

Connecting Our Community Today,
Shaping CAT for tomorrow.



2011-12 **CAT** BUDGET
CHATHAM AREA TRANSIT.

Mission Statement

The mission of Chatham Area Transit is to provide quality public transportation services in a professional and responsive manner.

CAT will maximize the talents of its diverse workforce by fostering an environment that targets the success of each employee.

CAT will provide a safe, secure, comfortable and clean environment.

CAT will provide the quality of its services through the development of innovative, efficient utilization of its resources.

CAT will optimize its resources to serve the dynamic challenges of its customers.

CAT will adhere to the highest ethical and professional standards in the fulfillment of its responsibilities.

CAT will pursue recognition of its transportation services as an integral element of economic and community development.



2011-12 BUDGET

Fiscal Year July 1, 2011 through June 30, 2012

DR. CHADWICK L. REESE
Executive Director

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Appreciation is extended to everyone who contributed to the development of the budget and to those who will implement the plan.



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CAT fosters an environment that targets the success of each employee.



2011-12 Introduction





2011-12 Board of Directors

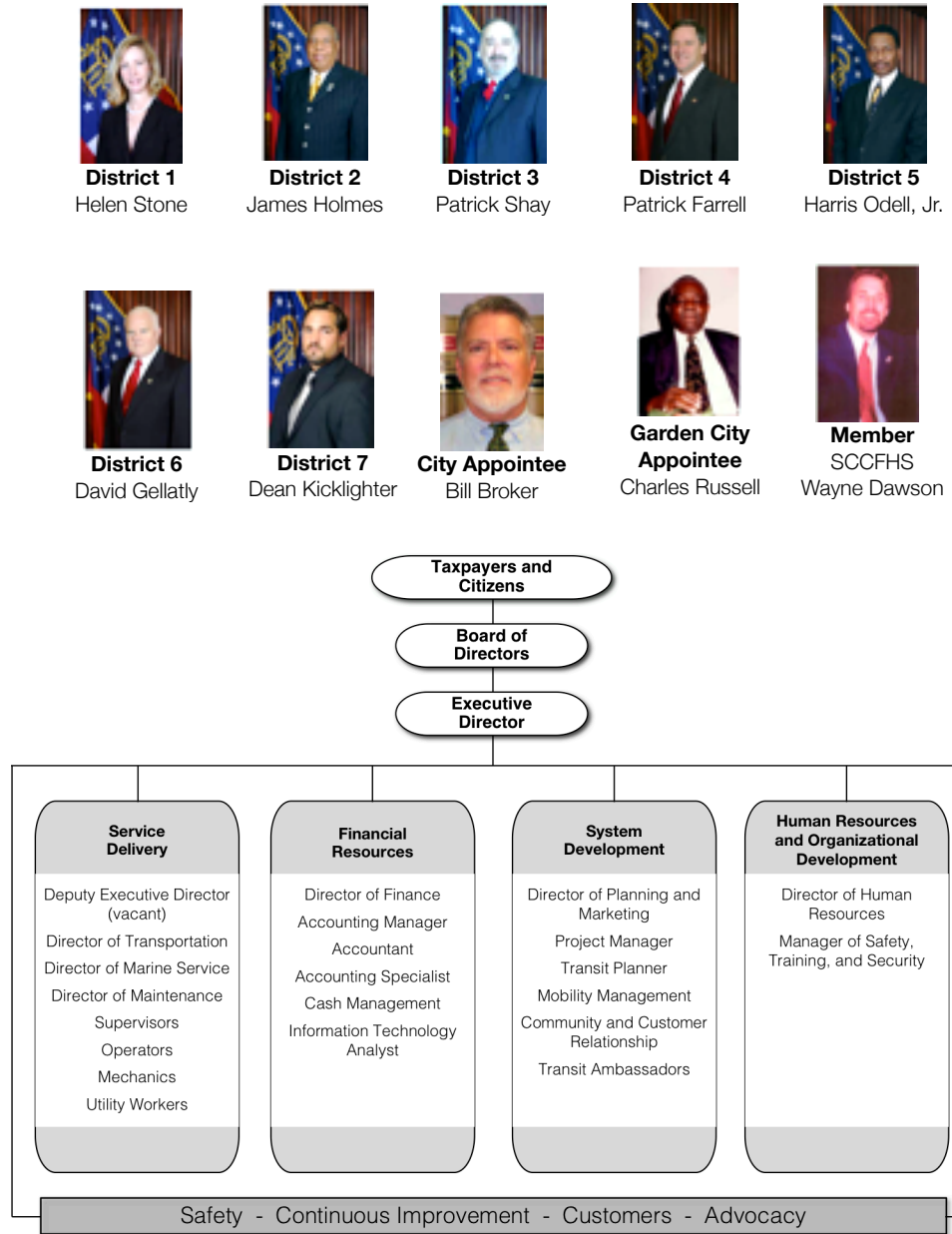


Chairman
Pete Liakakis



District 8
Dr. Priscilla Thomas

2011-12 Organizational Chart



District 1
Helen Stone



District 2
James Holmes



District 3
Patrick Shay



District 4
Patrick Farrell



District 5
Harris Odell, Jr.



District 6
David Gellatly



District 7
Dean Kicklighter



City Appointee
Bill Broker



Garden City Appointee
Charles Russell



Member SCCFHS
Wayne Dawson



2011-12 Budget Transmittal

DATE: May 25, 2011

TO: CHATHAM AREA TRANSIT BOARD OF DIRECTORS, CITIZENS AND EMPLOYEES

FROM: CHADWICK L. REESE, PH. D., EXECUTIVE DIRECTOR

"It was the best of times, it was the worst of times..." from A Tale of Two Cities by Charles Dickens (1859), can certainly be used to describe the current time in public transit.

While the economy continues to show improvement, and the recession is **technically** over, we still face the remnants of the most severe economic recession since the 1930s. This reality is paramount in the recently released *Tax Year 2011 Digest Information*. Chatham Area Transit (CAT) is rejoicing in the positive movement on the long awaiting Downtown Transit Center and a significant increase in fixed route ridership, while facing the sobering fact that we must accomplish our goals with nearly \$300,000 less in property tax investment. It is the best of times; it is the worst of times.

The FY2012 Budget reflects some significant changes and represents a new direction in the history of CAT. You will see a more strategic approach to doing business that will allow us to be more proactive and the flexibility to respond quickly and effectively to environmental drives that cause change. CAT is implementing Phase 1 of a Comprehensive Operational Analysis (COA), additionally; implementation of smart systems to improve operational efficiencies, develop our organizational capabilities, and increase our public involvement. We are actively seeking community, customer, and employee involvement as we plan the future of CAT.

Projected revenues for FY2012 were negatively affected by the economy. Property tax revenue, the Authority's primary funding source, has decreased to below last year's level. The Federal Government has failed to provide a surface transportation reauthorization bill, and we continue to operate on an extension of the SAFETEA-LU, however, the funding sources continues to be challenging for our elected representatives in Washington, DC. Thus, local transit investment is down and federal transit investment is uncertain. However, one direction coming out of Washington is clear, local transit systems, must show improved financial, technical and organizational capacity in order to continue to compete for federal capital investment. While revenues are down we face increased the cost of labor, benefits, fuel, and materials to effectively operate the system.

Given this difficult environment, we must reduce expenditures and a corresponding reduction in transit service and jobs. Conversely, CAT must maintain a state of good repair of all federally funded projects to provide safe, efficient and reliable transportation to our community. This recommended budget includes the following:

- Full integration of TeleRide into CAT Operations
- Consolidated work functions



2011-12 Budget Transmittal

- Reduced staff through layoffs and not filling vacant positions
- Reduced service hours
- Extended replacement schedules for vehicles and equipment

Each of these decisions have been difficult. While I am confident that Chatham Area Transit will continue to make the best use of available funds, it is unrealistic for the Authority to continue to operate current service levels without identifying additional/new revenue. The Authority has initiated a comprehensive system redesign that when completed, will provide the Board of Directors several service. The redesign effort is intended to align service strategies with community values and expressed transit priorities using the most cost effective methods of delivering service.

In the coming year, I will submit and the recommend to the Board of Directors to adopt financial and service standard policies that will guide the organization and increase our financial, technical and organizational capacity. This will ensure the Authority can effectively compete for future federal investments.

Chatham Area Transit will engage the public in robust dialogue and educational outreach about the future of public transportation in Chatham County and the surrounding areas. The primary messages that we will take to the public is that transit is valued, it is essential to the economic viability of our community, it represents a system that is sustainable, good for the environment, safer mode of transportation, and better for the future of our country by reducing our dependence upon foreign oil. As part of this dialogue, we want to hear from the community, engage them about the mode of public transportation that works best for them, and how CAT can fulfill their expectations. As our population continues to grow and the demand for transit increases, I am confident the work of the system redesign project will offer alternatives that the Board of Directors and the public will be excited about.

A handwritten signature in black ink, reading 'Chadwick L. Reese', is written over a horizontal line.

Chadwick L. Reese, Ph. D.
Executive Director

CAT optimizes resources to serve
the dynamic challenges of its customers.



2011-12 Budget Summary





In Brief..

Chatham Area Transit is a single-enterprise fund. The 2012 preliminary balanced budget totals \$17,134,764.

The Board of Directors appropriates all funds. The fund structure in the budget is the same as the audited financial statements.

The budget is distributed across two major account groups referred to as budgets: Operating and Capital. The insurance fund is included in the Operating budget. The Operating budget and Capital budget are treated as separate funds.

The operating budget finances the day-to-day operations of the Authority and provides operating transfers to support capital and insurance needs. The capital budget contains revenues and expenditures associated with capital acquisitions. The Board of Directors contracts the operation of the transit system to Veolia Transportation. The operating budget is comprised of two major areas, one area is for Veolia Transportation to operate the system, the other area is for the Authority. Insurance, including liability, workers' compensation, and unemployment are included in Veolia budget.

Budget Summary

The operating budget includes revenue from fares, advertising, sales tax, federal (preventive maintenance and ADA service) and grant funding, reimbursement from the City of Savannah, Savannah Trade Authority and the Savannah Mobility Management for transit service provided and miscellaneous revenue. The operating budget expenditure categories include Veolia and other operating cost associated with the Authority such as but not limited board specific insurance, travel, legal, professional service and association fees.

Operating Revenue. Operating Revenue is budgeted at \$17.1 million for fiscal year 2012. Special District Tax revenue is expected to decline by 4.14%. Operating revenue is primarily comprised of passenger fares, special district property taxes, grants from the Federal Transit Administration (FTA) and contract services. Passenger Fares and special district property taxes comprise 60.25% of budgeted Operating Revenue. Chatham Area Transit Authority (CAT) no longer qualifies for Federal Operating assistance as of FY2009.

The CAT millage rate was dropped from 1.3 in 1992 to the current 0.82. The current millage rate may be the single largest obstacle that CAT has to address. All indications are that future federal funding will be competitive in nature and based upon a local transit authority's technical, organizational and financial capacity. As part of the budget, you will see plans to greatly improve the technical and organizational capacity; however, financial capacity will remain an issue. To that end, CAT is developing a new model for creating sustainable transportation in our community. The development of this model will require an educational process for the community on behalf of the CAT Board of Director and Staff.

Overall revenue is projected to decrease by \$1.16 million when compared to last year's budget. Some revenue assumptions were made that simply did not come to fruition. Included in this year's budget is \$2.4 million in Preventive Maintenance funds from FTA, nearly a half of million dollar reduction from FY 2011. Also, the purchase of five (5) new buses and 14 paratransit vehicles will reduce the overall maintenance cost, but also the corresponding revenue. JARC funds are also projected at a half of million dollar reduction.

Sources of Revenue are shown in graph form on the following pages.

