CAPITAL AREA TRANSPORTATION AUTHORITY

OPERATING & CAPITAL BUDGETS

FY 2027

DRIVING MOBILITY SOLUTIONS

CATA

CATA services are provided in accordance with Title VI of the Civil Rights Act of 1964, without discrimination on the basis of race, color or national origin.

Table of Contents

DRIVING MOBILITY SOLUTIONS

June 30, 2026

Dear Board Member:

In accordance with Board Policy No. 202, attached is your copy of CATA's proposed FY 2027 Operating and Capital budgets.

Explanations for line-item changes are noted under the Section 10 tab of your budget packet, entitled "References."

Please review the budget, and feel free to reach out to me with any questions.

Staff and I appreciate your review of the enclosed budget documents.

Sincerely,

Bradley T. Funkhouser

Bradley T. Funkhouser, AICP
Chief Executive Officer

About CATA

In 1972, the Capital Area Transportation Authority was formed under Act 55 (Public Act of Michigan 1963). At the time, CATA employed 58 individuals and, at year end, delivered 733,000 rides throughout the service region.

Our fiscal 2027 budget reflects staff's ongoing efforts to balance operational needs, strategic investments and responsible stewardship of public resources amid continued reductions in state and federal transit funding and rising operating costs. It proposes an employee headcount of 385 individuals — five fewer than fiscal 2026. The majority of CATA's employees reside in Ingham County or in one of our five funding jurisdictions, which include Lansing and East Lansing; and Delhi, Lansing and Meridian townships. Systemwide, the agency maintains approximately 1,500 bus stops and 150 shelters. Working collaboratively with community leaders and residents, some shelters were customized to represent the unique characteristics of the neighborhoods CATA serves.

Currently, our service area comprises 556 square miles in Ingham County, and portions of Eaton and Clinton counties. CATA operates 32 fixed routes and paratransit services designed to meet the needs of people with disabilities. CATA Rydz was introduced in November 2024, providing tri-county microtransit solutions to meet CATA's strategic goal for regional mobility.

CATA continues to expand transportation options that support its strategic goal of regional mobility. Through partnerships with neighboring transit providers, riders can access destinations beyond traditional service boundaries, improving connections to employment, education, healthcare and other essential services throughout the region. In fiscal 2025, CATA recorded approximately 9.6 million rides and continued investments in customer-focused initiatives, including contactless fare payment technology, microtransit service and the deployment of its first full-size battery-electric bus.

CATA delivered 9,599,263 trips systemwide in fiscal 2025, representing an 8.4% increase over fiscal 2024 and continuing a multi-year trend of ridership growth. At fiscal 2024 year-end, ridership totaled 8,854,163 trips. In fiscal 2023, CATA delivered 7,633,877 trips systemwide, representing a 41.4% increase over fiscal 2022. As the region emerged from the COVID-19 pandemic, ridership rebounded from 3,030,644 trips in 2021 to 5,399,227 trips in fiscal 2022 — an increase of 78.3%.

CATA operates and manages several transit facilities throughout the region including:

- The CATA Transportation Center, located in the heart of downtown Lansing, opened its doors in 1997. It serves as a central boarding and transfer hub for 16 of CATA's 32 fixed routes, along with Indian Trails' intercity bus services. The downtown CTC

features a Customer Experience Center, complete with security, law-enforcement, community advocacy and custodial services.
- MSU contracted with CATA in 1999, launching campus service. The MSU-CATA Transportation Center at Ramp 1 on Shaw Lane opened in 2004, serving as a main boarding center for campus routes. For the first time ever in 2018, MSU contracted with CATA to offer fare-free transportation on campus. To date, MSU has renewed its commitment to fare-free service on campus each semester.
- Finally, the Capital Area Multimodal Gateway, Operated by CATA, opened in November 2015. The Gateway is served by three CATA fixed routes – two operate year-round (Routes 18 and 20) and one is in service during MSU's fall and spring semesters (Route 35 on weekends). These routes offer access to rail, taxis, transportation network companies, and city, regional and national bus lines. Pay-by-plate parking is also offered at the Gateway, along with fast-charging electric-vehicle stations.

In December 2024, CATA acquired the former Greyhound building and adjacent parcels, located at 511 S. Washington Avenue in downtown Lansing. Renovations are underway to transform the historic facility into a transit-connected community resource and operational center that will support agency functions, community partnerships and public engagement opportunities.

CATA continues to assess the transportation and mobility needs of the region and remains focused on enhancing customer experience and providing transportation solutions that reflect the voice of its customers and needs of the communities it serves.

Budget Introduction

Staff is pleased to present, for the Board's consideration and approval, CATA's proposed fiscal 2027 Operating and Capital budgets.

Operating Budget

The 2027 Operating Budget reflects expected *revenues available for the operation* of approximately $62.05 million. This represents an increase of approximately $3.72 million (or 6.38 percent) over budgeted *revenues available for fiscal 2026 operations* and a decrease of approximately $12.72 million (or 17.02%) over actual revenues received and available for operations during fiscal 2025 (CATA's last full fiscal year). The increase in expected fiscal 2027 revenues can primarily be attributed to an increase in property tax revenue and state operating revenue compared to the 2026 budget.

The 2027 Operating Budget for operating expenses is approximately $65.00 million. This amount reflects a decrease of approximately $5.74 million (or 8.11%) from budgeted expenditures for fiscal 2026, and an increase of approximately $2.73 million (or 4.39%) from actual operating expenses incurred during fiscal 2025. The decrease as compared to the fiscal 2026 budget is primarily due to a decrease in the expected non-cash expense adjustment related to CATA's retiree health insurance benefit.

Capital Budget

CATA's Capital Budget for fiscal 2027, as previously developed by CATA and submitted to and approved by the Tri-County Regional Planning Commission, and as presented within the "Capital Program" tab of this report, calls for capital expenditures of approximately $13.01 million. The expected expenditures include Section 5307 (Urbanized Area Formula Funds), Section 5339 (Bus and Bus Facilities), Section 5310 (Enhanced Mobility of Seniors and Individuals with Disabilities) and CMAQ (Congestion Mitigation and Air Quality). Capital funding will be received from both federal government and State of Michigan (Michigan Department of Transportation) apportionments.

Our fiscal 2027 Capital Program of Projects will continue to be governed by the Transportation Improvement Program, the Unified Planning Work Program and the Regional Transportation Plan on file with the Tri-County Regional Planning Commission.

Organizational Structure & Staffing Changes

During fiscal 2026, there were no significant changes to CATA's organizational structure, but some positions were eliminated through attrition. The cost associated with the position eliminations was considered when preparing the 2027 Operating Budget.

Five-Year Budget Projection

As shown in the five-year budget projection, the revenue budget in fiscal 2028 is projected at $63.60 million, while the expense budget is projected to be $77.08 million. This necessitates the use of Cash and Invested Funds of $13.47 million. The year-end balance in fiscal 2027 of Cash and Invested Funds is estimated at $9.13 million, which does not meet the requirement of CATA Board Policy No. 212 (Policy on Current Operating Funds). That policy requires that CATA maintain a cash balance (cash and invested funds) of at least three months of operating expenses, or $19.27 million for fiscal 2027. A similar issue exists for fiscal 2029 through fiscal 2031.

In developing the five-year projection, CATA used conservative revenue figures and liberal expense figures in order to produce conservative trend lines. However, CATA management understands that this model is not fiscally sustainable. CATA staff is currently developing plans to reduce expenses so that they are aligned with future revenue projections, in fiscal 2028 and beyond.

Truth in Budgeting — Taxes

In accordance with the Truth in Budgeting Act, it is noted that the projected fiscal 2027 Operating Budget includes revenues from an anticipated levy of ad valorem property taxes at the rate of 2.9895 mills. This is the renewal of the base tax rate as approved in November 2024. These taxes are levied to defray the expenditures and meet the liabilities of the Authority in providing public transportation.

Conclusion

The fiscal 2027 Operating and Capital budgets, and the five-year projection incorporate assumptions that were previously approved by CATA's Board of Directors. Further, the proposed budgets confirm CATA's commitment to the provision of top-quality public transportation to the region and good stewardship of public funds.

We hope that this introduction answers any questions that may surface as you review the proposed budgets and related documents. Thank you for your continued commitment to CATA and to improving public transportation in the region.

Respectfully submitted,

Bradley T. Funkhouser

Bradley T. Funkhouser, AICP
Chief Executive Officer

June 30, 2026
Dated

Department Descriptions

Customer Experience Department

Customer Experience Department personnel focus on delivering optimal, knock-your-socks-off service from the first point of engagement throughout the lifetime of our relationship with riders in an effort to enhance customer experience. Department personnel are responsible for assisting individuals seeking information about CATA's services; receiving, documenting and resolving customer complaints and issues; selling tokens and fare media; and providing public and customer education regarding CATA's full range of services. A Customer Experience Representative is assigned to the Capital Area Multimodal Gateway, Operated by CATA, to assist Amtrak and Indian Trails' customers and visitors. A representative at the CATA Transportation Center is designated to assist Indian Trails' customers with trip-planning needs. It is the responsibility of the Customer Experience Department to ensure a safe and secure environment at the CATA Transportation Center and, in conjunction with Operations, aboard fixed-route vehicles. As part of its Community Advocacy Program, CATA contracts with Advent House Ministries to provide social services support to unhoused patrons. Headcount: 14.

Staff

Customer Experience Manager (1)
Customer Experience Representative (5)
Customer Experience Representative (8 – part time)

Executive Department

The Executive Department is ultimately responsible for CATA's entire operation, overseeing all departments and directing the Authority within the guidelines established by the Board of Directors. The department prepares all Board information; handles governmental relations, union relations and strategic planning; represents the Authority in various transit organizations; and prepares and monitors the Authority's budget. The Executive Department manages special large-scale projects. Headcount: 4.

Staff

Chief Executive Officer (1)
Deputy Chief Executive Officer (EEO/Civil Rights Officer) (1)
Executive Secretary (1)
Executive Assistant (1)

Facilities & Grounds Department

The Facilities & Grounds Department is responsible for the maintenance of CATA's facilities, including its Administrative Offices, the CATA Transportation Center, Michigan State University — CATA Transportation Center and the Capital Area Multimodal Gateway, Operated by CATA. In addition, this department installs and repairs bus stop signs, shelters and related amenities in accordance with CATA's brand standards. The department also manages CATA's bus schedule distribution to key points throughout the service region; covers the repair and preventive maintenance of equipment and buildings to ensure proper operation, as well as grounds and landscape management, and snow removal at bus stops and each CATA facility. The department also manages all facility construction and renovation projects. Headcount: 7.

Staff

Facilities & Grounds Manager (1)
Facilities Repair Technician (1)
Sign & Shelter Technician (1)
Facilities & Grounds Maintenance Custodian (1)
Facilities & Grounds Maintenance (3)

Finance Department

The Finance Department is responsible for CATA's financial transactions and the management of its funds in accordance with federal, state and local regulations, striving to ensure efficiency and cost-effectiveness. The department is also responsible for maintaining an accounting system that accurately records CATA's financial transactions, including accounts payable, accounts receivable, payroll and investments. The Finance Department also develops (along with all other departments) the annual budget and monitors its performance. Headcount: 7.

Staff

Director of Finance (1)
Finance Manager (1)
Accountant I – Accounts Payable (1)
Accountant I – General (1)
Accountant I – Accounts Receivable (1)
Accounting Clerk – Currency Processing & Support (1)
Parts & Inventory Specialist (1)

Human Resources Department

The Human Resources Department is responsible for recruitment and hiring, payroll and benefits, employee and labor relations, maintenance of employment records, and ensuring compliance with all federal, state and local employment laws. Headcount: 4.

Staff

Director of Human Resources (1)
Human Resources Manager (1)
Human Resources Administrative Assistant (1)
Talent Acquisition Specialist (1)

Information Technology Services Department

The Information Technology Services Department is responsible for the development and maintenance of CATA's technology infrastructure, including the computer network and communications systems, i.e., phone, email, short message service, Automated Vehicle Locator system, cellular, radio, etc.; software applications, and fare-collection and management systems. The technology infrastructure at CATA supports and provides efficiencies across the entire organization for both customers and employees. Headcount: 7.

Staff

Director of Information Technology Services (1)
Information Technology Services Manager (1)
Server & Network Administrator (1)
Information Technology Services Technician (2)
Information Technology Services Technician (1 – part time)
Vehicle Technology Coordinator (1)

Maintenance Department

The Maintenance Department is responsible for maintaining a safe and clean fleet of vehicles, thereby allowing CATA to effectively serve the public within its service area. The department also manages all bus and vehicle maintenance, repairs, fueling and washing; and oversees departmental labor relations, purchasing and inventory control. Headcount: 45.

Staff

Director of Maintenance (1)
Maintenance Superintendent (1)
Maintenance Supervisor (4)
Maintenance Training Supervisor (1)
Utility Supervisor (1)
Body Technician (1)
Mechanics (20)
Mechanic Helper (3)
Utility (12)
Maintenance Materials Administrator (1)

Marketing Department

CATA's Marketing Department is responsible for business activities involved in moving CATA's services to the consumer. The department has five primary objectives: 1) raise customer and public awareness of CATA's services, as well as the value and benefits of public transportation; 2) implement creative ridership and branding strategies; 3) develop and implement employee pride-building activities; 4) provide clear and timely communications, targeted promotions, special events and community outreach efforts; and 5) manage CATA's brand to ensure positive public and media perceptions of the Authority in order to ensure funding support. Major marketing initiatives include website content management, maintenance and development; research (brand, market analyses; Title VI, customer satisfaction and trip-purpose surveys; focus groups and public meetings, etc.); community and media relations; service information; fare media production and testing; annual production of Legislative, Community, Budget and Development reports; advertising, media-buying and promotions; transit advertising sales and management; internal and external special events; and crisis communications. Headcount: 5.

Staff

Director of Marketing & Public Information (1)
Marketing Manager – Service Information (1)
Marketing & Media Relations Strategist (1)
Marketing Administrative Assistant (1)
Digital Accessibility Specialist (1)

Operations Department

The Operations Department delivers fixed-route and paratransit transportation services, striving to provide trips in a safe, cost-efficient and courteous manner. Fixed-route responsibilities include routing, dispatching and street-level supervision. Paratransit responsibilities include management of the Paratransit call center where trips are scheduled, manifests are built and daily operations are monitored. Headcount: 283.

Staff

Director of Operations (1)
Operations Administrative Assistant (1)
Operations Manager – Fixed Route (1)
Operations Supervisor (10)
Bus Operator (211)
Bus Operator (39 – part time)
Operations Manager – Paratransit (1)
Operations Supervisor – Paratransit (1)
Paratransit Scheduler (4)
Paratransit Dispatcher (2)
Paratransit Service Representative (7)
Paratransit Service Representative (4 – part time)
Operations Application Administrator (1)

Planning & Development Department

The Planning & Development Department is responsible for federal and state compliance; the implementation and coordination of regional transportation planning activities; long-range system plans designed to meet the mobility needs of the Greater Lansing area; planning and scheduling CATA's fixed-route and directly-operated paratransit services, including the assignment of operators to routes; and securing, managing, administering and reporting on all state and federal grants in compliance with applicable guidelines. Additionally, this Department is responsible for Title VI planning and evaluating, providing reports and information to management to facilitate decision-making, determining fixed-route bus stop locations, and serving as the liaison to the Federal Transit Administration, the Michigan Department of Transportation and the Tri-County Regional Planning Commission. Headcount: 5.

Staff

Director of Planning & Development (1)
Service Planning & Scheduling Manager (1)
Grants Manager (1)
Planning Analyst (1)
Grants Administrative Assistant (1)

Purchasing & Contracts Department

The Purchasing & Contracts Department is responsible for conducting day-to-day procurement activities, including management of third-party agreements and oversight of the procurement process. The department also acts as the Authority's Disadvantaged Business Enterprise liaison for the outreach and utilization of DBE firms. Headcount: 3.

Staff

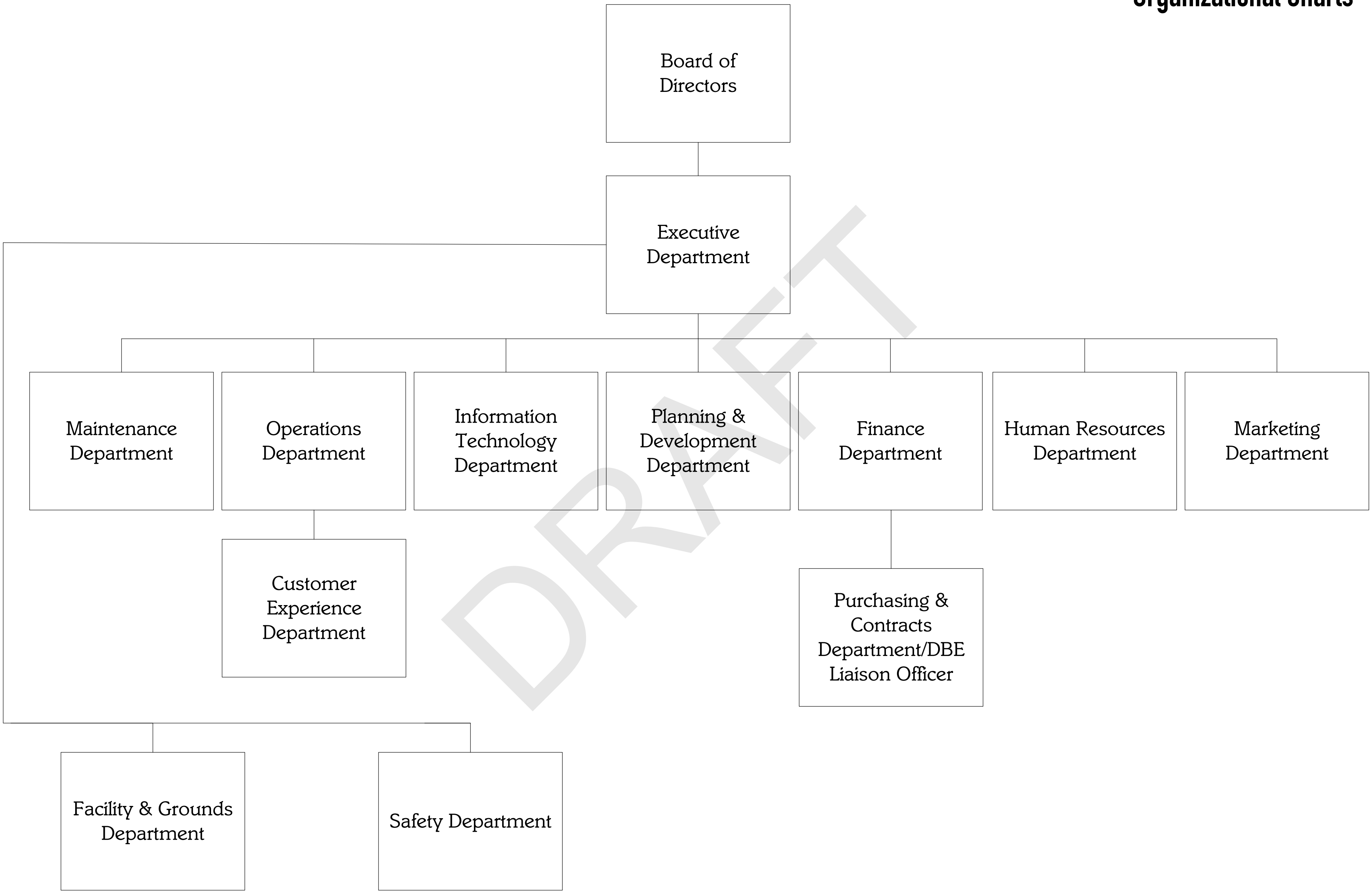
Purchasing & Contracts Manager – DBE Liaison Officer (1)
Purchasing Supervisor (1)
Procurement Specialist (1)

Safety Department

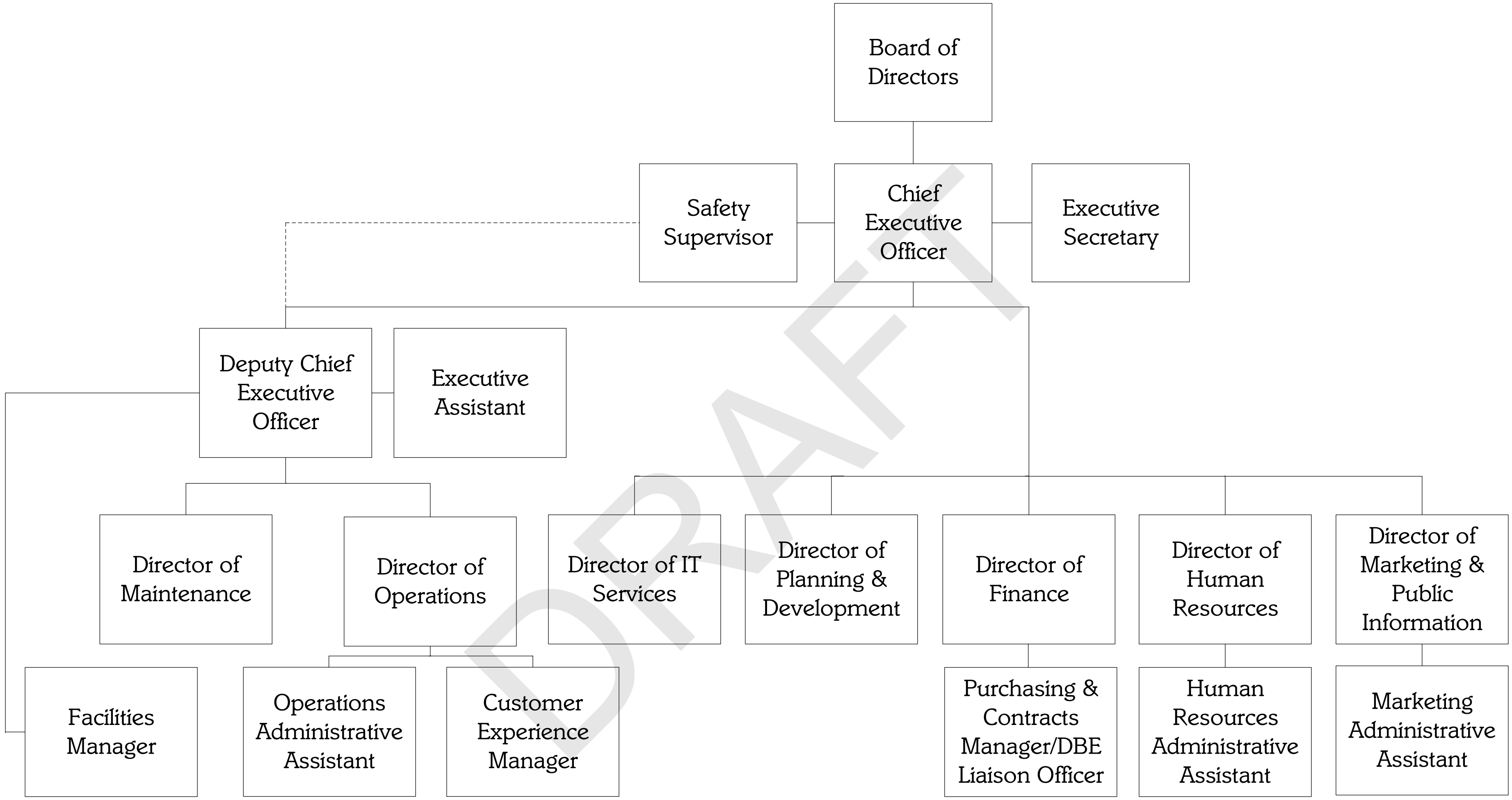
The Safety Department is responsible for the development and management of CATA's safety programs for bus operators, including accident prevention and safety. Headcount: 1.

Staff

Safety Supervisor (1)


Board of Directors
Executive Department
Maintenance Department
Operations Department
Information Technology Department
Planning & Development Department
Finance Department
Human Resources Department
Marketing Department
Customer Experience Department
Purchasing & Contracts Department/DBE Liaison Officer
Facility & Grounds Department
Safety Department

Executive Leadership & Oversight

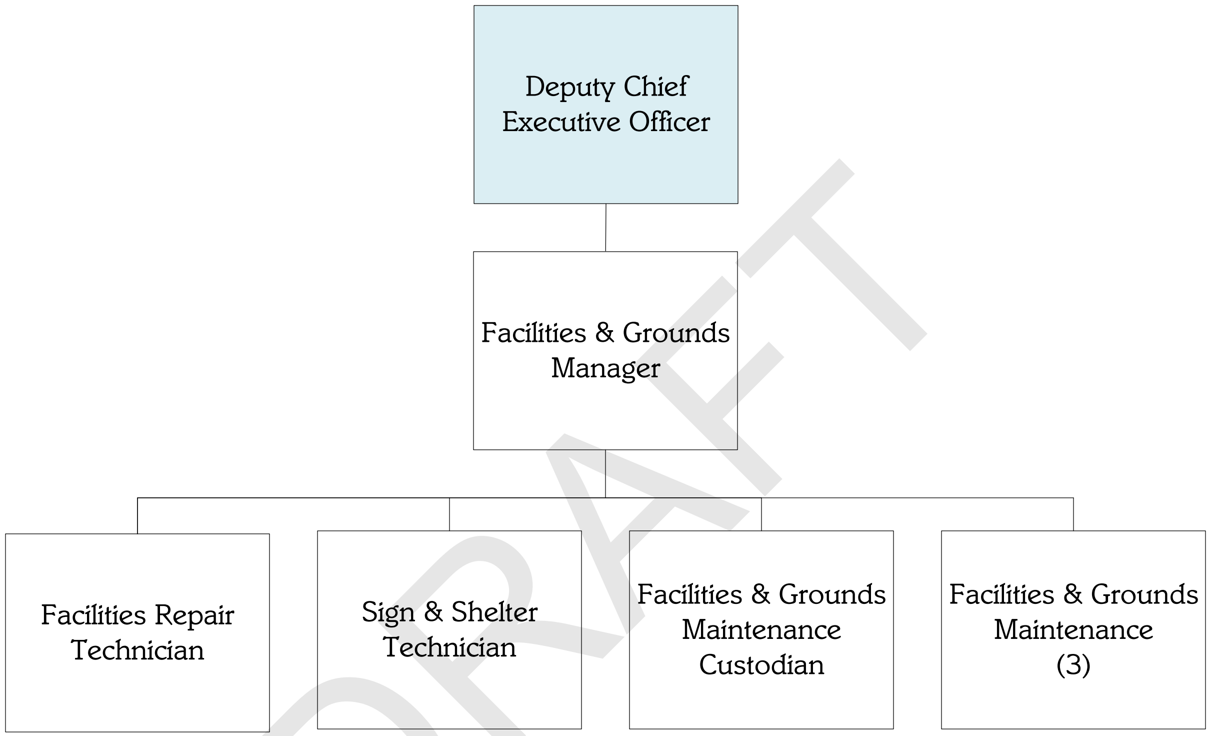


Customer Experience Department

All positions are full time unless otherwise noted.

Shaded position is not included in this department's headcount to avoid double-counting employees.

Facilities & Grounds Department



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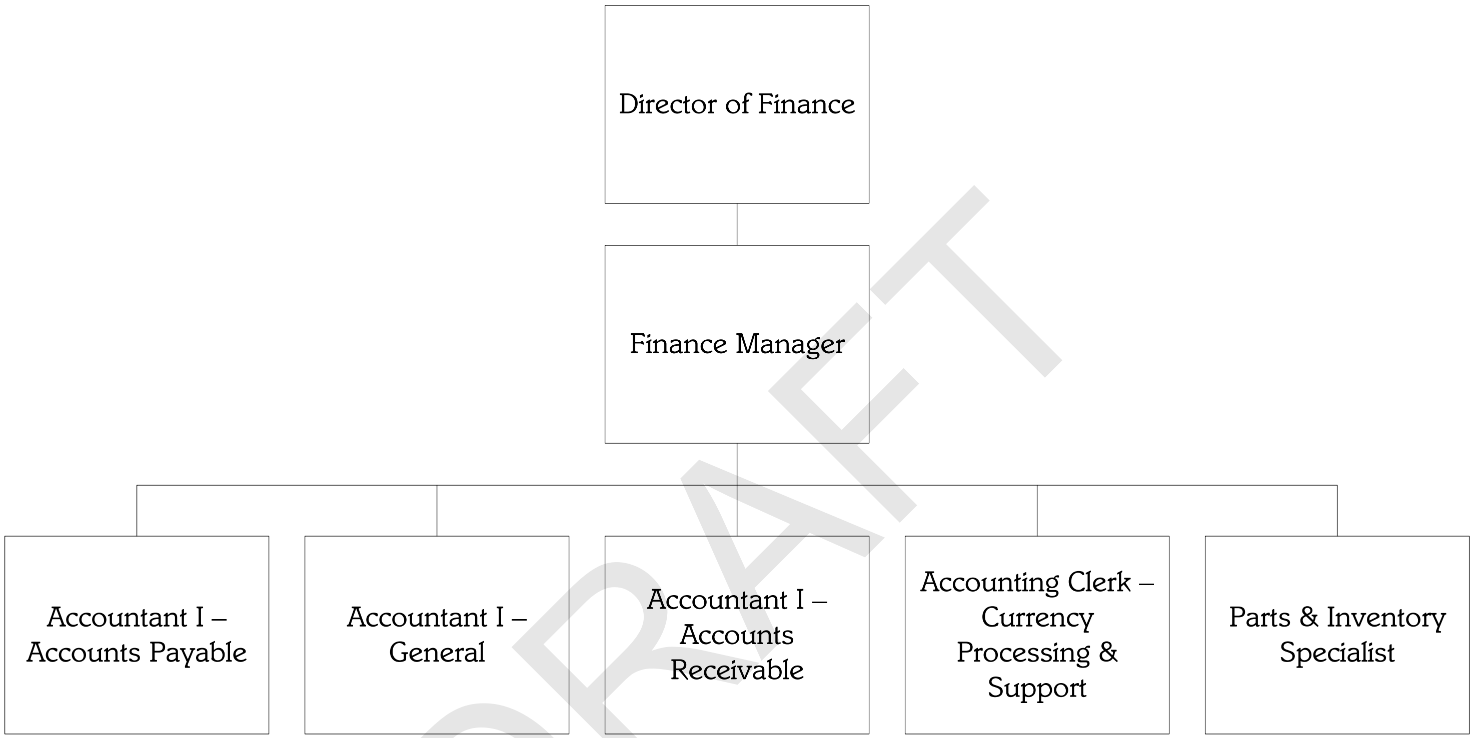
Finance Department



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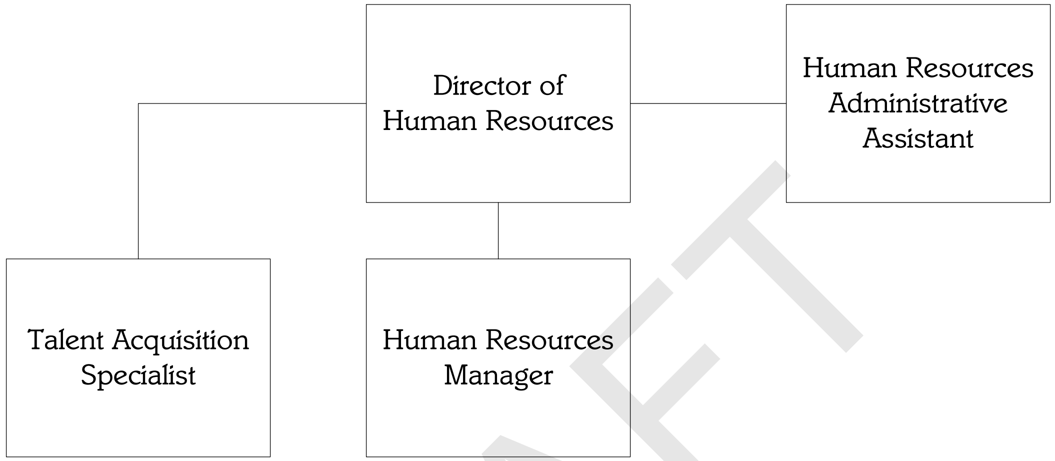
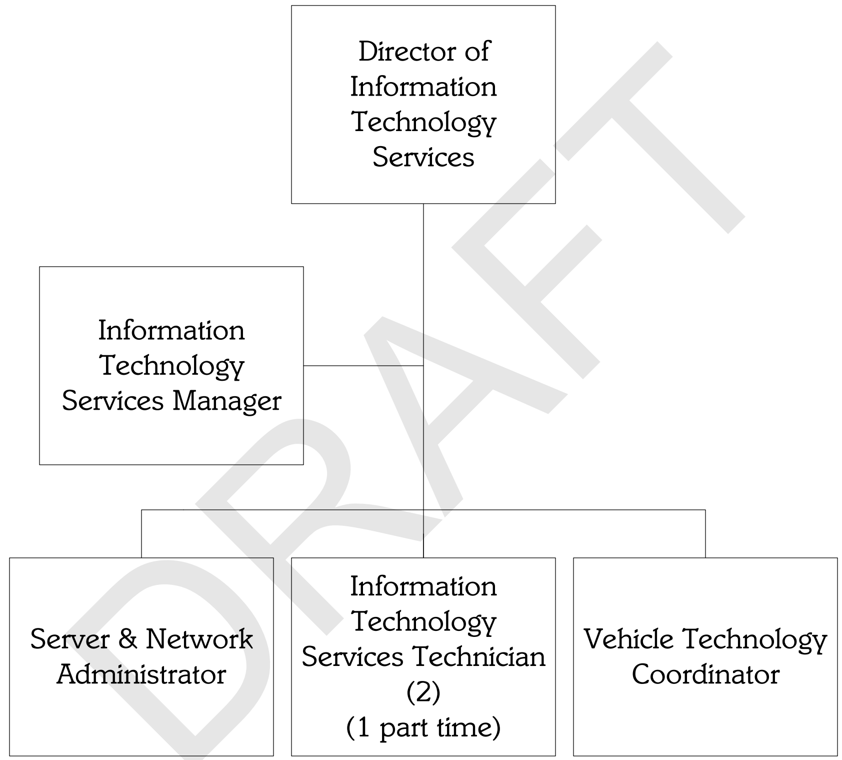
Human Resources Department



All positions are full time unless otherwise noted.

Information Technology Services Department



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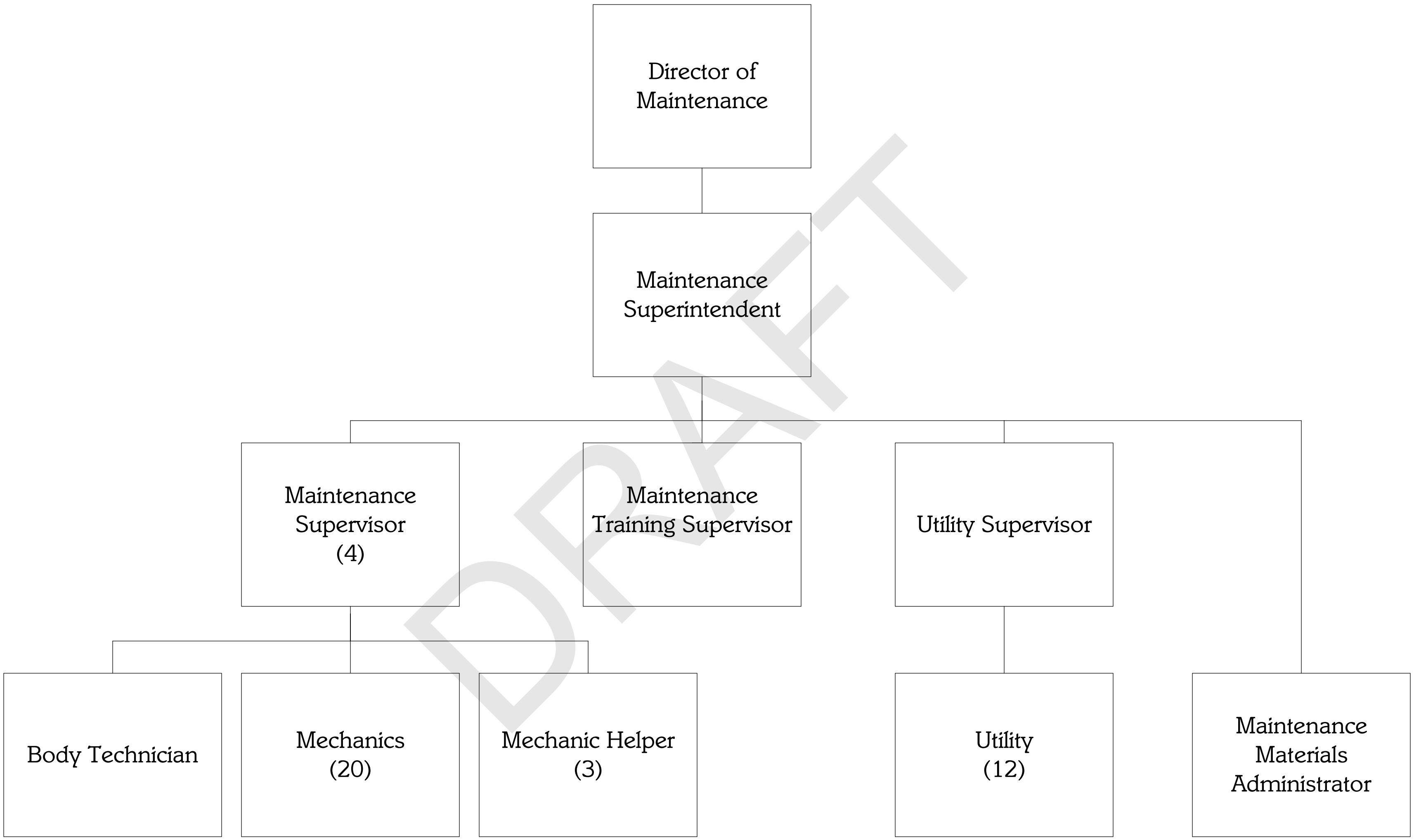
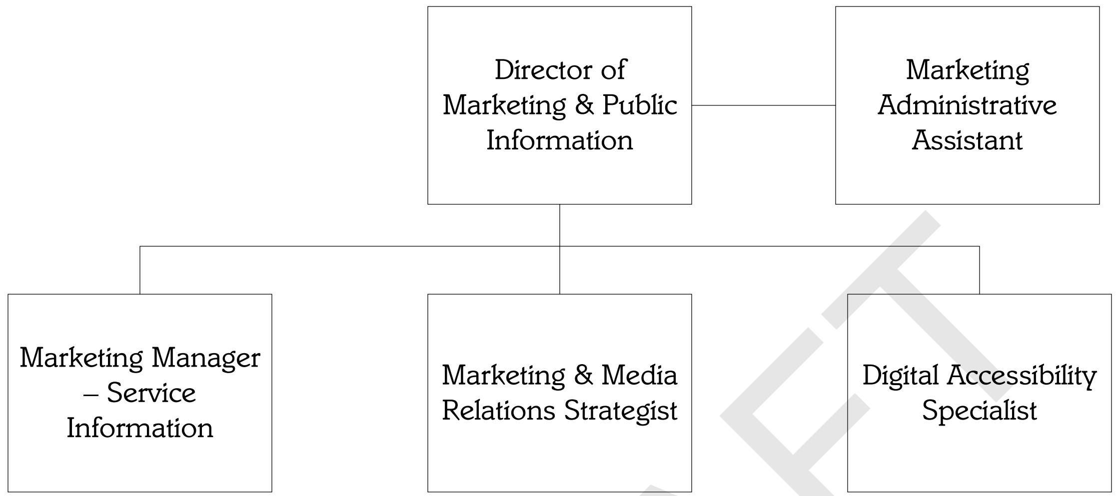
Maintenance Department



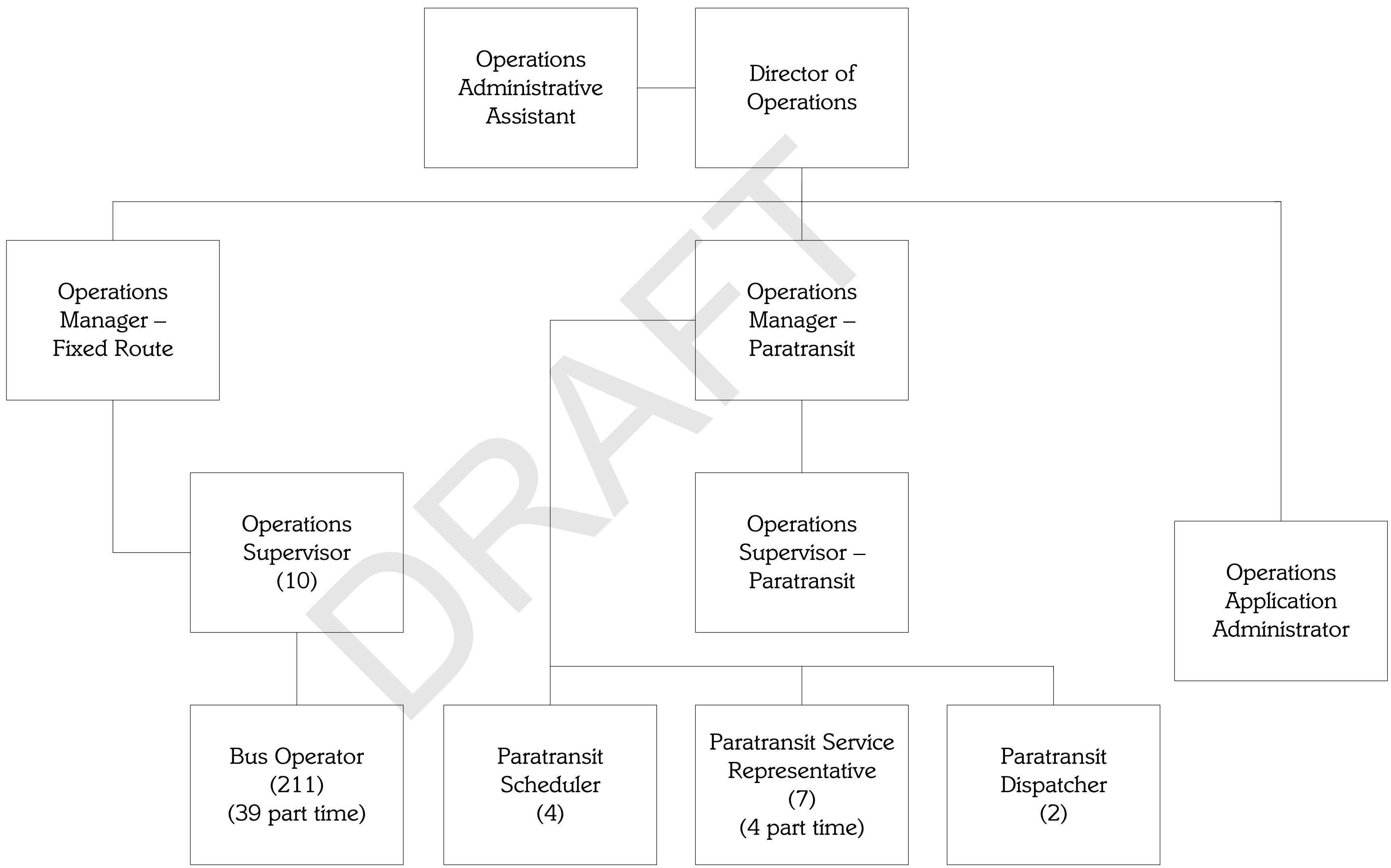
All positions are full time unless otherwise noted.

Marketing Department



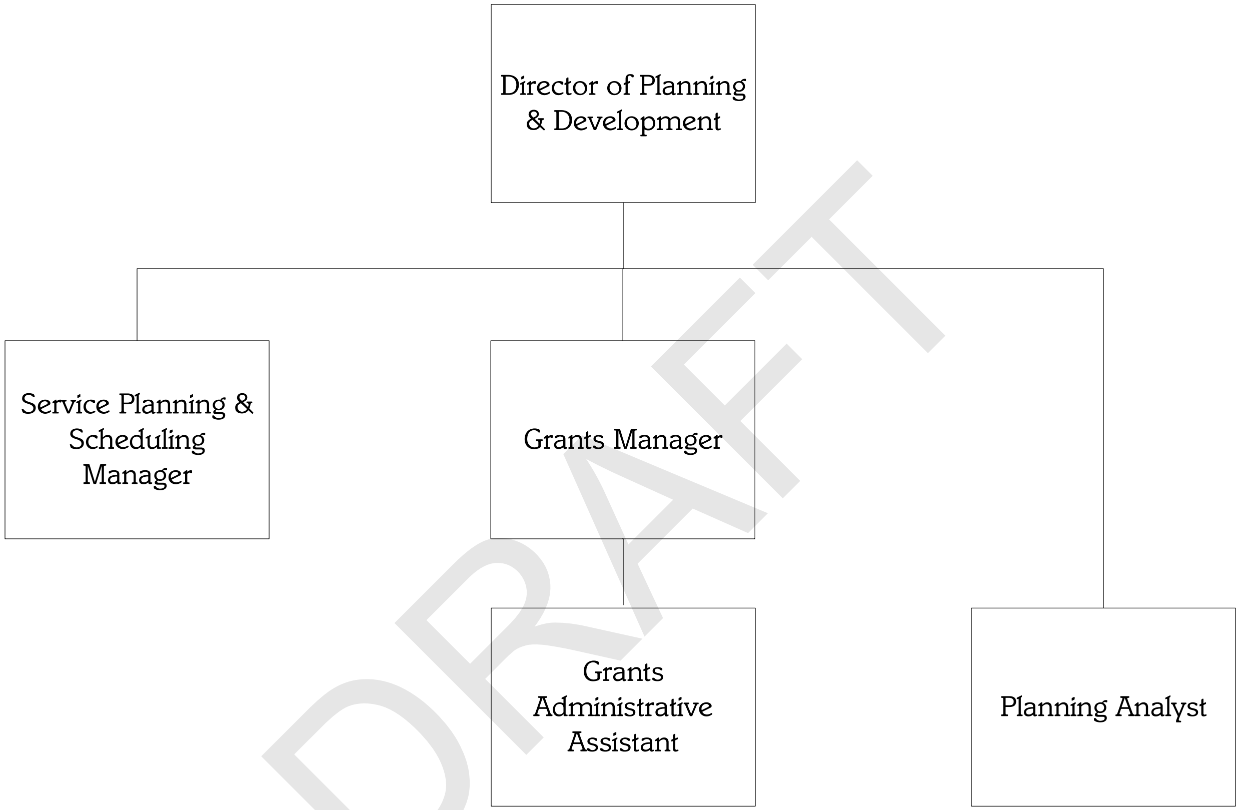
All positions are full time unless otherwise noted.

Operations Department



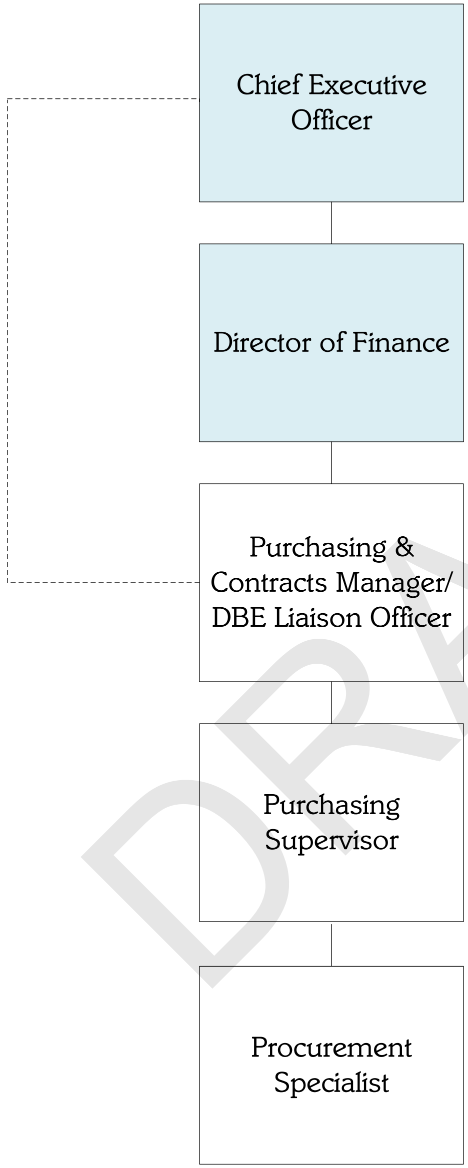
All positions are full time unless otherwise noted.

Planning & Development Department



All positions are full time unless otherwise noted.

Purchasing & Contracts Department



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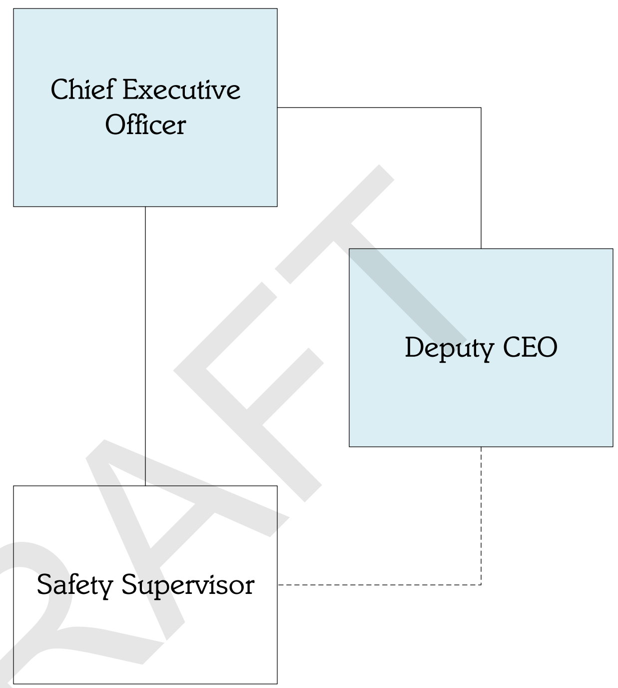
Safety Department



All positions are full time unless otherwise noted.

Shaded positions are not included in this department's headcount to avoid double-counting employees.

Goals & Objectives

Mission Statement

To meet the mobility needs of our region by providing innovative solutions in partnership with the communities we serve.

Vision Statement

CATA will ensure public trust by re-imagining regional mobility challenges and how we better engage those we serve.

Values

- CATA is committed to transparency in action, which inherently fosters trust and innovation.
- We will approach community partners, customers and employees in the spirit of cooperation.
- CATA is committed to providing a safe experience for our customers, employees and the public we serve.
- CATA seeks to implement sustainable solutions as stewards of the community we serve; the planet and its finite resources.
- Professionalism and integrity drive CATA's actions and decisions.
- Accountability and the desire to always do the right thing serve as our guiding compass.

Goal No. 1

Regional Mobility

Facilitate seamless and innovative multimodal transportation solutions throughout the tri-county area.

- To ensure ongoing taxpayer support of CATA by effectively communicating the value of the region's investment in public transportation and transparently stewarding public funds, resulting in voter passage of our millages.
- To identify and respond to mobility opportunities.
- To pursue and nurture key partnerships in the tri-county region.
- To identify and reduce or eliminate barriers to ridership.
- To explore and implement small-scale services.

Goal No. 2

Customer Experience Excellence

Employ best practices that lead to new and returning customers.

- To enhance CATA's ability to engage customers.
- To improve the reliability of our services.

Goal No. 3

Organizational Strength

Promote organization-wide efficiency and effectiveness. Lead by example toward continuous improvement.

- To commit to continuous improvement through process orientation.
- To work more collaboratively across department lines.
- To provide a fiscally sustainable financial approach.
- To empower the Board to serve as ambassadors of the strategic plan.
- To identify regional priorities for partnering.
- To implement sustainable business practices and operations.
- To implement measurable strategies and tactics to ensure workplace diversity, equity and inclusion.

Goal No. 4

Community Partnership

Exhibit responsible leadership through community engagement and public service.

- To improve our community's quality of life by helping to make it a great place to live, work and play.
- To build CATA's reputation by supporting community partners, creating goodwill and giving back to our community.
- To build stronger relationships and help increase partners' effectiveness.

Goal No. 5

Dynamic Workplace

Create a meaningful workplace that engages, empowers and values its employees.

- To practice a culture of transparency.
- To strive to become an employer of choice in the capital region.
- To welcome challenges as an opportunity to improve service. Think, problem-solve, innovate and channel energy into positive solutions.
- To acknowledge areas of improvement to cultivate best practices as we build on existing successes.
- To create a culture that values and celebrates diversity, equity and inclusion.

Action Item – FY 2027 Budget Approval

At CATA's August 19, 2026, Board of Directors meeting, a public hearing will be held on the FY 2027 Operating and Capital budgets and the 2026 property tax levy.

Staff recommends that the Board of Directors adopt the following proposed motion.

Proposed Motion

The CATA Board of Directors, as its general appropriations act, adopts the following resolutions:

1. The proposed Operating and Capital budgets for FY 2027, upon which a public hearing was held at a regular meeting of the Board on August 19, 2026, is adopted as the general appropriation of total revenues of the Authority to defray expenditures and meet liabilities in FY 2027 (October 1, 2026, through September 30, 2027).

2. In accordance with the Truth in Budgeting Act, the Board states that the Authority's levy for 2026 of 2.9895 mills of ad valorem property taxes as provided for in the Operating budget and authorized by resolution adopted on August 19, 2026, are for the purpose of defraying the expenditures and meeting the liabilities of the Authority in providing public transportation.

3. The CEO/Executive Director shall have authority within the overall Operating and Capital budgets to manage operations and the capital program, as well as make transfers to and from invested funds to facilitate daily operations and meet cash-flow needs without requiring further approval by the Board.

4. The annual goals and objectives, and the organizational charts, as presented with the Operating and Capital budgets for FY 2027, are approved.

Action Item – 2026 Property Tax Levy

At CATA's August 19, 2026, Board of Directors meeting, a public hearing will be held on the FY 2027 budget and the 2026 property tax levy.

Staff recommends that the Board of Directors adopt the following proposed motion set forth below.

Proposed Motion

The CATA Board of Directors authorizes the levy of ad valorem property taxes for the year 2026 of 2.9895 mills. The Board of Directors further directs Staff to file the required Form L-4029 with the appropriate jurisdictions.

Annual Budget & Capital Program, Property Taxes, Goals & Objectives and Organizational Charts

The Board of Directors shall review and approve the annual operating budget and capital program, the annual property tax levy, the Authority's goals and objectives, and the Authority's organization charts for each fiscal year, as follows:

A. Prior to March 15 each year, the Board, the Executive Director, Department Directors and administrative employees, as deemed necessary by the Executive Director, will meet to discuss in a public meeting the goals*, objectives* and future direction of the Authority.

B. The Executive Director shall prepare and submit to the Board:

1. The recommended operating budget and capital program for the ensuing year (together, the "budget");

2. The proposed property tax levy;

3. Goals and objectives;

4. Organization charts with a brief description of each department, listing all administrative positions by title;

5. Suggested language for the general appropriations act;

6. The five-year capital program;

7. A five-year projection of the operating budget (the "Five-year Projection") for background and planning; and

8. Other data relation to fiscal conditions that the Executive Director considers to be useful in considering the financial needs of the Authority.

The above items shall be mailed or delivered to the Board members no later than July 1 of each year with a copy of this policy and shall be the first order of business to be discussed by the Board at its July meeting.

C. Public hearing(s), with notice as required by law, shall be held at the regular Board meeting in August so that public input can be heard on the proposed millage rate for ad valorem taxes to be levied and on the proposed Budget. Following the public hearing(s) in the August meeting, the Board shall set the millage tax levy and may also approve the Budget, goals and objectives, organization charts as provided in paragraph D below, and the five-year capital program. If the tax millage rate is not approved by the Board within 10 days of the public hearing, another public hearing on taxes must be scheduled. If the budget is not approved in the August meeting, it shall be scheduled for action in the September meeting.

D. In its August or September meeting, after the required public hearing, the Board shall approve the Budget, as well as the goals and objectives, organizational charts, and the five-year capital program, by adoption of a general appropriations act for all funds and revenues of the Authority to defray expenditures and meet liabilities for the ensuing year. As mandated by the Truth in Budgeting Act, the general appropriations act shall also set forth and confirm the prior resolution setting forth the total number of mills of ad valorem property taxes to be levied and the purposes for which that millage is levied. Further, except as permitted by law, the general appropriations act or any amended act adopted by the Board shall not cause the estimated total expenditures, including any accrued deficit, to exceed estimated revenues, including invested funds and other available surplus and proceeds of bonds or other obligations.

E. The budget is not a line-item budget. The Executive Director shall have authority within the overall budget to manage operations and the capital program, as well as to make transfers to and from invested funds to facilitate daily operations and meet cash-flow needs without further approval by the Board. The Board, by agenda item, may choose to amend the general appropriations act and adjust the budget whenever deemed necessary.

F. The budget shall not be construed to require CATA to make expenditures. It is the goal of CATA to achieve savings against the budget whenever possible.

Summary revenue and expense budget variance reports shall be submitted to the Board Treasurer at least quarterly, and more frequently as requested. The Board Chair and the Treasurer may require further and more detailed information from time to time.

The budget shall consist of:

1. Comparative details regarding expenditures and revenues for the most recently completed fiscal year and budget estimates for the current fiscal year;

2. Details regarding the anticipated revenues and sources of revenues for the coming year;

3. Details regarding the expenditure plan, by operational function, for the coming year;

4. The amount of surplus or deficit that has accumulated from prior fiscal years, together with the budget estimate of the amount of surplus or deficit expected in the current fiscal year;

5. An estimate of amounts needed for deficiency, contingent or emergency purposes, as well as the recommended source of funds; and

6. The capital program for the upcoming year.

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* DEFINITIONS:

Goals – A general statement of an area of critical importance and key results shall be used to develop specific objectives.

Objectives – A statement of results to be achieved. As such, it must be specific, realistic, quantifiable and understandable. Objectives can be both long term (taking much more than one year to accomplish) and short term (taking a year or less to accomplish), but are generally of a more short-term nature.

Adopted: 2-9-84
Amended: 5-18-94
11-16-05
2-15-12

Operating Budget

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025
Revenues							
Farebox	$ 2,727,600	$ 2,908,800	$ (181,200)	(6.23) %	$ 2,495,600	$ 232,000	9.30 %
Service Contracts	4,329,000	4,518,000	(189,000)	(4.18) %	4,452,821	(123,821)	(2.78) %
Property Tax	29,966,000	28,146,000	1,820,000	6.47 %	28,150,094	1,815,906	6.45 %
State Revenue	21,180,000	19,071,000	2,109,000	11.06 %	21,242,182	(62,182)	(0.29) %
Federal Revenue	2,052,000	1,710,000	342,000	20.00 %	16,333,447	(14,281,447)	(87.44) %
Other Revenue	1,798,000	1,976,400	(178,400)	(9.03) %	2,103,229	(305,229)	(14.51) %
Total Revenues	**$ 62,052,600**	**$ 58,330,200**	**$ 3,722,400**	**6.38 %**	**$ 74,777,373**	**$ (12,724,773)**	**(17.02) %**
Expenses							
Salaries and Wages	$ 26,584,240	$ 26,680,500	$ (96,260)	(0.36) %	$ 26,748,563	$ (164,323)	(0.61) %
Temporary Help	80,000	81,600	(1,600)	(1.96) %	135,756	(55,756)	(41.07) %
Payroll Taxes	2,456,640	2,454,640	2,000	0.08 %	2,192,973	263,667	12.02 %
Pension Expense	2,648,725	2,673,300	(24,575)	(0.92) %	(690,136)	3,338,861	(483.80) %
Fringe Benefit Insurance Plans	7,510,800	7,282,200	228,600	3.14 %	5,922,731	1,588,069	26.81 %
Fringe Benefit Insurance Plans - Retirees	(7,415,400)	(2,536,500)	(4,878,900)	192.35 %	(2,097,444)	(5,317,956)	253.54 %
Employee Paid Time Off	2,741,200	2,528,600	212,600	8.41 %	2,195,610	545,590	24.85 %
Other Fringe Benefits	96,200	428,750	(332,550)	(77.56) %	55,428	40,772	73.56 %
Worker's Compensation Insurance	600,000	540,000	60,000	11.11 %	489,038	110,962	22.69 %
Other Human Resource Expenses	111,000	111,000	0	0.00 %	86,273	24,727	28.66 %
Uniforms/Work Clothing	214,800	235,800	(21,000)	(8.91) %	199,314	15,486	7.77 %
Tool Allowance	15,000	16,500	(1,500)	(9.09) %	12,518	2,482	19.83 %
Professional and Technical Service	102,000	102,000	0	0.00 %	110,557	(8,557)	(7.74) %
Computer Services and License Fees	1,320,000	1,188,000	132,000	11.11 %	1,254,561	65,439	5.22 %
Advertising Media and Production	708,000	753,000	(45,000)	(5.98) %	653,697	54,303	8.31 %
Marketing Promotions and Sponsorships	52,800	84,800	(32,000)	(37.74) %	67,626	(14,826)	(21.92) %
Building and Grounds Maintenance	943,800	751,200	192,600	25.64 %	844,717	99,083	11.73 %
Contracted Services	1,953,200	2,446,200	(493,000)	(20.15) %	1,674,175	279,025	16.67 %
Shelter and Signs Maintenance	30,000	50,000	(20,000)	(40.00) %	19,527	10,473	53.63 %
Security Services	920,000	920,000	0	0.00 %	819,645	100,355	12.24 %
Bank Fees	156,000	138,000	18,000	13.04 %	129,092	26,908	20.84 %
Audit Fees	88,200	86,400	1,800	2.08 %	84,400	3,800	4.50 %
Legal Fees	180,000	270,000	(90,000)	(33.33) %	123,873	56,128	45.31 %
Fuel and Fluids	3,741,840	2,968,000	773,840	26.07 %	2,542,360	1,199,480	47.18 %
Tires and Tubes	213,600	209,000	4,600	2.20 %	194,645	18,955	9.74 %
Materials and Supplies - Vehicles	1,795,200	1,818,000	(22,800)	(1.25) %	1,837,064	(41,864)	(2.28) %
Materials and Supplies - Building and Grounds	251,400	199,800	51,600	25.83 %	226,397	25,003	11.04 %
Materials and Supplies - Shelters	30,000	30,000	0	0.00 %	29,641	359	1.21 %
Materials and Supplies - Miscellaneous	167,600	244,600	(77,000)	(31.48) %	136,449	31,151	22.83 %
Office Supplies	83,740	113,740	(30,000)	(26.38) %	38,096	45,644	119.81 %
Printing Supplies	300,000	300,000	0	0.00 %	281,705	18,295	6.49 %
Postage and Shipping Expenses	68,900	71,900	(3,000)	(4.17) %	55,653	13,247	23.80 %
Utilities : Phone	180,000	162,000	18,000	11.11 %	180,695	(695)	(0.38) %
Utilities: Electric	505,200	442,200	63,000	14.25 %	431,339	73,861	17.12 %
Utilities: Water and Sewer	141,600	131,400	10,200	7.76 %	132,923	8,677	6.53 %
Utilities: Steam Power	39,000	36,000	3,000	8.33 %	33,356	5,644	16.92 %
Utilities: Natural Gas	243,840	243,120	720	0.30 %	193,338	50,502	26.12 %

Operating Budget

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025
Expenses							
Trash Collection	$ 13,080	$ 11,940	$ 1,140	9.55 %	$ 10,924	$ 2,156	19.73 %
Property and Liability Insurance	1,492,800	1,440,000	52,800	3.67 %	1,532,002	(39,202)	(2.56) %
Contracted Spectran Service	9,675,600	9,486,000	189,600	2.00 %	8,711,294	964,306	11.07 %
Contacted Rural Service	2,149,800	2,418,000	(268,200)	(11.09) %	2,561,876	(412,076)	(16.08) %
Contracted Microtransit	1,000,000	1,928,000	(928,000)	(48.13) %	1,328,482	(328,482)	(24.73) %
Dues and Subscriptions	157,900	193,900	(36,000)	(18.57) %	133,640	24,260	18.15 %
Training and Meetings	155,300	237,900	(82,600)	(34.72) %	141,085	14,215	10.08 %
Leases and Rentals	15,000	52,500	(37,500)	(71.43) %	43,922	(28,922)	(65.85) %
Other Miscellaneous Expenses	61,200	102,644	(41,444)	(40.38) %	9,124	52,076	570.78 %
Donations, Charitable Contributions & Community Events	100,000	200,000	(100,000)	(50.00) %	131,970	(31,970)	(24.23) %
Donated Fare Media	192,000	262,000	(70,000)	(26.72) %	46,867	145,133	309.67 %
Other Ineligible Expenses	127,140	147,840	(20,700)	(14.00) %	270,437	(143,297)	(52.99) %
Total Operating Budget	**$ 64,998,945**	**$ 70,736,474**	**$ (5,737,529)**	**(8.11) %**	**$ 62,268,048**	**$ 2,730,897**	**4.39 %**

Departmental Analysis

Department: Admin – Board

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Training and Meetings	$ 6,000	$ 13,800	$ (7,800)	(56.52) %	$ 0	$ 6,000	0.00 %	-
Total: Admin – Board	**$ 6,000**	**$ 13,800**	**$ (7,800)**	**(56.52) %**	**$ 0**	**$ 6,000**	**0.00 %**	-

Department: Admin – Customer Experience

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 530,400	$ 684,000	$ (153,600)	(22.46) %	$ 592,665	$ (62,265)	(10.51) %	2
Temporary Help	0	0	0	0.00 %	10,362	(10,362)	(100.00) %	-
Payroll Taxes	58,800	58,800	0	0.00 %	50,752	8,048	15.86 %	1
Employee Paid Time Off	42,000	45,000	(3,000)	(6.67) %	25,050	16,950	67.66 %	-
Uniforms/Work Clothing	0	0	0	0.00 %	9,009	(9,009)	(100.00) %	-
Marketing Promotions and Sponsorships	1,800	1,800	0	0.00 %	982	818	83.31 %	-
Building and Grounds Maintenance	0	210,000	(210,000)	(100.00) %	199,971	(199,971)	(100.00) %	-
Contracted Services	87,000	87,000	0	0.00 %	58,900	28,100	47.71 %	-
Security Services	920,000	920,000	0	0.00 %	819,645	100,355	12.24 %	15
Office Supplies	6,000	12,000	(6,000)	(50.00) %	1,343	4,657	346.79 %	-
Dues and Subscriptions	2,000	2,000	0	0.00 %	0	2,000	0.00 %	-
Training and Meetings	12,000	0	12,000	0.00 %	3,990	8,010	200.75 %	-
Leases and Rentals	15,000	15,000	0	0.00 %	13,422	1,578	11.76 %	5
Donated Fare Media	12,000	12,000	0	0.00 %	3,650	8,350	228.77 %	4
Other Ineligible Expenses	0	12,000	(12,000)	(50.00) %	5,510	(5,510)	(100.00) %	25
Total: Admin – Customer Experience	**$ 1,687,000**	**$ 2,059,600**	**$ (372,600)**	**(18.09) %**	**$ 1,795,250**	**$ (108,250)**	**(6.03) %**	-

Department: Admin – Executive Office

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 501,000	$ 486,000	$ 15,000	3.09 %	$ 496,660	$ 4,340	0.87 %	2
Payroll Taxes	42,900	42,900	0	0.00 %	37,584	5,316	14.15 %	1
Employee Paid Time Off	35,000	35,000	0	0.00 %	27,932	7,068	25.31 %	-
Other Fringe Benefits	6,000	6,000	0	0.00 %	6,000	0	0.00 %	-
Professional and Technical Service	0	0	0	0.00 %	891	(891)	(100.00) %	-
Legal Fees	180,000	270,000	(90,000)	(33.33) %	123,873	56,128	45.31 %	23
Office Supplies	600	600	0	0.00 %	227	373	164.25 %	-
Postage and Shipping Expenses	2,400	2,400	0	0.00 %	2,088	312	14.95 %	-
Dues and Subscriptions	144,000	174,000	(30,000)	(17.24) %	126,396	17,604	13.93 %	3
Training and Meetings	15,000	36,000	(21,000)	(58.33) %	26,133	(11,133)	(42.60) %	-
Other Ineligible Expenses	36,000	36,000	0	0.00 %	18,983	17,017	89.64 %	25
Total: Admin – Executive Office	**$ 962,900**	**$ 1,088,900**	**$ (126,000)**	**(11.57) %**	**$ 866,766**	**$ 96,134**	**11.09 %**	-

Departmental Analysis

Department: Admin – Finance

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 558,000	$ 540,700	$ 17,300	3.20 %	$ 546,667	$ 11,333	2.07 %	2
Payroll Taxes	45,600	39,600	6,000	15.15 %	42,516	3,084	7.25 %	1
Employee Paid Time Off	36,000	36,000	0	0.00 %	34,418	1,582	4.60 %	-
Professional and Technical Service	102,000	102,000	0	0.00 %	109,666	(7,666)	(6.99) %	6
Contracted Services	60,000	60,000	0	0.00 %	131,839	(71,839)	(54.49) %	7
Bank Fees	156,000	138,000	18,000	13.04 %	129,092	26,908	20.84 %	-
Audit Fees	88,200	86,400	1,800	2.08 %	84,400	3,800	4.50 %	8
Office Supplies	3,000	4,200	(1,200)	(28.57) %	1,556	1,444	92.84 %	-
Postage and Shipping Expenses	13,200	13,200	0	0.00 %	10,065	3,135	31.15 %	-
Property and Liability Insurance	1,492,800	1,440,000	52,800	3.67 %	1,532,002	(39,202)	(2.56) %	16
Dues and Subscriptions	0	4,800	(4,800)	(100.00) %	0	0	0.00 %	-
Training and Meetings	5,400	5,400	0	0.00 %	120	5,280	4,400.75 %	-
Other Miscellaneous Expenses	60,000	100,244	(40,244)	(40.15) %	9,124	50,876	557.63 %	14
Other Ineligible Expenses	240	240	0	0.00 %	156	84	53.70 %	25
Total: Admin – Finance	**$ 2,620,440**	**$ 2,570,784**	**$ 49,656**	**1.93 %**	**$ 2,631,620**	**$ (11,180)**	**(0.42) %**	-

Department: Admin – Human Resources

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 342,800	$ 430,200	$ (87,400)	(20.32) %	$ 408,020	$ (65,220)	(15.98) %	2
Temporary Help	12,000	60,000	(48,000)	(80.00) %	0	12,000	0.00 %	-
Payroll Taxes	32,400	37,600	(5,200)	(13.83) %	30,494	1,906	6.25 %	1
Pension Expense	2,648,725	2,673,300	(24,575)	(0.92) %	(690,136)	3,338,861	(483.80) %	19
Fringe Benefit Insurance Plans	7,510,800	7,282,200	228,600	3.14 %	5,922,731	1,588,069	26.81 %	34
Fringe Benefit Insurance Plans - Retirees	(7,415,400)	(2,536,500)	(4,878,900)	192.35 %	(2,097,444)	(5,317,956)	253.54 %	20, 34
Employee Paid Time Off	24,000	26,400	(2,400)	(9.09) %	8,435	15,565	184.54 %	-
Other Fringe Benefits	72,200	89,000	(16,800)	(18.88) %	49,428	22,772	46.07 %	-
Worker's Compensation Insurance	600,000	540,000	60,000	11.11 %	489,038	110,962	22.69 %	-
Other Human Resource Expenses	111,000	111,000	0	0.00 %	86,273	24,727	28.66 %	35
Contracted Services	35,000	50,000	(15,000)	(30.00) %	64,754	(29,754)	(45.95) %	-
Office Supplies	2,700	5,400	(2,700)	(50.00) %	1,585	1,115	70.30 %	-
Postage and Shipping Expenses	0	0	0	0.00 %	64	(64)	(100.00) %	-
Dues and Subscriptions	6,000	6,000	0	0.00 %	3,063	2,937	95.86 %	-
Training and Meetings	12,000	18,000	(6,000)	(33.33) %	8,841	3,159	35.74 %	-
Other Ineligible Expenses	79,200	79,200	0	0.00 %	171,690	(92,490)	(53.87) %	25
Total: Admin – Human Resources	**$ 4,073,425**	**$ 8,871,800**	**$ (4,798,375)**	**(54.09) %**	**$ 4,456,835**	**$ (383,410)**	**(8.60) %**	-

Departmental Analysis

Department: Admin – Information Technology

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 498,000	$ 486,000	$ 12,000	2.47 %	$ 464,004	$ 33,996	7.33 %	2
Payroll Taxes	39,900	39,900	0	0.00 %	36,241	3,659	10.10 %	1
Employee Paid Time Off	30,000	36,000	(6,000)	(16.67) %	24,089	5,911	24.54 %	-
Computer Services and License Fees	1,320,000	1,188,000	132,000	11.11 %	1,254,561	65,439	5.22 %	9
Contracted Services	249,600	294,000	(44,400)	(15.10) %	231,688	17,912	7.73 %	12
Materials and Supplies - Miscellaneous	131,000	208,000	(77,000)	(37.02) %	107,237	23,763	22.16 %	-
Office Supplies	12,000	30,000	(18,000)	(60.00) %	2,717	9,283	341.62 %	-
Postage and Shipping Expenses	300	300	0	0.00 %	1,065	(765)	(71.84) %	-
Utilities : Phone	180,000	162,000	18,000	11.11 %	180,695	(695)	(0.38) %	18
Training and Meetings	10,800	10,800	0	0.00 %	2,862	7,938	277.36 %	-
Leases and Rentals	0	2,400	(2,400)	(100.00) %	0	0	0.00 %	-
Other Ineligible Expenses	0	1,200	(1,200)	(100.00) %	79	(79)	(100.00) %	25
Total: Admin – Information Technology	**$ 2,471,600**	**$ 2,458,600**	**$ 13,000**	**0.53 %**	**$ 2,305,270**	**$ 166,330**	**7.22 %**	-

Department: Admin – Marketing

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 474,000	$ 554,400	$ (80,400)	(14.50) %	$ 609,585	$ (135,585)	(22.24) %	2
Payroll Taxes	54,600	54,600	0	0.00 %	48,414	6,186	12.78 %	1
Employee Paid Time Off	36,000	51,600	(15,600)	(30.23) %	14,289	21,711	151.94 %	-
Advertising Media and Production	708,000	753,000	(45,000)	(5.98) %	653,697	54,303	8.31 %	24
Marketing Promotions and Sponsorships	51,000	83,000	(32,000)	(38.55) %	66,644	(15,644)	(23.47) %	24
Contracted Services	351,000	351,000	0	0.00 %	186,584	164,416	88.12 %	24
Office Supplies	22,000	22,000	0	0.00 %	5,717	16,283	284.80 %	-
Printing Supplies	300,000	300,000	0	0.00 %	281,705	18,295	6.49 %	24
Postage and Shipping Expenses	50,000	50,000	0	0.00 %	40,445	9,555	23.62 %	24
Training and Meetings	10,200	10,200	0	0.00 %	7,368	2,832	38.43 %	-
Donations, Charitable Contributions & Community Events	100,000	200,000	(100,000)	(50.00) %	127,820	136,784	(21.76) %	-
Donated Fare Media	180,000	250,000	(70,000)	(28.00) %	43,217	54,804	316.51 %	4
Other Ineligible Expenses	2,400	2,400	0	0.00 %	56,559	(27,820)	(95.76) %	25
Total: Admin – Marketing	**$ 2,339,200**	**$ 2,682,200**	**$ (343,000)**	**(12.79) %**	**$ 2,142,045**	**$ 197,155**	**9.20 %**	-

Department: Admin – Planning & Development

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 417,000	$ 419,000	$ (2,000)	(0.48) %	$ 433,209	$ (16,209)	(3.74) %	2
Temporary Help	18,000	18,000	0	0.00 %	12,222	5,778	47.28 %	26
Payroll Taxes	39,000	39,000	0	0.00 %	34,719	4,281	12.33 %	1
Employee Paid Time Off	36,000	30,000	6,000	20.00 %	16,883	19,117	113.23 %	-
Contracted Services	118,800	576,000	(457,200)	(79.38) %	67,503	51,297	75.99 %	17
Shelter and Signs Maintenance	0	0	0	0.00 %	8,660	(8,660)	(100.00) %	-
Office Supplies	300	1,200	(900)	(75.00) %	0	300	0.00 %	-
Dues and Subscriptions	600	1,800	(1,200)	(66.67) %	0	600	0.00 %	-
Training and Meetings	2,000	15,000	(13,000)	(86.67) %	9,409	(7,409)	(78.74) %	-
Other Ineligible Expenses	300	600	(300)	(50.00) %	4,206	(3,906)	(92.87) %	25
Total: Admin – Planning & Development	**$ 632,000**	**$ 1,100,600**	**$ (468,600)**	**(42.58) %**	**$ 586,811**	**$ 45,189**	**7.70 %**	-

Departmental Analysis

Department: Admin – Purchasing

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 229,200	$ 232,200	$ (3,000)	(1.29) %	$ 223,539	$ 5,661	2.53 %	2
Payroll Taxes	19,200	18,000	1,200	6.67 %	16,935	2,265	13.38 %	1
Employee Paid Time Off	19,200	10,800	8,400	77.78 %	11,646	7,554	64.86 %	-
Contracted Services	33,000	36,000	(3,000)	(8.33) %	5,998	27,002	450.18 %	-
Office Supplies	12,000	12,000	0	0.00 %	8,567	3,433	40.07 %	-
Postage and Shipping Expenses	0	0	0	0.00 %	31	(31)	(100.00) %	-
Dues and Subscriptions	4,800	4,800	0	0.00 %	4,180	620	14.83 %	-
Training and Meetings	11,000	11,000	0	0.00 %	4,432	6,568	148.22 %	-
Other Ineligible Expenses	0	0	0	0.00 %	2,571	(2,571)	(100.00) %	25
Total: Admin – Purchasing	**$ 328,400**	**$ 324,800**	**$ 3,600**	**1.11 %**	**$ 277,898**	**$ 50,502**	**18.17 %**	-

Department: Admin – Safety

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 68,400	$ 66,000	$ 2,400	3.64 %	$ 58,379	$ 10,021	17.17 %	2
Payroll Taxes	6,240	6,240	0	0.00 %	5,132	1,108	21.59 %	1
Employee Paid Time Off	0	0	0	0.00 %	(5,716)	5,716	(100.00) %	-
Contracted Services	36,000	36,000	0	0.00 %	28,656	7,344	25.63 %	-
Office Supplies	6,000	6,000	0	0.00 %	2,550	3,450	135.29 %	-
Training and Meetings	32,400	32,400	0	0.00 %	36,595	(4,195)	(11.46) %	-
Other Ineligible Expenses	0	0	0	0.00 %	1,673	(1,673)	(100.00) %	25
Total: Admin – Safety	**$ 149,040**	**$ 146,640**	**$ 2,400**	**1.64 %**	**$ 127,269**	**$ 21,771**	**17.11 %**	-

Department: Facilities – Administration

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 432,600	$ 427,200	$ 5,400	1.26 %	$ 409,012	$ 23,588	5.77 %	2
Temporary Help	50,000	3,600	46,400	1,288.89 %	113,173	(63,173)	(55.82) %	-
Payroll Taxes	42,000	42,000	0	0.00 %	34,640	7,360	21.25 %	1
Employee Paid Time Off	41,000	34,200	6,800	19.88 %	39,052	1,948	4.99 %	-
Uniforms/Work Clothing	1,800	1,800	0	0.00 %	3,788	(1,988)	(52.48) %	-
Shelter and Signs Maintenance	30,000	50,000	(20,000)	(40.00) %	0	30,000	0.00 %	-
Materials and Supplies - Vehicles	0	0	0	0.00 %	8,000	(8,000)	(100.00) %	-
Materials and Supplies - Shelters	30,000	30,000	0	0.00 %	29,641	359	1.21 %	-
Materials and Supplies - Miscellaneous	1,200	1,200	0	0.00 %	2,512	(1,312)	(52.24) %	-
Leases and Rentals	0	35,100	(35,100)	(100.00) %	30,500	(30,500)	(100.00) %	-
Other Ineligible Expenses	1,800	1,800	0	0.00 %	3,038	(1,238)	(40.76) %	25
Total: Facilities – Administration	**$ 630,400**	**$ 626,900**	**$ 3,500**	**0.56 %**	**$ 673,356**	**$ (42,956)**	**(6.38) %**	-

Departmental Analysis

Department: Facilities – CTC

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Building and Grounds Maintenance	$ 318,000	$ 96,000	$ 222,000	231.25 %	$ 69,252	$ 248,748	359.19 %	10
Contracted Services	58,000	40,000	18,000	45.00 %	58,613	(613)	(1.05) %	11
Materials and Supplies - Building and Grounds	5,100	23,100	(18,000)	(77.92) %	3,117	1,983	63.64 %	-
Utilities: Electric	47,400	45,000	2,400	5.33 %	42,771	4,629	10.82 %	-
Utilities: Water and Sewer	17,400	13,200	4,200	31.82 %	15,318	2,082	13.59 %	-
Utilities: Steam Power	39,000	36,000	3,000	8.33 %	33,356	5,644	16.92 %	-
Utilities: Natural Gas	17,040	16,320	720	4.41 %	13,125	3,915	29.83 %	-
Trash Collection	3,000	1,980	1,020	51.52 %	2,478	522	21.05 %	-
Total: Facilities – CTC	**$ 504,940**	**$ 271,600**	**$ 233,340**	**85.91 %**	**$ 238,030**	**$ 266,910**	**112.13 %**	-

Department: Facilities – Washington Ave

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Building and Grounds Maintenance	$ 72,300	$ 36,000	$ 36,300	100.83 %	$ 2,200	$ 70,100	3,186.36 %	10
Contracted Services	36,000	36,000	0	0.00 %	9,293	26,707	287.39 %	-
Materials and Supplies - Building and Grounds	4,800	4,800	0	0.00 %	1,356	3,444	254.10 %	-
Utilities: Electric	36,000	12,000	24,000	200.00 %	12,602	23,398	185.66 %	-
Utilities: Water and Sewer	4,200	4,200	0	0.00 %	3,001	1,199	39.95 %	-
Utilities: Natural Gas	6,000	6,000	0	0.00 %	3,719	2,281	61.32 %	-
Total: Facilities – Washington Ave	**$ 159,300**	**$ 99,000**	**$ 60,300**	**60.91 %**	**$ 32,171**	**$ 127,129**	**395.16 %**	-

Department: Facilities – MMG

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Building and Grounds Maintenance	$ 133,500	$ 84,000	$ 49,500	58.93 %	$ 74,627	$ 58,873	78.89 %	10
Contracted Services	9,000	9,000	0	0.00 %	18,085	(9,085)	(50.24) %	-
Materials and Supplies - Building and Grounds	3,900	6,300	(2,400)	(38.10) %	228	3,672	1,608.80 %	-
Utilities: Electric	28,800	25,200	3,600	14.29 %	25,229	3,571	14.15 %	-
Utilities: Natural Gas	4,800	4,800	0	0.00 %	3,036	1,764	58.11 %	-
Trash Collection	1,080	960	120	12.50 %	966	114	11.78 %	-
Other Ineligible Expenses	0	0	0	0.00 %	55	(55)	(100.00) %	-
Total: Facilities – MMG	**$ 181,080**	**$ 130,260**	**$ 50,820**	**39.01 %**	**$ 122,227**	**$ 58,853**	**48.15 %**	-

Department: Facilities – Tranter

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Building and Grounds Maintenance	$ 420,000	$ 325,200	$ 94,800	29.15 %	$ 498,666	$ (78,666)	(15.78) %	10
Contracted Services	260,000	260,000	0	0.00 %	216,866	43,134	19.89 %	-
Shelter and Signs Maintenance	0	0	0	0.00 %	10,867	(10,867)	(100.00) %	-
Materials and Supplies - Building and Grounds	69,600	165,600	(96,000)	(57.97) %	52,789	16,811	31.85 %	-
Materials and Supplies - Miscellaneous	23,400	23,400	0	0.00 %	26,106	(2,706)	(10.37) %	-
Utilities: Electric	393,000	360,000	33,000	9.17 %	350,736	42,264	12.05 %	-
Utilities: Water and Sewer	120,000	114,000	6,000	5.26 %	114,603	5,397	4.71 %	-
Utilities: Natural Gas	216,000	216,000	0	0.00 %	173,458	42,542	24.53 %	-
Trash Collection	9,000	9,000	0	0.00 %	7,480	1,520	20.33 %	-
Total: Facilities – Tranter	**$ 1,511,000**	**$ 1,473,200**	**$ 37,800**	**2.57 %**	**$ 1,451,571**	**$ 59,429**	**4.09 %**	-

Departmental Analysis

Department: Maintenance – Administration

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 846,180	$ 865,200	$ (19,020)	(2.20) %	$ 733,104	$ 113,076	15.42 %	2, 27
Payroll Taxes	66,000	13,800	52,200	378.26 %	56,484	9,516	16.85 %	1
Employee Paid Time Off	287,700	246,000	41,700	16.95 %	207,702	79,998	38.52 %	-
Tool Allowance	15,000	16,500	(1,500)	(9.09) %	12,518	2,482	19.83 %	-
Contracted Services	51,600	51,600	0	0.00 %	9,441	42,159	446.57 %	21
Fuel and Fluids	75,540	63,000	12,540	19.90 %	48,154	27,386	56.87 %	28
Materials and Supplies - Vehicles	36,600	36,360	240	0.66 %	12,063	24,537	203.40 %	29
Materials and Supplies - Miscellaneous	12,000	12,000	0	0.00 %	0	12,000	0.00 %	-
Office Supplies	2,040	2,040	0	0.00 %	678	1,362	200.83 %	-
Dues and Subscriptions	500	500	0	0.00 %	0	500	0.00 %	-
Training and Meetings	17,200	40,000	(22,800)	(57.00) %	14,258	2,942	20.63 %	-
Other Miscellaneous Expenses	1,200	2,400	(1,200)	(50.00) %	0	1,200	0.00 %	-
Other Ineligible Expenses	0	0	0	0.00 %	1,269	(1,269)	(100.00) %	25
Total: Maintenance – Administration	**$ 1,411,560**	**$ 1,349,400**	**$ 62,160**	**4.61 %**	**$ 1,095,672**	**$ 315,888**	**28.83 %**	-

Department: Maintenance – Fixed Route

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 2,341,100	$ 2,279,700	$ 61,400	2.69 %	$ 2,190,292	$ 150,808	6.89 %	2, 27
Payroll Taxes	213,600	237,000	(23,400)	(9.87) %	175,962	37,638	21.39 %	1
Employee Paid Time Off	0	0	0	0.00 %	4,322	(4,322)	(100.00) %	-
Other Fringe Benefits	6,000	40,000	(34,000)	(85.00) %	0	6,000	0.00 %	-
Uniforms/Work Clothing	33,000	36,000	(3,000)	(8.33) %	21,659	11,341	52.36 %	-
Contracted Services	480,000	468,000	12,000	2.56 %	540,033	(60,033)	(11.12) %	-
Fuel and Fluids	3,309,000	2,627,500	681,500	25.94 %	2,069,250	1,239,750	59.91 %	28
Tires and Tubes	204,000	200,000	4,000	2.00 %	175,107	28,893	16.50 %	-
Materials and Supplies - Vehicles	1,591,500	1,618,020	(26,520)	(1.64) %	1,721,337	(129,837)	(7.54) %	29
Materials and Supplies - Building and Grounds	168,000	0	168,000	0.00 %	168,908	(908)	(0.54) %	-
Office Supplies	1,500	1,500	0	0.00 %	189	1,311	693.69 %	-
Postage and Shipping Expenses	3,000	6,000	(3,000)	(50.00) %	1,879	1,121	59.66 %	-
Training and Meetings	7,800	7,800	0	0.00 %	8,186	(386)	(4.72) %	-
Total: Maintenance – Fixed Route	**$ 8,358,500**	**$ 7,521,520**	**$ 836,980**	**11.13 %**	**$ 7,077,239**	**$ 1,281,261**	**18.10 %**	-

Department: Maintenance – Paratransit

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 327,660	$ 275,100	$ 52,560	19.11 %	$ 298,935	$ 28,725	9.61 %	2, 27
Payroll Taxes	27,000	30,600	(3,600)	(11.76) %	24,033	2,967	12.35 %	1
Employee Paid Time Off	16,800	16,800	0	0.00 %	0	16,800	0.00 %	-
Contracted Services	52,200	51,600	600	1.16 %	16,789	35,411	210.91 %	-
Fuel and Fluids	357,300	277,500	79,800	28.76 %	424,955	(67,655)	(15.92) %	28
Tires and Tubes	9,600	9,000	600	6.67 %	19,537	(9,937)	(50.86) %	-
Materials and Supplies - Vehicles	167,100	163,620	3,480	2.13 %	95,664	71,436	74.67 %	29
Total: Maintenance – Paratransit	**$ 957,660**	**$ 824,220**	**$ 133,440**	**16.19 %**	**$ 879,914**	**$ 77,746**	**8.84 %**	-

Departmental Analysis

Department: Operations – Fixed Route Admin

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 1,437,000	$ 1,458,000	$ (21,000)	(1.44) %	$ 1,376,673	$ 60,327	4.38 %	2
Payroll Taxes	115,200	119,400	(4,200)	(3.52) %	104,106	11,094	10.66 %	1
Employee Paid Time Off	132,000	90,000	42,000	46.67 %	44,535	87,465	196.39 %	-
Contracted Services	0	0	0	0.00 %	800	(800)	(100.00) %	-
Office Supplies	10,200	10,200	0	0.00 %	12,642	(2,442)	(19.31) %	-
Postage and Shipping Expenses	0	0	0	0.00 %	15	(15)	(100.00) %	-
Training and Meetings	12,000	36,000	(24,000)	(66.67) %	17,075	(5,075)	(29.72) %	-
Other Ineligible Expenses	6,000	12,000	(6,000)	(50.00) %	8,182	(2,182)	(26.67) %	25
Total: Operations – Fixed Route Admin	**$ 1,712,400**	**$ 1,725,600**	**$ (13,200)**	**(0.76) %**	**$ 1,564,029**	**$ 148,371**	**9.49 %**	-

Department: Operations – Fixed Route Service

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 14,085,300	$ 14,152,800	$ (67,500)	(0.48) %	$ 13,830,385	$ 254,915	1.84 %	2
Payroll Taxes	1,578,000	1,602,000	(24,000)	(1.50) %	1,424,356	153,644	10.79 %	1
Employee Paid Time Off	1,933,500	1,800,000	133,500	7.42 %	1,682,158	251,342	14.94 %	-
Other Fringe Benefits	12,000	293,750	(281,750)	(95.91) %	0	12,000	0.00 %	-
Uniforms/Work Clothing	180,000	198,000	(18,000)	(9.09) %	164,859	15,142	9.18 %	-
Office Supplies	4,200	4,200	0	0.00 %	0	4,200	0.00 %	-
Contracted Spectran Service	0	0	0	0.00 %	307,255	(307,255)	(100.00) %	-
Total: Operations – Fixed Route Service	**$ 17,793,000**	**$ 18,050,750**	**$ (257,750)**	**(1.43) %**	**$ 17,409,012**	**$ 383,988**	**2.21 %**	-

Department: Operations – Paratransit Admin

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 918,600	$ 903,000	$ 15,600	1.73 %	$ 874,914	$ 43,686	4.99 %	2
Payroll Taxes	76,200	73,200	3,000	4.10 %	70,607	5,593	7.92 %	1
Employee Paid Time Off	72,000	70,800	1,200	1.69 %	60,814	11,186	18.39 %	-
Contracted Services	36,000	40,000	(4,000)	(10.00) %	28,333	7,667	27.06 %	13
Materials and Supplies - Miscellaneous	0	0	0	0.00 %	594	(594)	(100.00) %	-
Office Supplies	1,200	2,400	(1,200)	(50.00) %	325	875	269.31 %	-
Training and Meetings	1,500	1,500	0	0.00 %	1,816	(316)	(17.41) %	-
Other Ineligible Expenses	1,200	2,400	(1,200)	(50.00) %	742	458	61.71 %	25
Total: Operations – Paratransit Admin	**$ 1,106,700**	**$ 1,093,300**	**$ 13,400**	**1.23 %**	**$ 1,038,145**	**$ 68,555**	**6.60 %**	-

Department: Operations – