 205.6	\$ 19.8	10.7%
Debt Service Budget		\$ 62.1	\$ 18.1	\$ (44.0)	-70.9%
Capital Budget*		\$ 245.4	\$ 45.7	\$ (199.7)	-81.4%

**No Fare Increase Included**

\*Note: FY2023 Preliminary Capital Budget excludes carry over amounts

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## FY2023 PRELIMINARY BUDGET SUMMARY

Operating Revenues					
	FY2022 Adopted Budget (Millions)	FY2023 Preliminary Budget (Millions)	Variance (Millions)	Variance (%)	
Service Passenger Fares	\$ 19.1	\$ 13.4	\$ (5.7)	-30.2%	
All Access Pass	2.9	2.9	-	0.0%	
Service Reimb & Funding Partners	0.4	0.4	0.1	3.2%	
Service Income	8.2	4.0	(4.2)	-50.9%	
Sales Tax Revenue	88.3	100.8	12.5	14.3%	
Maintenance of Effort	24.0	24.7	0.7	3.0%	
Operating Assistance	25.7	13.2	(12.5)	-48.5%	
Non Operating Revenue	17.3	46.1	28.9	166.8%	
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 185.8</b>	<b>205.6</b>	<b>\$ 19.8</b>	<b>10.6%</b>	


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## FY2023 PRELIMINARY BUDGET SUMMARY

COVID-19 Funding Use (Millions)	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	Total
	Actual	Actual	Adopted Budget	Preliminary Budget	Plan	Plan	Plan	
Operating	\$ 0.2	\$ 20.2	\$ 20.9	\$ 34.1	\$ 37.5	\$ 24.5	\$ 10.8	\$ 148.1
Capital	2.6	-	20.0	20.0	-	-	-	42.6
<b>Total</b>	<b>\$ 2.8</b>	<b>\$ 20.2</b>	<b>\$ 40.9</b>	<b>\$ 54.1</b>	<b>\$ 37.5</b>	<b>\$ 24.5</b>	<b>\$ 10.8</b>	<b>\$ 190.7</b>


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 **FY2023-27 PRELIMINARY CAPITAL PROGRAM**

**\$143.0 million Funds 5-Year Capital Program**

**Key Capital Expenses:**

- ✓ **State of Good Repair \$102.5 million**
  - Replace **fixed route buses**; **STS Buses**; **Vanpool Vans**
  - **Solar Panels**, **Electric Vehicle Chargers**, Bus Shelter Improvements and Facility upgrades
- ✓ **Transit Safety & Security \$4.5 million**
  - **Camera replacement**, Guard Shacks and **Access Control System** replacement
- ✓ **Transit Long Range Capital Improvement \$ 20.6 million**
  - **Hambright Park & Ride**
  - Land Swaps
  - **Temporary Facility for Uptown Transit Center**, if needed
- ✓ **Transit Non-Revenue Vehicles \$3.3 million**
  - **Non-Revenue Vehicle** replacements
- ✓ **Transit New Equipment \$12.1 million**
  - **Bus and Rail Equipment**, Technology Upgrades
  - **New City ERP System**



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THANK YOU

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