Passenger Revenue.* FY 2012 passenger fares comprise 18.85% or \$3.44 million of CAT's operating revenue. This revenue source reflects the fares that passengers pay to ride CAT's fixed route system and paratransit. This number is projected to remain flat with the FY 2011 budget, but represents an increase over FY 2011 projected actual passenger revenue.

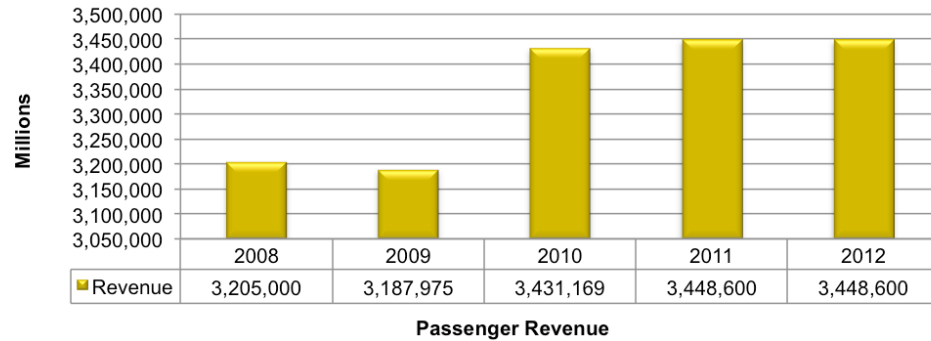
The projected revenue increase did not materialize. Passenger fares are projected to remain flat to budget and but will increase compared to projected actual with the roll out of our new Government Employee Ridership Program. This program will further the Green Initiative by the City of Savannah and Chatham County. Additionally, CAT will roll out our new SMART Card Program during the year, thus attracting more choice riders and college students. Aggressive campaigns are budgeted for in this budget to try to increase ridership.



Budget Summary

*Fiscal years 2007-2009 are actual revenues. 2010 is actual 10 months with two (2) months projected, and 2011 is budgeted.

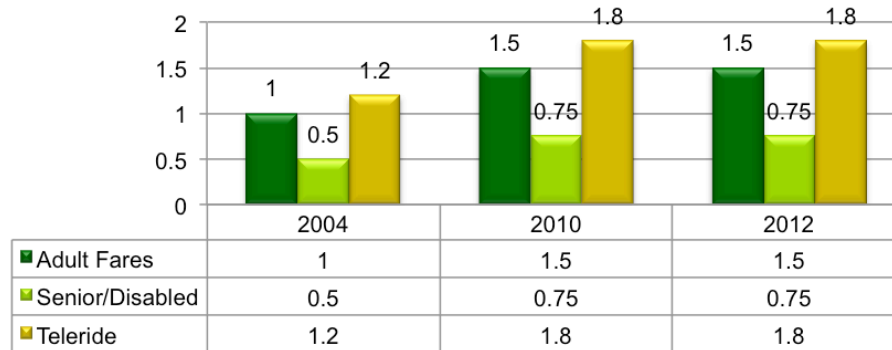
FIXED ROUTE REVENUE



Passenger Revenue

In June 2009, fares increased for the first time since 2004. Detailed fare structure information is displayed in the Supplemental section of the Budget.

FARE STRUCTURE

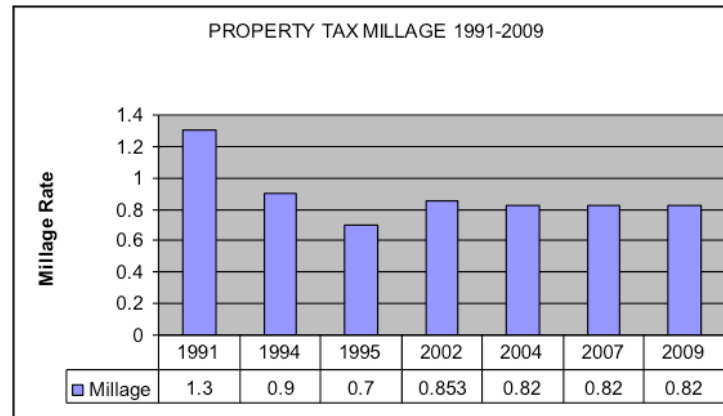




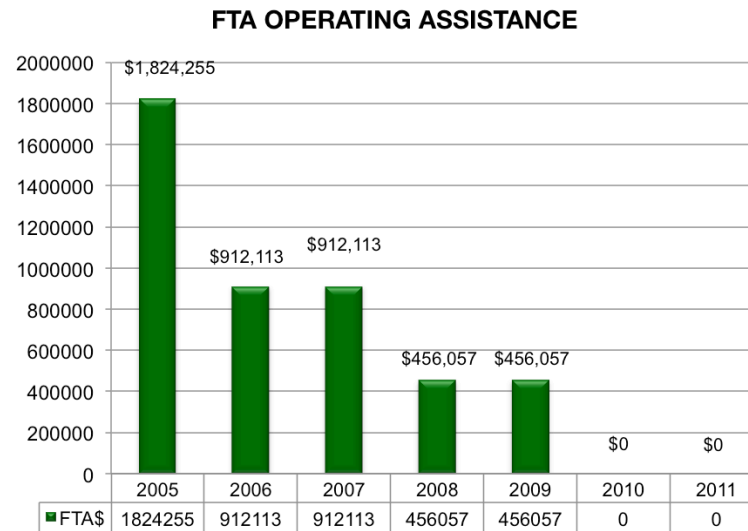
Budget Summary



Special District Transit Tax. The Transit Tax consists primarily of property taxes. Revenue generated from CAT's Special District Transit Tax is projected to decline by 4.17%. The 2012 transit tax was projected to decrease by \$293,265 over YTD 2011 projected actual because of a projected decrease in the tax digest. CAT's current millage rate is set at 0.82.



FTA Operating Assistance. CAT became a designated FTA recipient in 2004. CAT no longer qualifies to receive operating assistance as of FY09.





Budget Summary



Preventive Maintenance. FTA allows transit systems to recoup a portion of their maintenance operating expenses from capital grants. Although this allows CAT to partially offset the loss of FTA Operating Assistance, judicious use of these funds is imperative as funds moved to preventative maintenance reduce the amount of capital grant funds available. Such a shift could result in a delay in the replacement of buses and critical equipment due to the diversion of capital funds.

Preventive maintenance revenue will decrease \$446,751 for FY2012 compared to the budgeted amount in FY2011. The 5307 grants funds are intended for capital projects and programs. Much needed capital projects continue to be delayed due to lack of funding. This will be a serious concern in future years. Other sources of funding for CAT will need to be explored, and the millage rate may need to be increased.

Access To Jobs. Job Access Reverse Commute (JARC) revenue is derived from federal grants designed to provide access to jobs for disadvantaged citizens. The total JARC budget for 2012 is \$400,000. The funding will be used to fund up to fifty percent of our new express service. Projected JARC funding for FY 2011 did not materialize, further, JARC funding continues to decrease and has been reduced from \$1.9 million in 2006 to \$68,000 in 2012. However, there is an accumulation of JARC funds that can be used to draw against. Other avenues of funding for these three projects will need to be explored. CAT uses JARC funds for 50% of the costs of three (3) services:

1. Water Ferry – This service is fully funded by JARC, and the Georgia International and Maritime Trade Center Authority (GIMTC).
2. No. 6 Cross-town route.
3. No. 2 West Chatham route (the segment of the route servicing the Crossroads Business Center).
4. Express Service – Abercorn, Southbridge and the Airport

Contract Services. Contract Services is projected to remain flat in FY2010. This category consists of services rendered under a contractual agreement for:

- Downtown Historic District and Liberty Parking Shuttles. The revenue for the downtown Historic District CAT Shuttle and the Liberty Parking Shuttle, per a contract with the City of Savannah, will remain constant. CAT is exploring additionally contract service through a University Pass Program (U-Pass).
- Trade Center. Trade Center revenue is generated through a contractual agreement with the Georgia International and Maritime Trade Center Authority (GIMTCA) for the provision of water ferry service to and from Hutchinson Island. The water ferry service is also funded with matching JARC grant funds.



Budget Summary

Chatham Area Transit Authority Proposed Budget For Fiscal Year Ending June 30, 2012

| | FY2012 Proposed Budget | FY2011 Budget | Inc (Decr) |
|---|---------------------------|----------------------|-----------------------|
| Revenues | | | |
| Passenger Fares - Fixed Route | 3,448,600.00 | 3,448,600.00 | 0.00 |
| Passenger Fares - Paratransit | 84,000.00 | 84,000.00 | 0.00 |
| Special District | 6,790,450.00 | 7,083,715.00 | (293,265.00) |
| Advertising | 300,000.00 | 235,000.00 | 65,000.00 |
| Interest | | 7,100.00 | (7,100.00) |
| Non Transit | | 16,180.00 | (16,180.00) |
| Chatham County | 2,000,000.00 | 2,000,000.00 | 0.00 |
| City of Savannah | 511,935.00 | 511,935.00 | 0.00 |
| Georgia International Trade Center | 807,796.00 | 747,960.00 | 59,836.00 |
| Savannah Mobility Board | 321,264.00 | 321,264.00 | 0.00 |
| Federal Section 5316 - JARC | 400,000.00 | 904,217.00 | (504,217.00) |
| DCH | | 20,000.00 | (20,000.00) |
| Federal Section 5307 - Preventive Maintenance | 2,470,719.00 | 2,917,470.00 | (446,751.00) |
| Total | 17,134,764.00 | 18,297,441.00 | (1,162,677.00) |
| Expenditures | | | |
| Operations | | | |
| Fixed Route | 12,377,668.00 | 12,882,001.00 | (504,333.00) |
| Telereide | 2,000,000.00 | 2,000,000.00 | 0.00 |
| Marine | 807,796.00 | 747,960.00 | 59,836.00 |
| | <u>15,185,464.00</u> | <u>15,629,961.00</u> | <u>(444,497.00)</u> |
| Authority Expenses | | | |
| Advertising | 150,000.00 | | 150,000.00 |
| Audit | 23,000.00 | | 23,000.00 |
| Board Travel | 15,000.00 | 5,000.00 | 10,000.00 |
| Fuel | 1,496,000.00 | 1,440,000.00 | 56,000.00 |
| Legal Fees | 50,000.00 | 60,000.00 | (10,000.00) |
| Insurance Administration Fees | 15,000.00 | | 15,000.00 |
| Insurance - P&O | 9,300.00 | 9,243.00 | 57.00 |
| Dues - APTA | 21,000.00 | 20,500.00 | 500.00 |
| Local Match | 0.00 | 970,113.00 | (970,113.00) |
| Contract Administration | 85,000.00 | 85,000.00 | 0.00 |
| Bus Lease - July | 15,000.00 | | 15,000.00 |
| Other | 70,000.00 | 77,624.00 | (7,624.00) |
| | <u>1,949,300.00</u> | <u>2,667,480.00</u> | <u>(718,180.00)</u> |
| Total | 17,134,764.00 | 18,297,441.00 | (1,162,677.00) |



Outlook

Savannah, Georgia, in 1766, was home to almost 18,000 people and a healthy economy based on the exportation of rice. The city became a major exporter of cotton in the early 1800s and its prosperous residents built elegant homes and enjoyed a cosmopolitan lifestyle. Although the city came through the Civil War intact, the conflict left Savannah bankrupt. But, a resurgence in cotton production soon had Savannah back on its feet and prospering. The decline in cotton production and the Great Depression threatened to curtail Savannah's progress in the 1920s and '30s, but the town got a boost when the Union Bag and Paper Company opened a large plant just west of the city. The plant is now a part of the International Paper Company empire and still one of the city's largest employers—helped Savannah through those tough times as did the presence of the military here during World War II; two large Army Air Corps bases were in operation in Savannah.

As local history would suggest, Savannah's diverse economy has always survived. Specifically, products that contribute to its well-rounded outlook include: manufacturing, the Georgia Ports, tourism, the military and real estate development. Public transportation has continued to support this economy since the creation of the Savannah-Skidaway and Seaboard Railway Company in 1869. As the city has grown, public transportation has maintained pace. It has evolved from the use of street cars to buses powered by diesel engines. This year, Chatham Area Transit (CAT) will be operating hybrid buses, battery/diesel, in almost fifty percent of its fleet fixed route bus fleet. Additionally, CAT is operating three ferry vessels that traverse daily across the Savannah River from scenic River Street to Hutchinson Island. A street car slowly winds "to and fro" its rail as it carries people to either end of River Street. And, CAT ensures that those who are not able to utilize the fixed route service are transported via the TeleRide, paratransit service.

Chatham Area Transit has set its sights on; once again, becoming the "Best in Transit" as it has in the past been designated by the American Public Transportation Association. Through budget cuts and hard economic seasons, Chatham Area Transit continues to move forward. It will soon implement recommendation of a Comprehensive Operational Analysis (COA) that will improve identified inefficiencies in route planning and scheduling. These improvements will result in better connectivity between routes and more timely rides for all passengers. There is also excitement looming about providing real time information and technology to bus passengers which will give them more control of their scheduled commutes. In the near future, CAT will break ground on its new downtown intermodal center and begin facility modifications on its current main building. CAT will be seeking to develop collaborations with the business community and educational institutions to offer transportation/mobility options as these entities continue to grow and seek other means of providing parking alleviating traffic congestion. Park and ride lots and mini-intermodal hubs will be necessary throughout the county to keep up with the populous growth of the area and the resulting traffic congestion.

The staples of Savannah's economy continue to grow and grow! Tourism/hospitality, manufacturing, real estate development, the military and the ports are all sectors that are thriving! Consider this...underneath the cobblestoned streets of Savannah lie 38 miles of fiber optic cable. Those monster container ships are headed to the fastest growing, and fourth busiest, port in the nation. Hunter Army Air Field and Fort Stewart employ our largest federal employees. The Georgia Ports Authority is booming and west Chatham County is bursting at the seams.



Outlook

Savannah has a lot going on! We can't even **begin** to perceive it all! Behind Savannah's historic façade are vibrant, forward-thinking residents, a progressive government, and an innovative business community. Chatham Area Transit is and will be an integral part of this growth and is poised to take the lead in maintaining and distinguishing Savannah's position as the most diverse and economically sustainable city in Georgia.

Behind Savannah's historic façade are vibrant, forward-thinking residents, a progressive government, and an innovative business community. Savannah's got a history of technological innovation ñ we built the first cotton gin, and the first steamship that crossed the ocean ñ so we've got it in our veins. We're headquarters to a host of technology-related business, everything from giant Gulfstream Aerospace to smaller graphic design and software development pioneers.

During FY 2012, CAT will embark on a journey to redefine the future of transportation in the community and indeed in the region. Our community will have the opportunity to speak and be heard on our commitment to improving transportation in this community through a one-cent sales tax proposal. This proposal would invest in all modes of transportation, including public transit, CAT is developing a new outreach program to educate and inform the public on how we can invest in a creating sustainable transportation network.



Fact Sheet

A Fact Sheet is prepared to accompany resolutions presented to the Board of Directors. It provides information about the item in the resolution including preceding actions affecting the current request. It also includes budget information, background, alternatives, and the recommendation.

AGENDA ITEM: CAT III-2
AGENDA DATE: May 27, 2011
Budget books will be distributed on Friday.

TO: Chatham Area Transit Authority
THRU: *R. E. Abolt*
R. E. Abolt, County Manager
FROM: Chadwick L. Reese, Ph. D., Executive Director *C. L. Reese*

ISSUE:

Transmittal of the Fiscal Year 2011/2012 Recommended Chatham Area Transit Authority (CAT) budget and establish workshops.

BACKGROUND:

- Each fiscal year staff presents CAT's budget to the Board for approval. CAT's 2012 fiscal year begins July 1, 2011 and ends June 30, 2012.
- Staff is presenting a reduced Operating budget from FY 2012 in the amount of \$17,134,764.
- The requested revenue to expenditure resulted in a balanced budget.

FACTS and FINDINGS

- CAT's Operating Revenue:
 - Passenger Fares and Special District taxes comprise 60.25% of budgeted Operating Revenue.
 - Overall revenues are projected to decrease by \$1,162,677 when comparing FY 2011 budget to FY 2012 budget.
 - CAT no longer qualifies for Federal Operating Assistance. However, federal revenue is available under Section 5307 of SAFTEA-LU for preventative maintenance. A certain percentage of the cost associated with maintaining federally funded assets are eligible for federal reimbursement expenses.
 - Revenue generated from CAT's Special District Transit Tax is projected to be reduced by 4.14%.
 - JARC funding will be significantly reduced by \$504,217 when compared to FY 2011. The overall funding level for this federally funding program continues to decline until an appropriate national surface transportation funding bill can be passed.



Fact Sheet

- Passenger Fares anticipated to remain flat when compared to FY 2011 projected actual fares.
- CAT's Expenditures:
 - Wages adjusted between 2.5% and 5% for bargaining unit employees. Wage freeze for all non-bargaining unit employees.
 - With the purchase of five (5) new hybrid buses for fixed route and fourteen (14) vehicles for para-transit that are on order we anticipate the cost of maintaining our fleet will decrease significantly for the FY2012 budget with a corresponding reduction in revenue.
 - Significant cost savings are projected with the full integration of Tele-Ride services

For a summary of CAT's budget, please refer to the Budget Summary included in the attached budget packet.

- There are significant staff reductions and projected service reductions.

FUNDING:

The Chatham County Board of Commissioners will set the millage rate supporting CAT's budget. CAT's millage rate is currently 0.82. The budget approved by the Board is forwarded to the County Commission, who sets the appropriate millage rate. There is a 4.14% reduction in the tax digest, \$504,217 reduction in JARC funding, and \$446,751 reduction in 5307 Preventative Maintenance program. CAT does not have the millage rate for FY2011 and this may impact the budget.

ALTERNATIVES:

The Board could approve the budget as presented or the Board could approve the budget with changes.

POLICY ANALYSIS:

It is the Board's policy to approve CAT's annual budget. The County Commission sets the annual millage rate for the Transit District.

RECOMMENDATION:

Staff recommends the Board approve a balanced budget in the amount of \$17,134,764 for CAT's fiscal year 2011-2012.



Resolution

To be added post approved budget.



Our Community

Chatham Area Transit operates in Chatham County, GA which is located on the southeast coast of Georgia. Eight municipalities comprise Chatham County: Savannah (county seat), Garden City, Pooler, Port Wentworth, Bloomingdale, Tybee Island, Thunderbolt and Vernonburg. It is home to more than 250,000 residents. "The "Hostess City" of the South invites all to experience Savannah's gorgeous historic downtown district, rich cultural and art offerings, vibrant nightlife and friendly relaxed atmosphere.



Our Customers

Chatham Area Transit recognizes that we have customers that use our services and other customers that benefit from our services through less congestions, improved mobility, a cleaner environment and economic stimulus. Every trip on our service represents a movement in our economy whether work related, shopping related, medical, education, tourist or life-enrichment. CAT's customer base is in two distinct categories, those who have a choice and people without access to private vehicles. Our service is designed to match those needs. Choice riders elect to use our service rather than use other available transportation, while others may have no other means of transportation.

The majority of choice riders are can be divided into subcategories, commuters, students and tourist who use our local fixed route, shuttle and ferry systems. CAT during the fiscal year 2012 will introduce our first express route. The express service is specifically designed to compete with the automobile in terms of travel time, which makes it appealing to those who have other means of transportation. Another service primarily used by choice riders is a rideshare service that is in our future. Customers use this service to coordinate vanpools and carpools with others who have similar destinations. Major emphasis within the next year will be to attract choice riders to our system that will focus exclusively on commuters, students and tourist.

Customers without private vehicles make up the majority of the Authority's local fixed route ridership. They are generally workers or students who use the local service and TeleRide services to conduct their daily living. For many using our TeleRide service, Chatham Area Transit provides the only means of mobility. We know and understand that this has historically been our customer base, so while we work to create more transportation options for the community, we will first focus on improving the quality of service provided to those customers we recognize as the foundation of CAT.



Authority Overview and History

Chatham Area Transit Authority is deemed to be an instrument of the State of Georgia and a public corporation with perpetual existence as established by the Georgia Assembly. Membership of the Authority is comprised of the Board of Commissioners of Chatham County, a member appointed by the City of Savannah, a member from unincorporated Chatham County and a municipality of the special taxing district. Public transportation in Savannah and Chatham county has a long history

The story of public transportation in Savannah began in 1869 with the formation of the Savannah Skidaway and Seaboard Railway Company. This railway company started to provide inter-city streetcar service by connecting the city with the Isle of Hope, Skidaway Island, Thunderbolt, Montgomery and White Bluff. The first cars were drawn by one horse each and had room for twelve seated passengers. The cars were heated by wood stoves, lighted by kerosene lamps and the horses wore bells to warn traffic of their approach. "When the streetcar system began operation, residents who were previously unable to afford transportation welcomed the opportunity to travel outside of Savannah for the purposes of residency, employment, and recreation."

In **1890**, the first electric streetcar ran across the rails of the Savannah Street Railway. These streetcars were the marvel of the dawning electric age and this form of transportation enabled Savannah to truly begin the extension of the city limits. As early as the turn of the last century, the streetcar barn was located on Gwinnett Street at Harmon where the current headquarters of the Chatham Area Transit Authority are now situated.

The coming of the twentieth century saw the consolidation of the major local railway properties under the newly created Savannah Electric Company which handled all lighting, power, and transit operations. The Savannah Electric Company constructed amusement parks and casinos at Thunderbolt and Isle of Hope so crowds would have some place to go. The casino at Thunderbolt housed comic opera, vaudeville and even moving picture shows.

The early streetcars were staffed by a motorman who stood on an open platform. He wore a heavy wool blue coat and trousers year round. There was no heat on board and the motorman stood in a cardboard box with rags wrapped around his feet to stay warm during the colder months. Passengers fared no better than the motorman as there was no heat in the streetcars.

The electric streetcars continued to flourish through the 1920's and 1930's but were eventually overtaken by buses going into the 1940's. In January 1946, the Savannah Electric and Power Company sold its holdings to the Savannah Transit Company. On August 26, 1946, the last streetcar operated in Savannah. The streetcar on this last trip was driven by motorman Luther M. Page who had been driving since 1912. With the dawning of the gasoline powered city bus, Mr. Page chose to retire rather than to learn how to drive a bus.

In **1951**, the Savannah Transit Company (STC) had a contest for the design of a new bus token. An azalea design was chosen and 100,000 tokens were produced. Passengers did not care for these tokens because they could not use a safety pin to secure the tokens on shirt or jacket. A short time later, the STC ordered the azalea token with a hole punched in the center and passengers were once again happy.



Authority Overview and History

In July **1961**, the Savannah Transit Authority was created by state legislation to take over for the private Savannah Transit Company. At that time, transit operations were still a break-even and sometimes profit-making service. Both nationally and locally, rising labor, fuel and equipment costs, coupled with greater automobile availability and declining passenger levels through the 1960's and 1970's brought on the need for federal and local subsidies to keep the buses rolling for those who still needed and/or wanted to use transit. With federal and local funding support, the STA was able to continue stable operations until the early 80's when only insufficient government funding was available. The STA then entered the cycle of budget balancing annual fare increases and service cuts as experienced by many other transit systems around the nation.

In **1986**, with steadily worsening operating and financial conditions, and recognizing the continuing community need for a reliable and affordable public transportation system, the Chatham Urban Transportation Study Policy Committee created a Community-wide Transit Task Force charged with studying the local transit system and making recommendations as to the future of public transportation in Savannah and Chatham County.

Parallel to this activity, State legislation pertaining to transit operations was passed that allowed for the possible establishment of a new transit authority, the creation of a transit service district, and establishment of a dedicated property tax to stabilize funding for its operations. The proposed transit system board would be made up of the nine Chatham County commissioners and three citizen appointees. Funding was obtained for a study to identify boundaries of a transit district; appropriate type and level of service; and required millage rates to support future stable transit operations. Under the approved state legislation, the adoption by the County Commissioners of a local ordinance creating a special district was the triggering mechanism to officially establish the new Chatham Area Transit Authority (CAT). Upon adoption of the local ordinance in 1986, the Savannah Transit Authority ceased to exist and the Chatham Area Transit Authority officially came into existence on January 9, 1987.

In March **1987**, the CAT Board approved an expansion program increasing transit service as five new routes were added and service levels were improved on two existing routes. CAT reinstated both night and Sunday service. A fare reduction was instituted from 85 cents to 75 cents. Extensive marketing publicized the introduction of a multi-ride ticket program with convenient ticket outlets. A management service company was selected and the arrival of 35 new Gillig buses changed CAT's fleet from the oldest in the state to one of the newest in the nation. A new logo and color scheme were also implemented. During this same time, the CAT Board approved the establishment of the TeleRide demand response van service for citizens with disabilities who were unable to use the CAT fixed route bus service. TeleRide is a door-to-door, advance reservation lift-equipped transportation service that is available to individuals with disabilities in Chatham County who are unable to use fixed-route bus service as defined by the Americans with Disabilities Act (ADA) of 1990.

In **1989**, the American Public Transportation Association (APTA) presented CAT with the "Outstanding Public Transportation Achievement Award" for small transit systems. This award acknowledged CAT as the best transit system in its size category in North America.

Also during 1989, CAT installed 31 new bus shelters and over 90 new passenger benches. As a result of the bench and shelter program, CAT received an award from the Historic Savannah Foundation for "Enhancing the Quality of the Historic District."



With increased hours of operation, quality customer service, and an outstanding safety record, ridership increased over 32 percent from 1987 to 1990. Revenue increased and CAT's preventive maintenance and other cost-saving programs reduced its operating costs.

CAT's annual ridership rose from 3.5 million trips in 1990 to 3.6 million in 1993. New buses replaced those older buses still in the pre-1987 fleet. Four new TeleRide vans were purchased increasing the fleet to fourteen.

In **1994**, CAT's service area expanded resulting in close to 90 percent of the residents of Chatham County living in the Transit District. Late 1994 also saw the introduction of the electric-powered CAT Shuttle that circulated in Historic Downtown Savannah, and in 1994, the first lift-equipped buses arrived. These lift-equipped buses expanded transportation options for people with disabilities. Also in 1994, fare realignment took place with the base fare increasing from 75 cents to \$1.00. This was the first fare increase since 1986. Ridership rose from 3,600,000 in 1993 to 4,100,000.

In **1995**, discussions were initiated on the construction of a downtown transit center. Federal funding was allocated for the building of this center to provide the citizens of Chatham County with a consolidated, centrally located transit center while enhancing CAT's existing and expanding transit services.

In **1996**, CAT played a major role, in conjunction with the Chatham Emergency Management Authority (CEMA), in the mandatory evacuation of Chatham County citizens in preparation for Hurricane Fran. This year also saw the introduction of a new logo and graphics identity for the bus fleet.

In **1997**, four 20-passenger diesel vans were purchased to replace the electric-powered CAT Shuttle buses as well as to augment service on other routes. With the arrival of these new vans, CAT had 32 lift-equipped vehicles in its 65-bus fleet. Of CAT's 20 routes at that time, 15 were served by lift-equipped buses.

Also in 1997, CAT initiated placement of new bus stop signs along some of its bus routes. These newly styled signs joined the orange bus standards which have been a Savannah landmark since the mid-1940's.

In **1998**, CAT developed its website, catchacat.org, which contains details about the transit system as well as route maps and schedules to assist site visitors with trip information.

In **1999**, CAT and the City of Savannah signed an agreement that allowed CAT to operate its downtown CAT Shuttle fare-free serving both residents and visitors.

In **2000**, in response to community requests, CAT installed bicycle racks on all buses in its fleet. This year also saw the completion of CAT's strategic Transportation Development Plan (TDP). Recommendations from the TDP resulted in operations improvement inclusive of route efficiencies.

In **2001**, CAT purchased and placed into operation two trolley replicas on the CAT shuttle route. The wheelchair-lift-equipped trolleys connect with most CAT routes in the downtown area and sport a distinctive Savannah green and gold design.



In **2003**, the arrival of 31 new low floor replacement buses with a voice annunciation system for major stops made CAT's fleet 100% lift equipped.

That same year, CAT took over the operation of the Savannah Belles Ferry system with the construction and christening of the Juliette Gordon Low and the Susie King Taylor, two distinct ferry vessels. Daily, these vessels carry visitors, employees, and residents between Hutchinson Island and River Street. The ferries are an integral part of an intermodal transportation system servicing the needs of Savannah area residents and visitors.

In **2004**, Crossroads Business Center employers asked for bus service to reach employees for unfilled jobs. As a result, CAT added service to the #2 West Chatham which carries people to the Crossroads Business Center as well as to the old airport and the Savannah/Hilton Head International Airport. Ridership on the #2 West Chatham has exceeded projections.

In **2004**, CAT installed one hundred bus shelters throughout the Transit District under CAT's passenger amenities program which included the installation of benches and trash receptacles. Installation of 25 more new shelters with benches and trash receptacles is planned for 2006.

Through a contract executed in 2005 with the City of Savannah, CAT now operates the successful Liberty Parking Shuttle on weekdays from the new Liberty Parking Garage to other parking garages and major downtown destinations.

In **2006**, CAT saw the delivery of five new 30 ft. and five new 35 ft. low floor buses to replace buses ready for retirement. Also delivered were eight new replacement TeleRide vans to transport people with disabilities.

In **2006**, discussions continue on the location and service characteristics of a downtown transit center. This project, begun in 1996, has met with various challenges causing the Federal Transit Administration to require thorough analysis of all feasible sites. Currently, CAT's architect is working with an advisory committee to address the location, function and role of the site as well as characteristics of both the interior and exterior of the facility. Once funding, location and purpose are identified and agreed upon, construction of this center will begin. A downtown transit station with a climate-controlled passenger waiting area and other passenger amenities could reduce bus traffic along Broughton Street and enhance service delivery for the entire community.

CAT has a stellar history and continues to make strides in improving public transit services for Chatham County. From July 1, 2005 to June 30, 2006, CAT fixed route ridership was 3,520,337, an increase of 6.25 percent compared to the same time last year.

CAT has a major impact on the local economy by carrying people to work, to school, to medical appointments, and other activities. As part of the transportation development plan (TDP) completed in 2000, an on-board rider survey was conducted which indicated that 83% of riders use CAT to travel to work or to school (kindergarten through the university level). The collective income of employed riders who used CAT to commute was estimated to be \$122,000,000. A second TDP is currently underway which, when completed in late 2006, will yield route improvement, technology and marketing recommendations as well as results of rider and telephone surveys. CAT's future growth and direction will be mapped out for the next five to ten years, and as a result of the community's input, that future may call for different approaches to how we view public transit.



Beyond the local level, CAT holds membership in both state and national organizations. Since 1992, CAT has held membership in the Georgia Transit Association (GTA), a non-profit organization dedicated to improving public transportation throughout the State of Georgia; in the Conference of Minority Transportation Officials (COMTO) whose purpose it is to create opportunities in the transportation industry for minorities as well as the occasion for networking, training and continuing education; and in the American Public Transportation Association (APTA), a national and international association committed to strengthening and advancing public transportation.

In the coming year, CAT will continue to focus on providing quality public transportation services in a professional and responsive manner to the citizens of Chatham County. As our community grows and changes, so does CAT, because transportation is not an end, but a means to success.

Services Provided by Chatham Area Transit. Chatham Area Transit provides bus service within the special Transit District and paratransit service Chatham County. CAT operates a total of 20 bus routes, including the fare-free CAT Shuttle and the fare-free Liberty Parking Shuttle. CAT also operates a ferry service across the Savannah River to Hutchinson Island, which is home to the Westin Savannah, Savannah International Trade and Convention Center, and planned community development. Americans with Disabilities Act (ADA) paratransit service is provided through a CAT service called TeleRide, which offers door-to-door service complement fixed route services in Chatham County.

Seven municipalities currently do not participate in the Transit District: Bloomingdale, a portion of Garden City, Pooler, Port Wentworth, Thunderbolt, Tybee Island, and Vernonburg.

Physical Plant. The primary location of the operation is at 900 E. Gwinnett Street. This has been the location of transit operations in the community since 1879.



Strategic Planning

Each year, CAT along with other municipalities and government entities are required to submit a multi-year transportation improvement plan to the Metropolitan Planning Organization (MPO). The plan each year is adopted for regional transportation programs. CAT supplements this annual process with periodic reviews of its long-range plans and revised goals, objectives, and strategies in response to changes in the local operating environment and citizen needs.

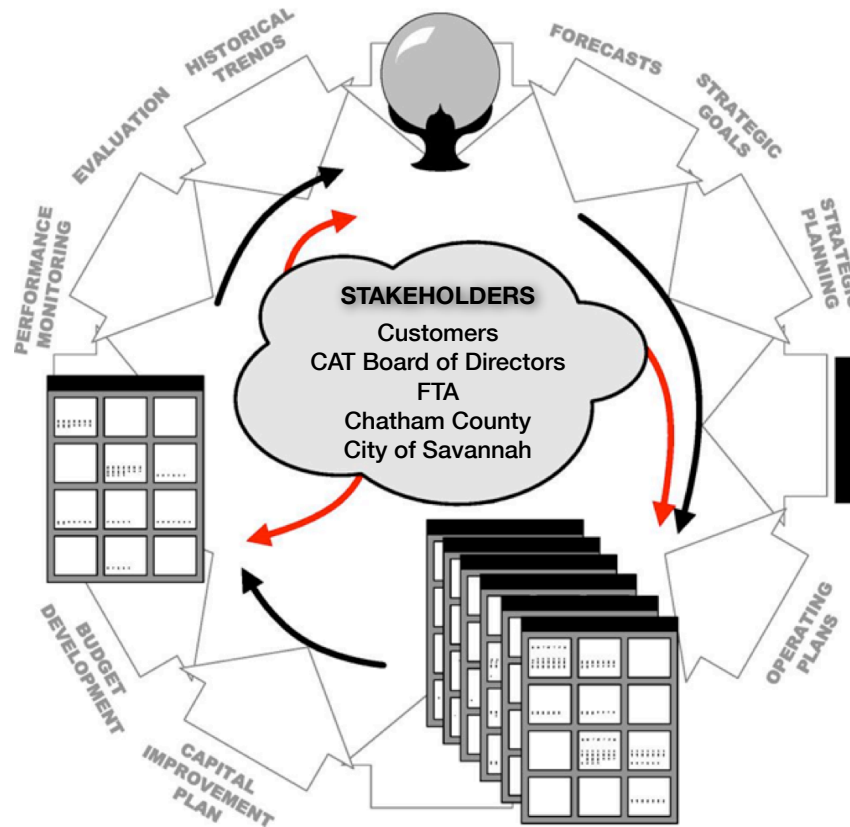
CAT is currently conducting a Comprehensive Operational Analysis (COA) to improve the efficiency of the system and align resources with community needs and contribute to the planning process. The planning process will provide CAT with a long-term operating vision that will allow it to adapt and evolve with the regional transportation market. This process will be based on market research, community outreach, coordination with our regional transportation partners and development plans of local jurisdictions.

The process includes performance monitoring, evaluation, and review of historical trends and forecasts. These indicators are then related to the goals that are set by the CAT Board of Directors. Service alternatives are analyzed, targets are set and operating plans are evaluated. The goals, strategies, assumptions, operating statistics, personnel requirements and overall revenue and expenditure projections from the plan form the framework for the annual budget.



Business Planning Process Diagram.

CAT's new Business Planning Process will be a major initiative in FY 2012. We will undertake a series of workshops and meetings to engage all stakeholder in refining a multi-year forecast for both operating and capital programs. Multiyear financial planning contributes to the key decision regarding service plans and allocation of resources. The development of the budget is based on supporting the goals and objectives in a strategic plan. The continuous planning process is reflected in the Business Planning Process Chart shown in this section.





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CAT provides quality service through the development of innovative utilization of resources.



2011-12 Operating Budget





Sources: Where the Money Comes From

CAT reserve policy is as follows:

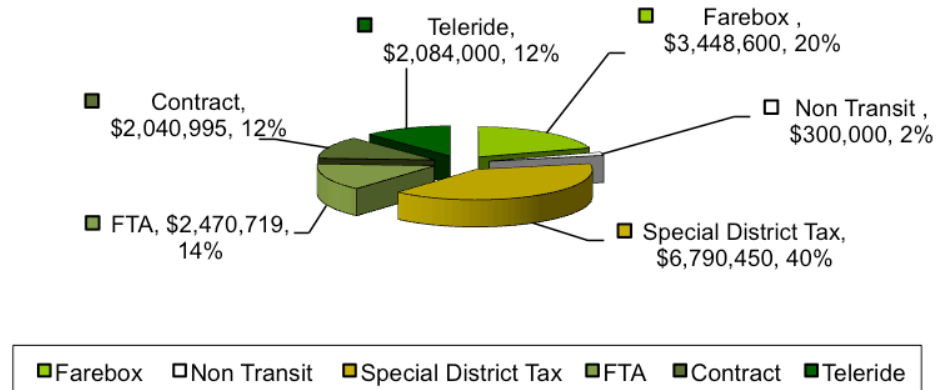
- Operating reserve – CAT currently does not have an operating reserve but will work with the Board to develop a policy.
- Capital reserve – CAT currently does not have a capital reserve policy but will work with the Board to develop a policy.
- Insurance reserve – Veolia has an insurance reserve policy and is funded under its Operating Budget.

Operating Budget

The 2012 operating revenues of \$17,134,764 support the operating expenditures of 17,134,764. The operating budget revenue for 2012 is decreasing by \$1,162,677 and operating expenditures as well as corresponding expenditures when compared to the FY 2011 Budget.

Operating Revenue

SOURCES OF REVENUE





**Operating Budget
(Revenue)**

FY2012 REVENUE PROJECTIONS

| OPERATING/GENERAL FUND ACCOUNTS | FY 2008 BUDGET | FY 2009 BUDGET | FY2010 BUDGET | FY2011 BUDGET | FY2012 PROPOSED BUDGET | % of Total | % CHANGE FROM 2011 BUDGET | FY2011 PROJECTED ACTUAL | FY2012 PROPOSED BUDGET | % of Total | % CHANGE FROM 2011 BUDGET |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|------------------------|---------------|---------------------------|-------------------------|------------------------|---------------|---------------------------|
| FAREBOX REVENUE: | | | | | | | | | | | |
| FULL FARES | \$2,525,000 | \$2,554,915 | \$2,706,545 | \$2,710,000 | \$2,645,000 | 15.44% | -2.40% | \$2,563,510 | \$2,645,000 | 15.44% | 3.18% |
| ELDERLY/DISABLED | \$155,000 | \$135,620 | \$138,182 | \$139,000 | \$139,000 | 0.81% | 0.00% | \$139,000 | \$139,000 | 0.81% | 0.00% |
| CASH ADVANCE TICKETS | \$175,000 | \$122,565 | \$123,600 | \$123,600 | \$124,600 | 0.73% | 0.81% | \$121,600 | \$124,600 | 0.73% | 2.47% |
| SWIPE CARDS | \$290,000 | \$302,341 | \$337,466 | \$349,000 | \$325,000 | 1.90% | -6.88% | \$304,890 | \$325,000 | 1.90% | 6.60% |
| MONTHLY SWIPE CARDS | \$60,000 | \$70,534 | \$125,376 | \$127,000 | \$215,000 | 1.25% | 69.29% | \$127,000 | \$215,000 | 1.25% | 69.29% |
| CHAT. CO. LIBRARY | \$0 | \$2,000 | \$0 | \$0 | \$0 | 0.00% | N/A | \$0 | \$0 | 0.00% | N/A |
| TOTAL FAREBOX REV | \$3,205,000 | \$3,187,976 | \$3,431,169 | \$3,448,600 | \$3,448,600 | 20.13% | 0.00% | \$3,256,000 | \$3,448,600 | 20.13% | 5.92% |
| NON-TRANSIT REV: | | | | | | | | | | | |
| ADVERTISING REV | \$170,000 | \$270,120 | \$222,369 | \$235,000 | \$300,000 | 1.75% | 27.68% | \$150,000 | \$300,000 | 1.75% | 100.00% |
| ADV POST & REMOVAL | \$0 | \$0 | \$13,130 | \$0 | \$0 | 0.00% | N/A | \$0 | \$0 | 0.00% | N/A |
| INTEREST INCOME | \$62,000 | \$41,993 | \$7,018 | \$7,100 | \$0 | 0.00% | -100.00% | \$0 | \$0 | 0.00% | N/A |
| NON-TRANSIT REVENUE | \$0 | \$1,700 | \$16,180 | \$16,180 | \$0 | 0.00% | -100.00% | \$0 | \$0 | 0.00% | N/A |
| GAIN/LOSS ON ASSETS | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% | N/A | \$0 | \$0 | 0.00% | N/A |
| TOTAL NON TRANSIT REV | \$232,000 | \$313,813 | \$258,697 | \$258,280 | \$300,000 | 1.75% | 16.15% | \$150,000 | \$300,000 | 1.75% | 100.00% |
| SPECIAL TAX DISTRICT: | | | | | | | | | | | |
| SPECIAL DIST TAX | \$6,861,248 | \$7,344,360 | \$7,083,715 | \$7,083,715 | \$6,790,450 | 39.63% | -4.14% | \$7,083,715 | \$6,790,450 | 39.63% | -4.14% |
| TOTAL SPECIAL TAX DIST. | \$6,861,248 | \$7,344,360 | \$7,083,715 | \$7,083,715 | \$6,790,450 | 39.63% | -4.14% | \$7,083,715 | \$6,790,450 | 39.63% | -4.14% |

FY2012 REVENUE PROJECTIONS

| OPERATING/GENERAL FUND ACCOUNTS | FY 2008 BUDGET | FY 2009 BUDGET | FY2010 BUDGET | FY2011 BUDGET | FY2012 PROPOSED BUDGET | % of Total | % CHANGE FROM 2011 BUDGET | FY2011 PROJECTED ACTUAL | FY2012 PROPOSED BUDGET | % of Total | % CHANGE FROM 2011 BUDGET |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|------------------------|----------------|---------------------------|-------------------------|------------------------|----------------|---------------------------|
| FTA OPERATING REV: | | | | | | | | | | | |
| FTA OPERATING | \$456,056 | \$456,056 | \$0 | \$0 | \$0 | 0.00% | N/A | \$0 | \$0 | 0.00% | N/A |
| PREV MAINT REV | \$1,750,000 | \$1,750,000 | \$2,081,345 | \$2,917,470 | \$2,470,719 | 14.42% | -15.31% | \$2,372,730 | \$2,470,719 | 14.42% | 4.13% |
| TOTAL FTA OPERATING | \$2,206,056 | \$2,206,056 | \$2,081,345 | \$2,917,470 | \$2,470,719 | 14.42% | -15.31% | \$2,372,730 | \$2,470,719 | 14.42% | 4.13% |
| CONTRACT REVENUE: | | | | | | | | | | | |
| CAT SHUTTLE CHARTER | \$309,707 | \$321,265 | \$321,264 | \$321,264 | \$321,264 | 1.87% | 0.00% | \$321,264 | \$321,264 | 1.87% | 0.00% |
| DHR/DFACTS | \$45,000 | \$64,360 | \$13,064 | \$20,000 | \$0 | 0.00% | N/A | \$0 | \$0 | 0.00% | N/A |
| CHARTER SERVICE | \$0 | \$0 | \$0 | \$0 | \$0 | 0.00% | N/A | \$0 | \$0 | 0.00% | N/A |
| MMB SHUTTLE REV | \$0 | \$511,935 | \$511,935 | \$511,935 | \$511,935 | 2.99% | 0.00% | \$511,935 | \$511,935 | 2.99% | 0.00% |
| ACCESS TO JOBS REV | \$632,336 | \$846,197 | \$998,457 | \$904,218 | \$400,000 | 2.33% | -55.76% | \$400,000 | \$400,000 | 2.33% | 0.00% |
| MARINE SVS REV | \$482,336 | \$549,459 | \$730,398 | \$747,960 | \$807,796 | 4.71% | 8.00% | \$747,960 | \$807,796 | 4.71% | 8.00% |
| MEMORIAL HEALTH UNIV | \$55,000 | \$29,070 | \$0 | \$0 | \$0 | 0.00% | N/A | \$0 | \$0 | 0.00% | N/A |
| MPC PLANNING | \$45,000 | \$45,000 | \$0 | \$0 | \$0 | 0.00% | N/A | \$0 | \$0 | 0.00% | N/A |
| TOT CONT REV | \$1,569,383 | \$2,367,286 | \$2,675,118 | \$2,505,377 | \$2,040,995 | 11.91% | -18.54% | \$1,981,159 | \$2,040,995 | 11.91% | 3.02% |
| TELERIDE: | | | | | | | | | | | |
| TELERIDE FARE REV | \$0 | \$16,422 | \$16,422 | \$84,000 | \$84,000 | 0.49% | 0.00% | \$18,000 | \$84,000 | 0.49% | 366.67% |
| TELERIDE REV | \$1,596,914 | \$1,596,914 | \$2,000,000 | \$2,000,000 | \$2,000,000 | 11.67% | 0.00% | \$1,737,500 | \$2,000,000 | 11.67% | 15.11% |
| TELERIDE DIST REV | \$1,596,914 | \$1,613,336 | \$2,016,422 | \$2,084,000 | \$2,084,000 | 12.16% | 0.00% | \$1,755,500 | \$2,084,000 | 12.16% | 18.71% |
| TOTAL REVENUE | \$15,670,601 | \$17,032,826 | \$17,446,466 | \$18,297,442 | \$17,134,764 | 100.00% | -6.35% | \$16,599,104 | \$17,134,764 | 100.00% | 3.23% |



Operating Expense

FY2012 Proposed Budget

| | |
|-------------|----------------------|
| Fixed Route | \$12,377,668.00 |
| TeleRide | \$ 2,000,000.00 |
| Marine | \$ <u>807,796.00</u> |
| Total | \$15,185,464.00 |

FY2011 Proposed Budget

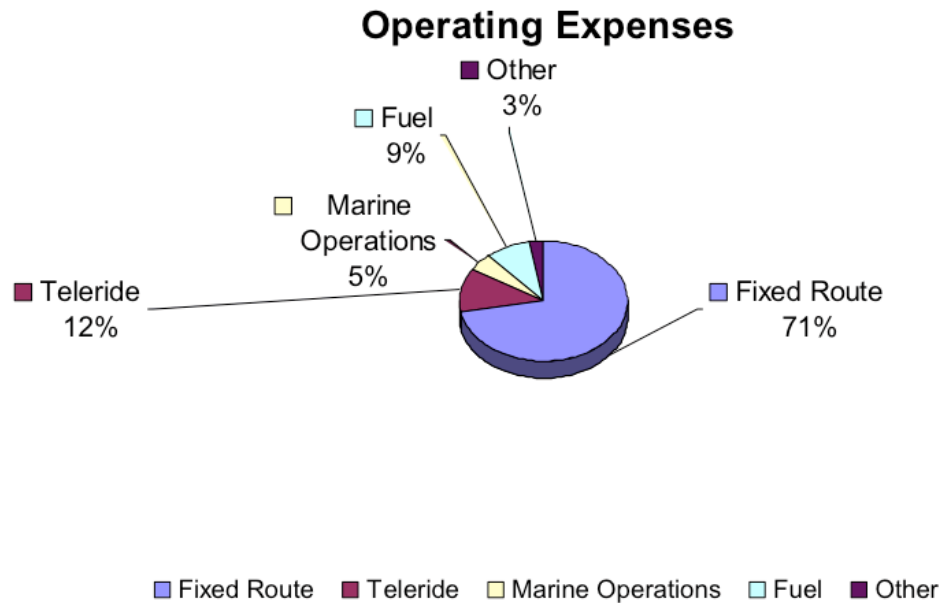
| | |
|-------------|----------------------|
| Fixed Route | \$12,882,001.00 |
| TeleRide | \$ 2,000,000.00 |
| Marine | \$ <u>747,960.00</u> |
| Total | \$15,629,961.00 |

Difference

| | |
|-------------|------------------|
| Fixed Route | (\$504,333.00) |
| TeleRide | 0.00 |
| Marine | <u>59,836.00</u> |
| Total | (\$444,497.00) |

Operating Expense

In FY2012 our Budget will be \$17.1 million. The budget is divided into two major categories, Delegated Management and Authority expenses. The Delegated Management (Veolia) expense is for all CAT Operations (Service Delivery) including Fixed Route, Paratransit, and Maine Operations. The Delegated Management budget is decreased by \$444,497 achieved through staff reductions, service adjustments and organizational efficiencies. The total Delegated Management Budget is \$15,185,464. We anticipate a savings in the operation of TeleRide. With the system being run from within CAT, the system is expected to be fully integrated this budget year.





**Operating Budget
(Expense)**

The Authority Budget is decreased by \$716,180. The majority of these reductions are in the area of Local Match to federal grants. The FY 2011 budget included \$970,000 for local match used to match operating expenses that were chargeable to FTA, these funds have been included in the Delegated Management. The total Authority Expense for FY 2012 is budgeted at \$1,949,300 compared to FY 2011 of \$2,667,480. CAT anticipates an increase in fuel cost and advertising expense associated with the sell of exterior advertising. As indicated below, 71% of the total budget goes to fixed route operations, excluding fuel. Authority expenses comprise less than three (3%) percent of the overall budget, given no local match for capital programs in FY 2012.

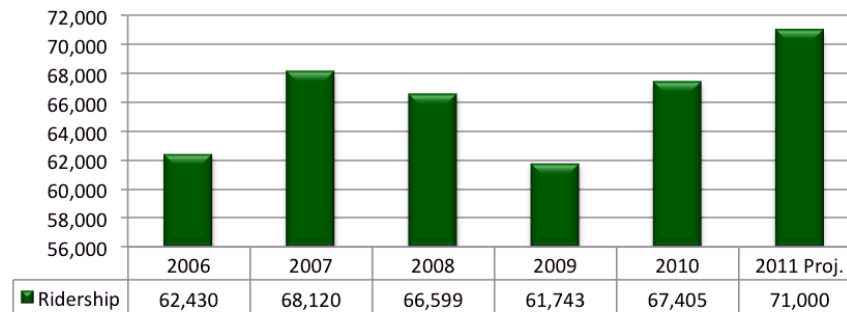
FUEL COSTS



Special Services

TeleRide. The 2012 Budget anticipates total revenues of \$2,000,000 and matching expenses of \$2,000,000. These figures include only operating expenses. TeleRide is a demand responsive service;

TELERIDE RIDERSHIP



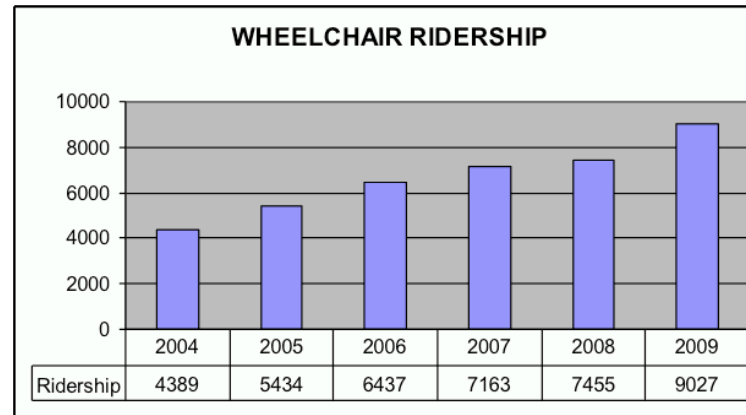


**Operating Budget
(Special Service)**



however, CAT will undergo a new certification process to better management the cost of Paratransit service. TeleRide service is funded through the Chatham County M&O fund.

TeleRide is the complementary paratransit program for members of our disabled community who qualify under the Americans with Disabilities Act wishing to make use of public transit but who are unable to use fixed-route buses. In January 2010, Chatham Area Transit Authority took over operations of TeleRide upon the expiration of the contract with First Transit.



Although the previous graphs show a slight decrease in TeleRide ridership, they also show a substantial increase in wheelchair riders on the fixed-route service. This increase can be attributed to CAT's buses now being 100% accessible and its travel training and a push to migrate TeleRide riders to the Fixed Route Service.

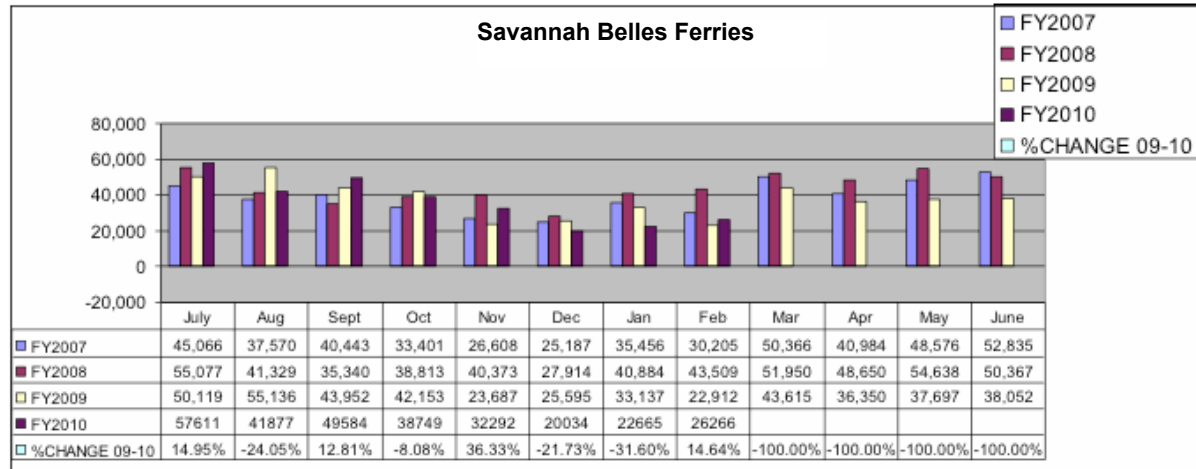


**Operating Budget
(Special Service)**

Marine Services. CAT has a contractual agreement with the Georgia International Maritime Trade Center Authority (GIMTCA) to provide water ferry service. The project is also funded with matching Job Access Reverse Commute (JARC) grant funds when available. This initiative further enhances CAT's service to eligible JARC citizens and their mobility needs.

The Water Ferry service expense is budgeted to be \$807,796 for FY2012. An additional ferry is under construction and will be added to the fleet in FY 2012.

The budget for the Water Ferry service is expected to be approximately 8% or \$59K in FY 2012.





**Operating Budget
(Special Service)**

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CAT adheres to the highest ethical and professional standards.



2011-12 Service Units





Service Delivery FY 2011-12 Goals

- Make schedule reliability to improve on-time performance
- Work with the public and authority stakeholders in identifying the route structure to best serve our citizens
- Provide service that link economic centers while attempting to preserve geographic equity and retain system safety
- Improve productivity in low performing routes
- Met or exceed new Board approved service standards
- Drive down controllable operating cost
- OT less than 7%
- OER 1.12%
- Reduce preventable accidents per 100k
- Improve On-time Performance for Fixed Route and Paratransit
- Develop Quality Improvement measurement system directly tied to performance and customer expectation
- Develop mentorship program for newer operators
- Implement new bus stop maintenance program

Service Units

Chatham Area Transit (CAT) changed its organizational structure to service units to more closely align departmental responsibility. The service units are listed below along with corresponding responsibility, accomplishments and FY 2012 performance goals. CAT has focused on the most essential projects and will act on these priorities to the extent funds are available.

Service Delivery Unit

The Service Delivery unit encompasses the following functions:

Bus Operations. Bus Operations is responsible for performance, direction, and coordinating all the activities of the transit operations. The services include fixed route service, service supervision, support for bus operations safety and training and accessible transportation services for Chatham Area Transit customers who are unable to use the fixed route system due to a disability.

Marine Service. Marine Service safely operates ferry boat to and from Hutchinson Island. Complies with all US Coast Guard Regulations and ensure the safety of our customers.

Maintenance. Maintenance has the responsibility for all of the Authority's rolling stock, which includes bus, paratransit vehicles and support automobiles. This responsibility begins with life-cycle replacement analysis, then the development of specifications to acquire new vehicles and then carries through administration of contracts for the acquisitions, taking delivery, developing and coordinating technical and safety training, placing vehicles into service, maintaining the vehicles throughout their useful life, decommissioning and taking vehicles out of service, and surplus vehicles that have reached the end of their useful life. Maintenance is responsible for all of the Authority's facilities, cleaning, repair and maintenance.



Financial Resources FY2011-12 Goals

- Complete the Bidding for the New Downtown Intermodal Facility
- Complete the Bidding for the renovation of CAT Central Operations Facility
- Develop daily, weekly and reporting to mirror federal programs
- Implement new Time, Labor, and Management (TLM) system
- Implement SMART Card program
- Best Practice Analysis of Administrative procedures and data tracking, Enterprise Resource Planning
- Conduct a Fraud Risk Analysis
- Implement Performance Management
- Trapeze payroll interface
- Implement Document Imaging and Tracking Software

Financial Resources Unit

Financial Operations: Performs the function of recording Authority financial transactions in conformance with state and federal accounting regulations as well as generally accepted accounting principles. This includes accounts payable, accounts receivable, revenue processing, and payroll services, develop and maintain internal controls over these functions in order to safeguard Authority assets, produce internal and external financial reports, coordinate internal and external audits, and develop Authority's budget, programs, goals and requirements, preparing the Authority's annual budget document, monitoring revenues and expenditures, preparing budget variance reports and develop long range financial plans. Including grants management, DBE and procurement guidelines.

Functions of Financial Operations:

- **Accountability:** Operating/Capital expenditures accountability is assured by the monthly comparison of actual expenditures to budget by the Executive Team. A quarterly reports is also provided for the Board of Directors. Action to bring the budget into balance would follow, if necessary
- **Accounting Practice:** Accounting practices will conform to a generally accepted accounting principles as promulgated by the Government Accounting Standards Board and will maintain complete and accurate accounting records.
- **Asset inventory:** An asset inventory shall be maintained to assess the condition of all major capital assets. This information is used to plan for the ongoing financial commitments to maximize the public's benefit.
- **Audit:** CAT will have an annual audit in compliance with contractual requirements
- **Balance budget:** A balanced budget is required. The budget is balanced if current revenues are equal to or greater than current expenditures. Budgeted financial requirements shall not exceed estimated financial resources in a given year. Currently, there is no requirement for operating or capital reserve balance.
- **Debt:** CAT has the authority to issue debt, CAT will develop as debt policy in compliance with applicable federal and state laws that will require approval from the Board of Directors.
- **Financial Plan:** CAT will develop a six year financial forecast. The forecast will project revenues and expenses. This forecast shall be used for developing capital and operating budgets.



Financial Resources Unit

- Grants management: All grants shall be managed to comply with the laws, regulations and guidance of the grantor.
- Reserve Policy: Given the cyclical nature of the economy, the need for adequate reserves to mitigate current and future risk, and requirements for financial resources for asset acquisition create a necessity for comprehensive reserve policies.

Information Technology. Provide technology, information systems and communications throughout the Authority, including the infrastructure, applications, networks, system deployment and business applications including dispatch, payroll and HR systems.

Business Partnerships. Develop business partnerships that contribute to a sustainable business modal for public transit.





System Development FY2011-12 Goals

- Launch new Website
- Launch new Trip Planner
- Launch new Schedules
- Launch SMART Phone Technology
- Develop Style Guide and refine rebranding campaign
- Launch U-Pass Program
- Develop new Express Route program
- Launch CAT Freedom
- Launch CAT Prowler
- DUMP the PUMP and Try Transit Promotion
- College Outreach Program
- New Outreach Program centered around Communities
- Develop Passenger Amenities Program
- New Customer Service Database
- New Customer Service Call Center
- Develop new sustainable transit model for transit
- Maintain active legislative agenda to secure additional funding.
- Develop new circulator program to lower TeleRide Operating Cost

System Development Unit

Marketing and Public Affairs: Supports the Authority by making the public aware of CAT services. This includes promotion of current and future services, advertisement of special events, publication of passenger information material and implementation of programs focused on increasing ridership. In addition to work seen by the public, PA provides communications, consultations, and support to all service units of CAT as they communicate within the Authority and to their specific audiences. Conduct active marketing research to know and understand our customers needs, desire and expectations, and develop system to meet and exceed those expectations. Active program geared toward increased ridership or increased public support, through a series of outreach programs.

Scheduling and Planning. The primary responsibility is to plan comprehensively for the orderly growth or contraction of all CAT bus routes; to be instrumental in the service coordination to fulfill long-range service needs. The activities are planned based upon manual and automated collection methods to further refine the service that is being delivered and to insure that efficiencies are realized; to also coordinate these functions with other regional transportation providers; to conduct route segment analysis; to review the demand for service at the bus stop level and to improve the efficiency or customer comfort of stops through amenity upgrades or to make decisions which will improve the overall performance of stops and to reduce the cost to the Authority. Prioritize and direct all service schedules, routing, route performance and passenger amenities programs. Also, produce the transit operator work assignments which coincide with the demand for service and the total number of operators.

Customer Service (Field/Fixed Route). Customer service functions include telephone customer support in trip planning, reservations, direction sales for fare media to the public, ticket sales at various outlets, distribution of customer and schedule information and products, customer problem resolution, lost and found, and market research.

Legislative. Our objective is to maintain the legislative agenda for the Authority in order to obtain additional investment, actively pursue funding options for the growth and development of Authority services.



Human Resources and Organizational Development FY2011-12 Goals

- Reduce fleet preventable accidents and employee injuries by 10%.
- Standardize employee training process.
- Develop system of organizational learning to tie directly to improved financial and knowledge performance.
- Implement a World Class Safety & Security Policy for the CAT Authority. The purpose of the Policies and Procedures is to communicate how CAT Authority and its employees will comply with or exceed applicable safety regulations.
- Implement employee safety awareness campaign.
- Automate accident and injury tracking process and claims management.

Human Resources and Organizational Development Unit

This service unit is centered around CAT's most valuable resources, it's People!

Human Resources. Provide all human resource related functions including employment, compensation, benefits, retirement, retirement transition, updated personnel records, employee programs, EAP, reward, discipline and overall human resources strategy.

Organizational Learning. Is responsible for building and sustaining a learning organization at the Authority, Service Unit and individual level. It provides strategic analysis of the organization as a whole, identifying knowledge, skills and ability required to gain and maintain a sustainable advantage. The Authority should see the rewards in both financial and knowledge performance. It evaluates current employees to develop initiatives that maximize employee productivity as it relates to the strategic vision of CAT. This includes training and development for all CAT employees.

Risk Management. Is responsible for the overall risk management needs of the Authority including monitoring and controlling the Authority's losses and exposure. Conducts risk analysis, administers worker's compensation, light duty programs, return to work programs, claims forecasting, monitoring, evaluation, settlement and in claims management. Develops safety program and resolves all safety issues, including CAT drug and alcohol program.

Employee and Labor Relations. Provide coordination of the collective bargaining agreement, investigates and responds to grievances, conduct labor relations training, participates in labor negotiations, provides oversight in arbitrations, advises managers on employee relations issues for non-represented employees. Coordinates all issue related to ADA, FMLA, EEO, and all civil rights related issues.

At CAT, infrastructure development is key
to building a sustainable transportation network.



2011-12 Capital Program





Capital Program

Capital projects are funded from non-recurring funding sources such as grants and debt proceeds. The funding flexibility allows the Authority to use one-time revenue sources to accelerate completion of critical projects. The FY2011-12 Capital budget is funded by a number of grants. Sources include federal grants from the Federal Transit Administration. The Capital Budget program for FY 2012 has been programed under previous years and represents a carryover to FY 2011-12.

There are six major capital programs for FY 2011-12

1. Construction of the new CAT Downtown Intermodal Center
2. Renovation and Construction of the Gwinnett Street Operations Center (New CAT Central)
3. Purchase/Delivery of Five(5) new Gillig Buses
4. Purchase/Deliver of 14 New paratransit vehicles
5. Up to 3 Vehicles for CAT Freedom
6. Upgrade to existing farebox system





Capital Program

Construction of the new **CAT Downtown Intermodal Facility** is scheduled to begin in FY 2012. The facility qualifies for FTA Joint Development Program for inter/intra city transportation, as a result, the facility will house both CAT and Greyhound Operations. The location will support 14 CAT buses, 4 Greyhound buses, one stop for a trolley and the hub for CAT's new Bike Share Program. The facility will have LEED Gold certification and is budgeted at approximately \$15 million.



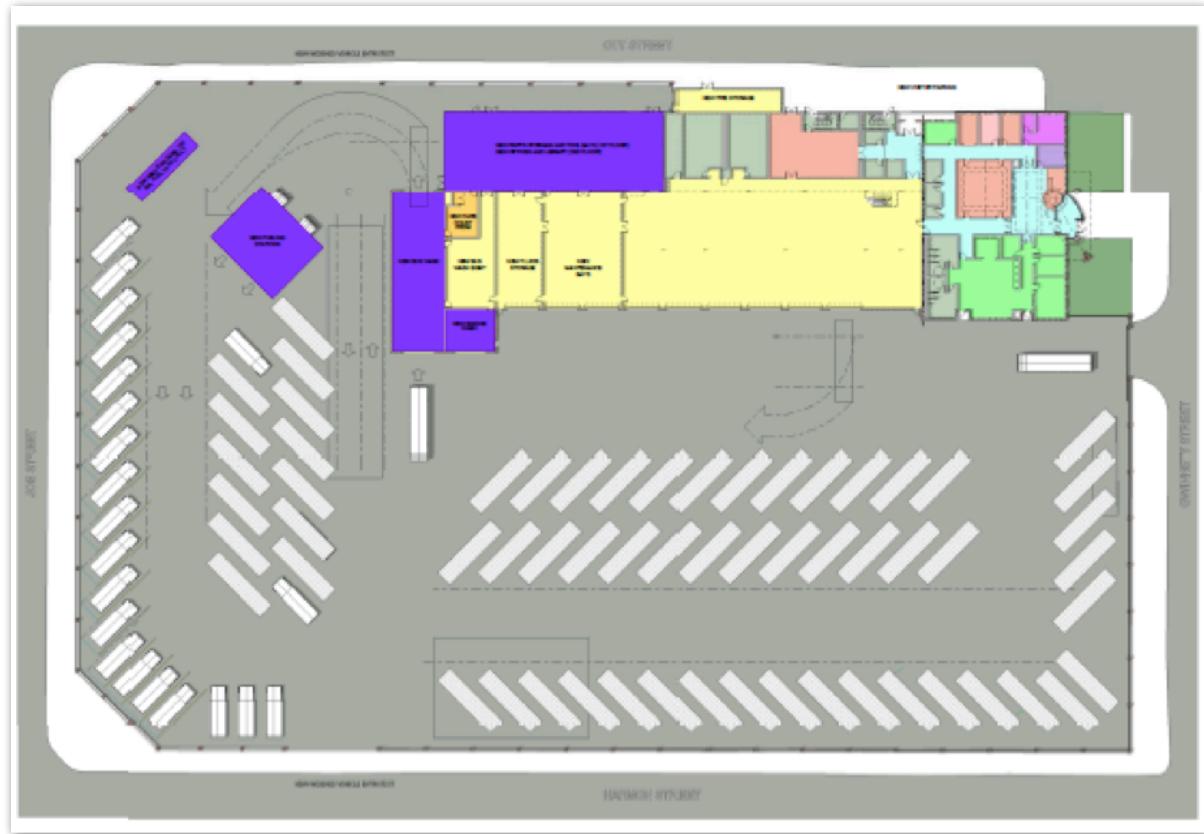


Capital Program

New CAT Central

Renovation and construction will begin in FY2012 at CAT's Operation Center located at 900 East Gwinnett Street. The project will include new mechanical components, including fueling station, bus wash, and compressors. Additionally, it will provide office space, a training room, and library to house CAT's archives. The facility will have LEED Silver Certification with a budget of approximately \$5 million.

New CAT Operations Center





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Catch-A-CAT!



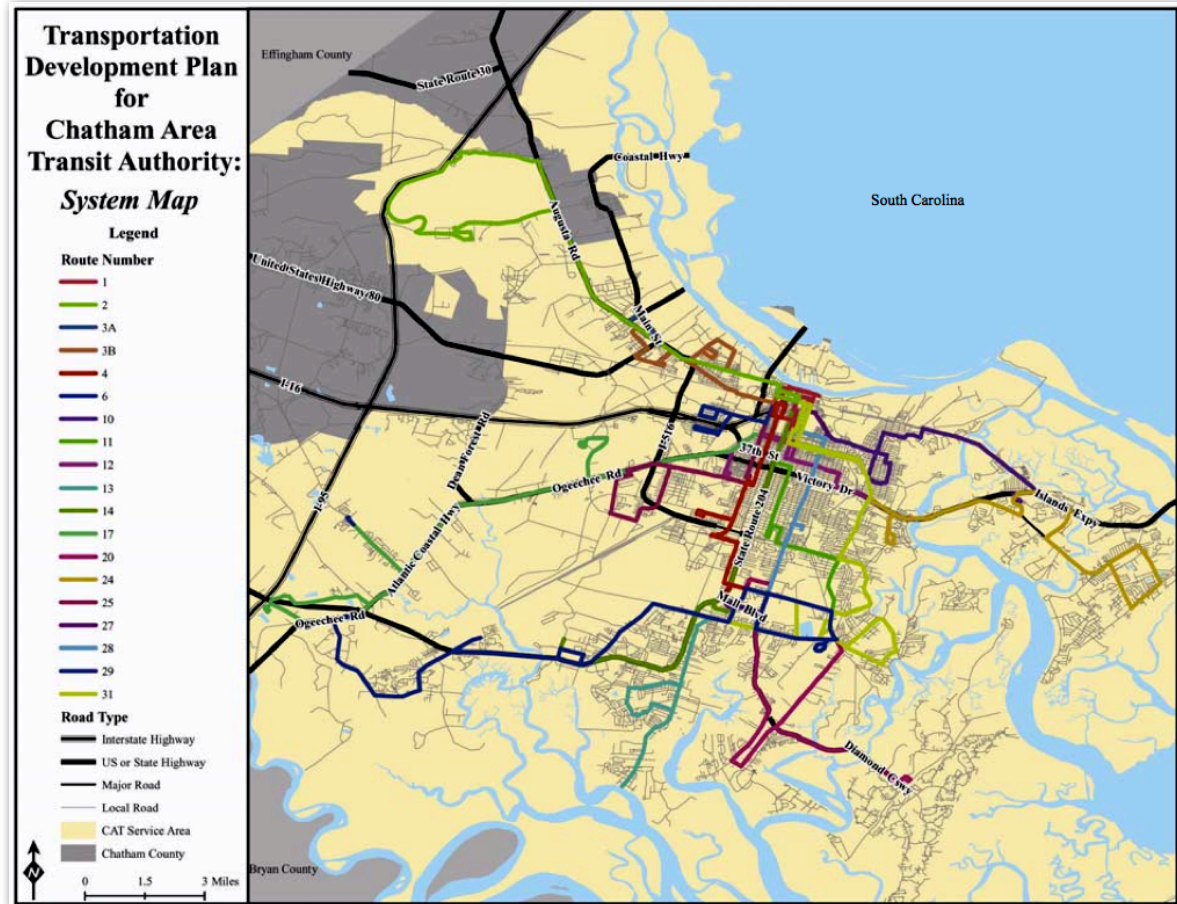
Appendix





Appendix

Service Area Map





Appendix

List of Acronyms

- ADA – American Disabilities Act
- APTA – American Public Transportation Association
- CAFR – Comprehensive Annual Financial Report
- CMAQ – Congestion Mitigation & Air Quality Program
- DOT – Department of Transportation
- FTA – Federal Transit Administration
- FY – Fiscal Year
- GFOA – Government Finance Officers Association
- ISTEA – Intermodal Surface Transportation Efficiency Act
- JARC – Job Access and Reverse Commute
- CAT – Chatham Area Transit
- SAFETEA-LU – Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
- SHUTTLE – Specialized Transportation
- TDP – Transit Development Plan
- USDOT – United States Department of Transportation
- UZA – Urbanized Area
- VP – Vanpool
- GDOT – Georgia State Department of Transportation
- YE – Year End



Appendix

Glossary

Accounting System – Chatham Area Transit is a single enterprise that uses the accrual method of accounting. Under this method of accounting, revenues are recorded when earned and expenses are recorded as soon as they result in liabilities for benefits received.

Accrual Accounting – A basis of accounting in which revenues and expenses are allocated to the year in which they are incurred, as opposed to when cash is actually received or spent.

Accrual Basis – The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.

ADA Americans With Disabilities Act – Federal legislation mandating specific requirements for vehicles and facilities to accommodate the disabled.

Authority – As a government Authority, Chatham Area Transit is often referred to as “the Authority” in this document and in other Chatham Area Transit publications.

Annual Ridership – The total number of passenger boardings on fixed route, SHUTTLE, or vanpool in a year.

Annual Service Hours – The number of hours of service provided during one year.

Appropriation – A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

APTA – American Public Transit Association. National, nonprofit trade association representing the public transit industry.

Basis of Accounting – The term that describes the criteria governing the timing of the recognition of transactions and events.

Beginning Reserve Balance – The fund balance as of July 1 that includes designated and undesignated amounts.

Bond – Long-term debt issued by an Authority to help finance new acquisitions of property, facilities and equipment.

Budget – A financial plan to allocate financial resources to personnel, equipment, and facilities to deliver transit services to the public. It serves four main purposes: a policy statement, an operation guide, a financial plan, and a communication device.

Budget Amendment – A budget amendment is a formal action of the Board of Directors. An amendment is required in accordance with the Authority budget procedures.

Budget Revision – A budget revision is a record of change to the budget. A completed budget revision form is required for a revision.



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Capital Budget – The Capital Budget is a portion of the annual budget that appropriates funds for the purchase of capital items. It includes funds for capital purchases such as vehicles, construction of new facilities, maintenance machinery, and off-site improvements. In addition, payroll costs and supplies may be capitalized if they are a portion of a project greater than \$5,000. These items are distinguished from operating items due to their value (greater than \$5,000) and projected useful life (greater than one year). Effective 2002.

Capital Fund Account – An account used to segregate a portion of the Authority's equity to be used for future capital program expenditures. The amount of the capital account is roughly equal to the Authority's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

Capital Reserve – Reserves established to meet expenditure requirements for capital programmed in the Six-Year Financial Plan – a minimum amount equal to ten percent of the six-year average annual capital expenditures and fifty percent of the average annual grant funding programmed in the Six-Year Financial Plan.

CAT Freedom - Accessible taxi program funded in part through New Freedom Funds.

Congestion Mitigation & Air Quality Program (CMAQ) – A federal program that funds transportation projects that will contribute to meeting the attainment of national ambient air quality standards.

Cost per Passenger – The cost of carrying each passenger. This is determined by dividing the total cost of carrying all passengers by the total number of passenger trips.

Cost per Vehicle Mile – The cost of traveling one mile. This is determined by dividing the total cost of providing service by the total number of miles traveled.

Deadhead Time – The number of hours a bus is traveling while not in revenue service. Includes travel between the garage and the beginning/end of a route or travel between two routes when the vehicle is not actually in service.

Debt – The amount of money required to pay interest and principal on the Authority's borrowed funds.

Debt Service – The annual debt service requirements and future debt service schedule associated with the bonds currently outstanding as determined by the debt policy. Debt service includes the principal and interest payment obligations for the defined periods.

Department – An organizational unit responsible for carrying out major Authority functions, such as transportation services, and human resources.

Division – A sub-organizational unit of a Department responsible for achievement of specific Authority objectives such as service support, facilities management, and purchasing.

DOT – See USDOT and GDOT

Encumbrances – A classification of expenditures committed for goods or services for which cash payments have not been made.

Ending Reserve Balance – The fund balance as of June 30 that includes designated and undesignated amounts.

Enterprise Fund – An enterprise fund is a type of proprietary fund used to account for a government's business-type activities. An enterprise fund may be used to report any activity for which a fee is charged to external users for goods or services. Enterprise funds are commonly used by transit districts to focus attention on the cost of



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providing services, and they serve to highlight the portion of that cost being borne by taxpayers.

Expenditures – Decrease in net current assets. Expenditures include debt service, capital outlays, and those current operating costs that require the use of current assets.

Expenses – Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

Express – A segment of fixed route service that operates between major commuting centers without intermediate stops. This service is designed to be faster and more direct than local fixed route service.

Farebox Recovery Ratio – The amount of total fares collected divided by total costs. This ratio indicates how much the passenger provides toward the total cost of service.

Fiscal Year – The fiscal year for Chatham Area Transit is July 1 through June 30.

Fixed Route – Bus operations that adhere to a published schedule on specific routes.

Full-time Equivalents (FTEs) – A unit used for measuring personnel according to the percentage of hours worked annually, based on a 40-hour workweek / 52 weeks / 2080 hours.

Fund – A fiscal or accounting entity with a self-balancing set of accounts. A fund is established for the purpose of carrying on specific activities in accordance with specific limitations.

Fund Balance – Fund balance is the difference between assets and liabilities. The fund balance consists of required reserves set by the Board of Directors policy and unreserved amounts.

Grants – A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending on the purpose of the grant.

ISTEA – Intermodal Surface Transportation Efficiency Act of 1991. Legislation authorizing funds for highways and mass transportation for 1992 – 1997.

JARC – Job Access and Reverse Commute program. A grant funding support van services for Temporary Aid to Needy Families (TANF) and Welfare to Work recipients to transport eligible individuals with low income to and from jobs and activities related to their employment.

Layover Time – The time a bus is not in service between two scheduled trips.

Local Service – Fixed route bus service which travels within the local service area and makes regular and frequent stops.

Maintenance and Operation Expenditures (M&O) – This term refers to expenditures paid to obtain goods or services; including such items as services, supplies, fuel, utilities, insurance, etc. This category does not include capital expenditures.

Mission Statement – This statement defines the purpose of Chatham Area Transit, thus providing long-term guidance to the Authority. This Mission Statement is the basis of the Authority's annual goals and objectives.



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Modified Accrual Basis of Accounting – This method recognizes increases and decreases in financial resources only to the extent that they reflect near-term inflows or outflows of cash. Non-revenues and expenditures, including capital grant receipts, and capital acquisitions are budgeted on an accrual basis. Debt service principal is budgeted on a cash basis.

Net Cost per Passenger – A measure of the cost-effectiveness of a transit system. This is determined by subtracting total fare revenue from the total cost of providing service, divided by the number of passenger trips.

Operating Budget – A plan of expenditures and proposed sources of financing current service. The operating budget does not include capital or dedicated funds. The principle sources of revenue are operating income, sales tax, investment income and grants. All departments are financed through this budget.

Operating Expenditures – This term refers to the outflow of funds paid, or to be paid, for current goods and services.

Operating Reserve – Reserves maintained to provide a sufficient working capital and balance to finance cash flow requirements, unanticipated downturns in revenues, and provide funds for emergency expenditures - a minimum of two months of operating expenditures.

Operating Revenue – Funds that the Authority receives as income to pay for ongoing operations. It includes such items as: taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Passengers per Vehicle Hour – The number of passenger trips taken during one hour of service. This is calculated by dividing the total number of service hours by the number of passenger trips.

Performance Indicators – Measures by which Chatham Area Transit evaluates the effectiveness and efficiency of its operations.

Personnel – This item includes the cost of all salaries, wages, overtime, and benefits associated with the Authority's staff.

Platform Hours – At Chatham Area Transit, the terms platform hours and service hours are interchangeable (see Service Hours).

Regional Fare Coordination Project (Smart Card) - The Regional Fare Coordination (RFC) between CAT and various transit service providers in the area.

Replacement – Capital items having reached the end of a minimum normal service life.

Required Reserve – The amount approved by the Board of Commissioner for the account groups operating, capital, and insurance account groups needed to mitigate current and future risks.

Reserve – An account used to segregate a portion of fund balance to indicate that it is not available for expenditures; or an account used to segregate a portion of fund equity as legally set aside for a specific future use.

Revenue Hours – A calculation of service based on the number of hours a vehicle is in service providing passenger trips (and is potentially collecting fare revenue). Revenue hours do not include deadhead time but do include layover time between trips.



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Revenue Miles – A calculation of service based on the number of miles in which a vehicle is in service providing passenger trips (and is potentially collecting fare revenue).

Revenue per Passenger – The amount of revenue received per passenger trip. This is calculated by dividing the total amount of fares collected by the total number of passenger trips.

Revenue Vehicle – Any vehicle which provides service resulting in fare revenue for the Authority.

SAFETEA-LU – Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users. Reauthorization of the federal surface transportation program covering the time periods 2005-2009.

Service Hours – A calculation of service based on the number of hours a vehicle is on the road (includes revenue, recovery and deadhead hours) (also referred to as “Platform Hours”).

Service Miles – A calculation of service based on the number of miles a vehicle is on the road (includes revenue, recovery, and deadhead miles but not training or maintenance road test miles).

Single-Enterprise Fund – Chatham Area Transit is a single-enterprise fund. Within the single fund, there are account groups (authority, operating, and capital).

TeleRide – Complementary ADA Para-Transit Service – door to door prescheduled service.

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Please feel free to contact any of Chatham Area Transit designated personnel regarding the contents of this FY2011-12 Budget.

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Dedicated employees fulfill the mission of Chatham Area Transit

