



THE FIVE (5) YEAR  
CAPITAL IMPROVEMENTS &  
INVESTMENTS PLAN



## FROM CATS CEO BILL DEVILLE



Dear Reader,

It is with great excitement that CATS shares the Capital Improvements and Investments Plan (CIIP), which is the agency's first such endeavor. This plan is the apex of months of work and engagement among CATS staff and board members, as well as stakeholders outside of the organization to identify our agency's primary capital needs and outline how they can be met.

Historically, CATS has lacked a plan for addressing capital requirements and has only reacted to needs based on grant funding availability. CATS can no longer operate without both a clear plan and the ability to secure funding beyond traditional formula grants. The CIIP is that clear direction to take CATS into the next decade.

CATS has already begun the work of executing this plan, through developing new and exciting partnerships in the community that will help realize the agency's full potential. In the months and years to come, our work will be focused on the goals and tasks outlined here.

It is the hope of the agency that this capital plan will serve as a guideline for securing the greatly needed assets for the agency. It will also serve as a source for stakeholders to understand the mission of CATS to connect our customers to what matters to them.

Sincerely,

Bill Deville  
CATS CEO

# FROM CATS BOARD PRESIDENT JIM BRANDT



Dear Reader,

On behalf of the Board of Commissioners of CATS, I am proud to offer the first ever capital plan for the agency. In creating this plan, the Board worked closely with CATS staff to develop a means to acquire the badly needed capital assets that will move this agency forward over the next five years.

If CATS is to be successful in its mission to connect people to what matters, this plan is a necessity and will serve as a map for securing funding streams outside the traditional formula monies from the federal government and the dedicated property tax. The plan will demonstrate to stakeholders both the needs of the agency and as well as proposals to enhance the customer experience and contribute to our vibrant community.

Capital planning is an integral piece of improving the service we provide to the community that trusts us to provide safe, reliable transportation and to responsibly use its tax dollars.

CATS has made significant strides, including purchasing new buses, and identifying land to build permanent transit hubs. The agency is working to determine the best range of vehicles that will be used to provide service, and we are excited to diversify our fleet range to include both large and small diesel buses, as well as trolleys, vans, and electric buses. We owe the public transparency not only about what the agency is doing and has done, but also about where we are going.

Much work remains and this plan will pave the way for continued improvement across the agency. Our board will receive periodic updates on the status of these goals and will use the plan to keep the agency's focus on the future. We are optimistic about the future of transit in our community and where this implemented plan will take us.

Sincerely,

Jim Brandt  
President, CATS Board

# EXECUTIVE SUMMARY



*The Capital Area Transit System's Five Year Capital Improvements and Investments Plan (CIIP) outlines goals for projects, vehicle acquisition and funding to help the agency meet the goals of its Strategic Plan. The CIIP plan will serve as a living document that is updated as projects come to fruition, plans are altered to enhance the service and funding becomes apparent.*

*Major Considerations of the CIIP include:*

## 1. PLANNING AND EVALUATION

CATS has outlined its needs and also a series of aspirational projects that will enhance service. It will evaluate projects based on system accessibility, improved business efficiency, improved work environment, enhanced safety and security, enhanced agency profile, stakeholder considerations and funding availability.

## 2. FUNDING

While CATS has historically relied only on federal formula grants for capital improvements, it will begin to not only compete for grant dollars, but also to look for non-traditional means of funding.

## 3. VEHICLES

Acquiring 33 revenue vehicles, mostly buses, and four non-revenue vehicles, will allow CATS to retire older vehicles and keep an average fleet age of less than four years. CATS aims to add between 10 and 12 electric buses and also to acquire commuter buses to expand service to Denham Springs and Gonzales. The agency is also modifying its current fleet plan to comprise a variety of vehicles and vehicle sizes, including the potential of use of smaller buses and vans where appropriate. While \$3.9 million in funding has been identified, more than \$15 million in addition funds will be needed to meet this goal.

## EXECUTIVE SUMMARY

### CONTINUED



#### 4. FACILITIES AND PROPERTY

CATS must expand its facilities and improve them in order to advance its business efficiency. Additionally, CATS must aggressively pursue additional property to support its operations, future transit hubs and a satellite operations facility. These costs are expected to exceed \$9.3 million, of which a small fraction has been identified.

The CIIP is the first step in CATS' mission to improve its service and connect the city of Baton Rouge with what matters – from jobs to health care to shopping and fellowship. It is the agency's first tangible plan for how CATS will bring much of its strategic vision and mission to life.

#### 5. MAINTENANCE AND TECHNOLOGY

Keeping capital investments in good repair is a key aspect of CATS' plan. The agency estimates this will cost around \$5.3 million, of which \$3 million in annual funding has been identified. CATS also has the goal of enhancing communications and technology systems, at a cost of \$6.6 million.

# INTRODUCTION



The Capital Area Transit System (CATS) has a responsibility to properly maintain, repair and replace its capital assets, including rolling stock (vehicles), buildings, mechanical equipment, computer equipment and transit amenities. Prudent management entails an annual analysis of the system to identify where capital funds need to be expended to ensure safe, efficient operations for the future. CATS has developed the following plan to address its capital needs over the next five years.

As it prepares for the future, CATS is confronted with considerable challenges as well as opportunities that are critical to its ability to properly serve the public. Identifying and preparing a response to these challenges and opportunities is the objective of this plan. The CATS Capital Improvements and Investments Plan (CIIP) sets forth recommendations to guide management's decision making process for future capital investments for the next five (5) years.

The CIIP establishes a direction for implementing needed capital projects that support the agency's strategic vision. The CIIP focuses primarily on major capital projects, the agency's physical infrastructure: its rolling stock, real estate holdings, transit enhancements (shelters) as well as information technologies. The CIIP is not intended to be a static planning document but rather a dynamic tool that is to be updated and revised periodically, responding to evolving circumstances (funding availability, marketing opportunities, etc.). This document identifies specific short-term projects (objectives) that if implemented, will enhance the possibility of achieving the long-range strategic vision (goals) set by management.

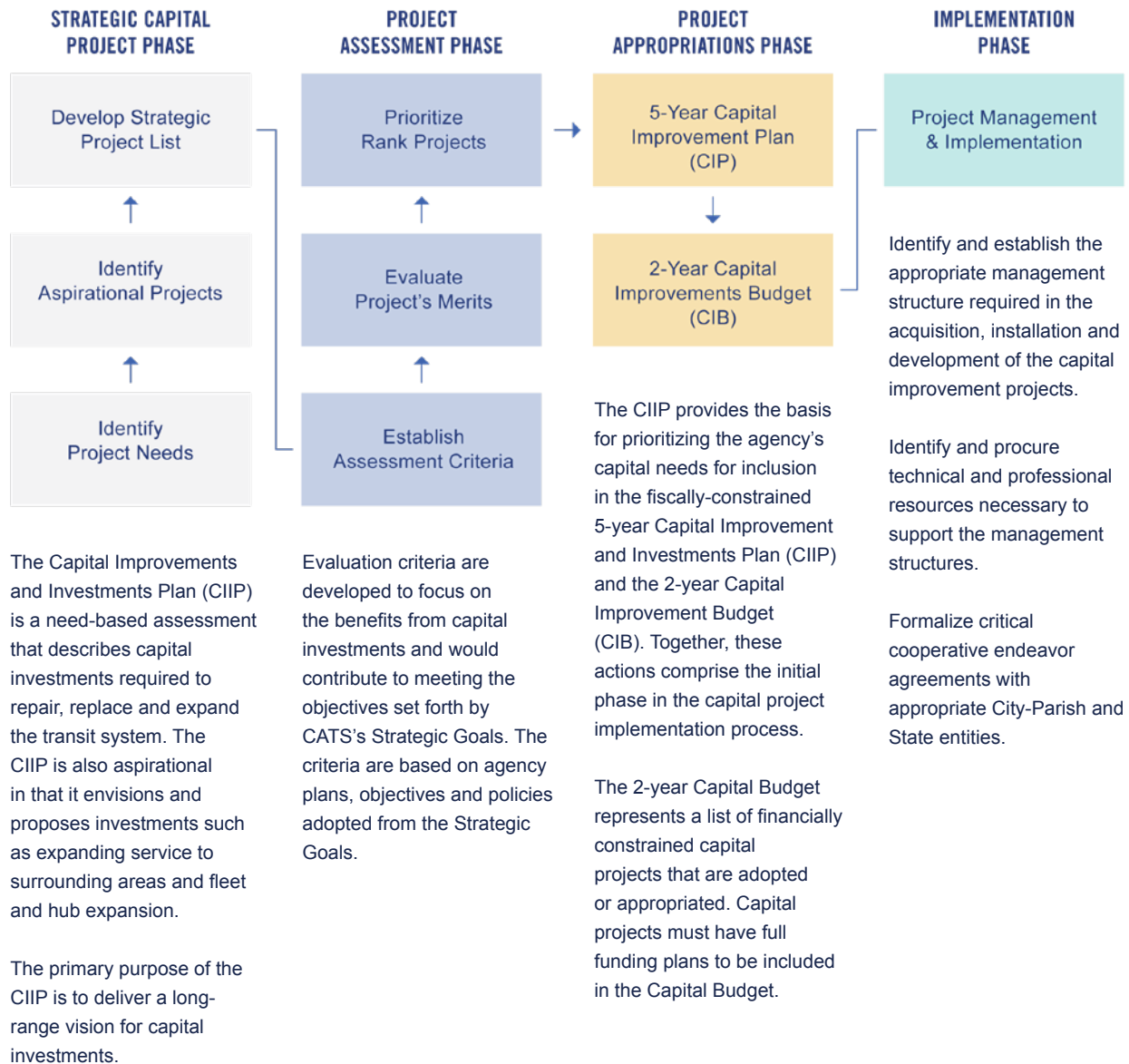
The capital projects are referred to as investments; these are substantial investments made in support of the agency's operations and its long-range vision. Some investments are essential to the agency operations such as bus replacement or refurbishment of maintenance facilities. Other investments will generate fiscal benefits.

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# THE METHODOLOGY





# THE EVALUATION CRITERIA



*The criteria measure the most critical characteristics of a project and range from financial feasibility to community enhancement. The projects mentioned throughout the CIIP were evaluated based on the following criteria:*

## ENHANCED AGENCY PROFILE

- Projects that can improve the image of CATS with customers, stakeholders and policymakers towards being recognized as a transportation leader and as a key member of the community it serves.

## ENHANCED SAFETY/SECURITY

- Projects that can improve the safety and security of our customers, employees and the surrounding community in their interaction with CATS services.

## FUNDING AVAILABILITY

- Projects in which current and/or future funding has been identified and programmed for use in the implementation of that project.

## IMPROVED BUSINESS EFFICIENCY

- Projects that can improve the efficiency of how CATS conducts business and manages its operations, maintenance and financial functions. These projects also include initiatives that promote the transition of work efforts from manual to automated inputs for more effective overall business management.

## IMPROVED WORK ENVIRONMENT

- Projects that enhance the environment where CATS employees work and interact on a daily basis. This includes enhancements to buildings, grounds, facility layout and improvements to office space.

## STAKEHOLDER CONSIDERATIONS

- Projects that reflect new laws, Federal, State and Local mandates and stakeholder policy development that are designed to improve mobility in Baton Rouge and East Baton Rouge Parish.

## SYSTEM ACCESSIBILITY

- Projects that can improve the ability of the community to access transit service and improve the customer experience when using CATS services and facilities.

# TARGETED FEDERAL GRANT PROGRAMS



*The Federal Transit Administration (FTA) is a major partner in providing grant funding to local public transit systems, including buses, subways, light rail, commuter rail, trolleys and ferries. The FTA provides annual formula grants to transit agencies nationwide as well as discretionary funding through competitive processes. The grant program lists are just a few of the funding opportunities the FTA makes available to undertake capital investments projects.*

## PROGRAM TITLE

## DESCRIPTION

## TYPE

### BUS & BUS FACILITIES INFRASTRUCTURE INVESTMENT PROGRAM

Provides funding through a competitive allocation process to state and transit agencies to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities. The competitive allocation provides funding for major improvements to bus transit systems that would not be achievable through formula allocations.

Competitive

### CAPITAL INVESTMENT GRANTS (CIG) - 5309

The FTA's primary grant program for funding major transit capital investments, including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit, this discretionary grant program is unlike most others in government. Instead of an annual call for applications and selection of awardees, the law requires that projects seeking CIG funding complete a series of steps over several years to be eligible for funding.

Competitive

# TARGETED FEDERAL GRANT PROGRAMS CONTINUED



## PROGRAM TITLE

## DESCRIPTION

## TYPE

**FLEXIBLE FUNDING  
PROGRAMS - CONGESTION  
MITIGATION AND AIR  
QUALITY PROGRAM  
- 23 USC 149**

CMAQ provides funding to areas in nonattainment or maintenance for ozone, carbon monoxide, and/or particulate matter. States that have no nonattainment or maintenance areas still receive a minimum apportionment of CMAQ funding for either air quality projects or other elements of flexible spending. Funds may be used for any transit capital expenditures otherwise eligible for FTA funding as long as they have an air quality benefit.

**Formula**

**GRANTS FOR BUSES AND  
BUS FACILITIES FORMULA  
PROGRAM - 5339(A)**

Provides funding to states and transit agencies through a statutory formula to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities. In addition to the formula allocation, this program includes two discretionary components: The Bus and Bus Facilities Discretionary Program and the Low or No Emissions Bus Discretionary Program.

**Formula**

**LOW OR NO EMISSION  
VEHICLE PROGRAM -  
5339(C)**

Provides funding through a competitive process to state and transit agencies to purchase or lease low or no emission transit buses and related equipment, or to lease, construct, or rehabilitate facilities to support low or no emission transit buses. The program provides funding to support the wider deployment of advanced propulsion technologies within the nation's transit fleet.

**Competitive**

# TARGETED FEDERAL GRANT PROGRAMS CONTINUED



## PROGRAM TITLE

## DESCRIPTION

## TYPE

**STATE OF GOOD REPAIR  
(SGR) GRANTS - 5337**

Provides capital assistance for maintenance, replacement, and rehabilitation projects of existing high-intensity fixed guideway and high-intensity motorbus systems to maintain a state of good repair. Additionally, SGR grants are eligible for developing and implementing Transit Asset Management plans.

**Formula**

**TRANSPORTATION  
INVESTMENT GENERATING  
ECONOMIC RECOVERY  
(TIGER) PROGRAM**

The Transportation Investment Generating Economic Recovery Program (TIGER) provides funding for innovative, multi-modal and multi-jurisdictional transportation projects that promise significant economic and environmental benefits to an entire metropolitan area, a region, or the nation.

**Competitive**

# THE ROLE OF COMPETITIVE GRANTS VS FORMULA FUNDS



Historically, CATS has only utilized formula grant funds for its capital projects. To be successful in the future, the agency must explore additional resources.

To diversify the fleet and expand our operating facilities and undertake major transportation developments, we must aggressively pursue additional federal funding opportunities along with non-traditional funding avenues.

Federal formula funds clearly have a significant role in our funding structure; however, competitive grant opportunities are a proven means by which to undertake major capital projects and establish a strong foundation for the future.

## PROJECTS: ROLLING STOCK



**35 FOOT BATTERY ELECTRIC BUSES**

This program provides for the acquisition of 33 revenue and four (4) non-revenue vehicles. The objective is to retire older vehicles and obtain an average fixed route fleet age of less than four (4) years. With the acquisition of these vehicles, CATS will be adding to the fleet with the introduction of 10 to 13 energy efficient electric power buses. The agency is also modifying its current fleet plan to comprise a variety of vehicles and vehicle sizes, including the potential of use of smaller buses and vans where appropriate. In addition to the electric buses, CATS will be potentially acquiring commuter buses to provide and expand service to Denham Springs and Gonzales.

ROLLING STOCK VEHICLES	NO.	PROJECTED BUDGET COST
Diesel Bus (30')	TBD	\$0
Diesel Bus (35')	(9)	\$3,920,000
Electric Buses	(13)	\$10,400,000
Commuter Buses	(5)	\$2,250,000
Trolley Buses	(4)	\$1,600,000
Vans	(2)	\$325,000
Non-Revenue Vehicles	(4)	\$325,000

<b>Total Rolling Stock Program Projected Budget Cost</b>	<b>\$18,965,000</b>
<b>Total Identified Funding for Rolling Stock Program</b>	<b>\$3,900,000</b>
<b>Total Rolling Stock Program Cost Not Obtained</b>	<b>\$15,065,000</b>

*Why is this project important? As CATS looks ahead and evaluates its current Fleet Plan to include a mix of vehicle sizes, the agency is aware that a 35' diesel bus may not be the best option on each of our routes. While some routes produce higher ridership and require traditional 35' buses, some routes service smaller areas and would benefit from smaller vehicles for tighter turn-by-turns.*

*What are the challenges? The primary challenge for this project is the funding necessary to update the current fleet to include the correct mix of rolling stock vehicles.*

# TRANSIT SHELTERS

This CIIP reinforces the agency’s ongoing commitment to improve comfort, safety and convenience for our customers. The objective is to continue the transit shelter program of the previous two years with the installation of bus shelters, other transit amenities and customer enhancements. The program anticipates the installation of approximately 100 standard and 20 distinguished transit shelters annually.



SHELTER PROJECTS	PROJECTED BUDGET COST
Transit shelters (500)	\$7,500,000
Distinguished shelters (20)	\$800,000
<b>Total Transit Shelter Program Budget Cost</b>	<b>\$8,200,000</b>
<b>Total Identified Funding for Shelter Project Program</b>	<b>\$0</b>
<b>Total Shelter Project Program Cost Not Obtained</b>	<b>\$8,200,000</b>

*Why is this project important? The addition of 500 transit shelters over the next five years provides CATS customers with a safe location to wait for their bus. These shelters provide not only additional seating, but accommodations for instances where there is inclement weather. Bus shelters allow for the agency to easily share information with our customers as well as offer another opportunity for advertising revenue.*

*What are the challenges? The primary challenge for this project is the lack of funding necessary to build new shelters.*

## BUS RAPID TRANSIT

The need for improvements along a heavy transit corridor is well established and supported by the FuturEBR Comprehensive Plan. Specifically, these prominent transit corridors call for improvements for pedestrian safety, transit service, physical infrastructure, and community economic investments. CATS is working to undertake these improvements in conjunction with the Mayor's Office, civic organizations and redevelopment authorities.

This CIIP provides funding for transit amenities for the development for three (3) Bus Rapid Transit (BRT) corridors. These BRT programs will include transit enhancements and safety improvements along the Plank Road, Florida Boulevard and Nicholson Highway corridors. The agency also expects to explore BRT on other major corridors to create a more comprehensive BRT network.

*Why is this project important? Bus Rapid Transit (BRT) is a high-quality transit option that delivers fast and cost-effective services to its customers. A modified BRT will offer fewer stops on busier routes which can result in faster service to a particular destination.*

*What are the challenges? The primary challenge for this project is the lack of funding necessary to expand the BRT service should it be successful on its pilot route, Plank Road.*



**BRT STATION PROTOTYPE DESIGN**

BUS RAPID TRANSIT PROJECTS	PROJECTED BUDGET COST
Plank Road Corridor	\$1,185,000
Florida Boulevard Corridor	\$2,650,360
Nicholson Drive Corridor	\$2,200,000
<b>Total Bus Rapid Transit Project Program Budget Cost</b>	<b>\$7,280,360</b>
<b>Total Identified Funding for Bus Rapid Transit Program</b>	<b>\$1,300,000</b>
<b>Total Bus Rapid Transit Program Cost Not Obtained</b>	<b>\$5,980,360</b>



# MULTI-MODAL TRANSPORTATION CENTER & TRANSIT HUBS



TRANSIT HUB CONCEPTUAL RENDERING

This CIIP provides funding for the development of three categories of transit hubs. The initial projects include the interim transit hubs at the Cortana/Walmart and Earl K Long sites. The second group consists of North Baton Rouge, East Baton Rouge/Cortana, and interim downtown hub projects. The final group includes the South Baton Rouge/Health District and the Downtown Multi-Modal transportation centers.

With the exception of the interim transit hub projects — and the North Baton Rouge transit hub which relies on State and Formula funds — the funding for the major multi-modal transportation centers are dependent on competitive grant funds.

## TRANSIT HUB PROJECTS

## PROJECTED BUDGET COST

Cortana-Walmart Interim Hub	\$50,000
Earl K Long Interim Hub	\$100,000
North Baton Rouge Hub	\$2,055,000
Downtown Interim Hub	\$1,050,000
East Baton Rouge Cortana Area Hub	\$2,305,000
Health District Multi-Modal Center	\$3,008,000
Downtown Multi-Modal Transportation Center	\$3,008,000

<b>Total Transit Hub Project Program Budget Cost</b>	<b>\$11,576,000</b>
<b>Total Identified Funding For Transit Hub Project</b>	<b>\$150,000</b>
<b>Total Transit Hub Project Funding Not Obtained</b>	<b>\$11,426,000</b>

*Why is this project important? The CATS hubs serve as major transfer connections that aid in furthering mobility, accessibility, as well as advancing social and economic development. Due to the lack of these facilities, the effectiveness of the hubs is diminished and the network efficiency is compromised.*

*Addressing these efficiencies is critical to fully supporting the existing and future system. A direct benefit to be achieved by the addition of these hubs is a greater ability for riders to access employment opportunities, major shopping centers and critical health services.*

*What are the challenges? The primary challenge for this project is the lack of funding necessary to build new shelters.*

## FACILITIES DEVELOPMENT



**CONCEPTUAL RENDERING OF  
PROPOSED OPERATIONS CENTER**

This CIIP addresses the significant deficiencies in operations, maintenance and administrative facilities. The focus is on expanding the capacity and capabilities at 2250 Florida Boulevard by acquiring additional property, redeveloping the site of the bus terminal area, developing new administrative offices, expanding the number of maintenance service bays and a complete renovation of operation's facilities. It also calls for increasing bus and employee parking facilities. In addition, this program provides for the development of a new satellite operations facility. Funding for this program relies solely on competitive grant funds.

### FACILITY DEVELOPMENT PROJECTS

### PROJECTED BUDGET COST

2222 Florida Bus Terminal Demolition	\$80,000
Operations Facilities Renovations	\$875,000
Maintenance Facilities Expansions	\$1,600,000
Administrative Office Facilities	\$3,750,000
Satellite Operations Center Facility	\$800,000

<b>Total Facilities Development Project Program Budget Cost</b>	<b>\$7,105,000</b>
<b>Total Identified Funding for Facilities Development Project Program</b>	<b>\$0</b>
<b>Total Facilities Development Funding Not Obtained</b>	<b>\$7,105,000</b>

## FACILITIES DEVELOPMENT CONTINUED

*Why is this project important? Currently, the CATS terminal has overcrowded conditions including, but not limited to, parking for employees and customers. There are hazardous safety issues and conflicts between bus operator space and passenger waiting areas. At 2250 Florida Boulevard, there are overcrowding conditions and a lack of parking for employees at the aging facility which was built more than 20 years ago. Additionally, the mechanical and electrical systems have exceeded their useful life span and need to be updated. The lack of administrative space has caused half of the CATS staff to be situated at a remote site (5700 Florida Boulevard) for more than three (3) years. As we diversify our rolling stock fleet, the ability to maintain the fleet will be hampered with the current maintenance facility. At minimum, two additional maintenance bays, an additional bus wash, and tire repair locations are necessary. CATS is currently relying on other remote sites to store much of our fleet.*

*What are the challenges? As with other project challenges, funding for this project at the federal and local match level is the primary challenge.*

## PROPERTY ACQUISITION

PROPERTY NAME	PROJECTED BUDGET COST	
LSU Property	\$250,000	An aggressive property acquisition program is part of this objective. The program supports the acquisition of property to expand the 2250 Florida operations and other facilities.
DOTD (I 1-10 ROW Lease)	\$100	
Cortana Area	\$250,000	
Florida Boulevard	\$200,000	<i>Why is this important? Acquiring new property allows for the current 2222 Terminal and 2250 facility to expand not only its parking for employees and rolling stock vehicles, but, offer CATS as a partner in mobility, connectivity and growth in Baton Rouge.</i>
Convention Street	\$100,000	
North 22nd Street	\$50,000	
Satellite Operations Center	\$500,000	<i>What are the challenges? This project faces a large financial challenge but there is also the challenge of finding the right property space in the right location. The property acquisition would not only need to suit the growing needs to the agency but of its customers and the community as well.</i>
Downtown Transportation Center	\$700,000	
Health District	\$500,000	
<b>Total Property Program Budget Cost</b>	<b>\$2,550,000</b>	
<b>Total Identified Funding for Property Program</b>	<b>\$250,000</b>	
<b>Total property funding Not Obtained</b>	<b>\$2,250,000</b>	

# STATE OF GOOD REPAIR MAINTENANCE EQUIPMENT

This CIIP calls for maintaining a State of Good Repair through capital investments of maintenance tools and equipment with the objective of avoiding issues caused by not properly maintaining assets.

*Why is this important? Proper maintenance of the agency’s assets ensures not only the safety of our customers and employees but also the fiscal prudence for which the agency is responsible.*

*What are the challenges? CATS must secure the funding for these projects.*

PREVENTATIVE MAINTENANCE	PROJECTED BUDGET COST
State of Good Repair	\$5,351,234
Total Preventable Maintenance Program Budget Cost	\$5,351,234
Total Identified Funding For Preventable Maintenance Program	\$3,000,000 (annually)
Total Preventable Maintenance Funding Not Secured	\$2,351,234

## COMMUNICATIONS/ TECHNOLOGY SYSTEMS

Management is looking to implement a number of information and communications technologies in order to supplement or enhance transit services. Intelligent Transportation Systems (ITS) encompass a variety of different technology-based systems, including automatic vehicle locators (AVL/CAD), communication systems, maintenance management systems, annunciators, a real-time passenger data system, surveillance/security cameras and fare collection systems.

*Why is this important? In order for the agency to progress toward meeting industry standards, we must acquire the necessary technology to ensure this occurs. Transit systems operate with mobile ticketing applications and mobile pay applications; CATS currently has an outdated mobile application and does not utilize a mobile ticketing application. CATS is also currently lacking in the areas of both hardware and software for the agency's day-to-day operations.*

*What are the challenges? CATS must update its technology in order to be comparable with peer agencies and meet the needs of our customers. This need is exacerbated by the current funding challenges of the agency.*

### TECHNOLOGY SYSTEMS

### PROJECTED BUDGET COST

AVL System	\$4,000,000
Hardware System	\$600,000
Software System	\$1,000,000
Business Management Systems	\$1,000,000

<b>Total Communications/ Technology Systems Projected Budget Cost</b>	<b>\$6,600,000</b>
<b>Total Identified Funding For Communications/Technology Systems</b>	<b>\$0</b>
<b>Total Communications/ Technology Systems Funding Not Secured</b>	<b>\$6,600,000</b>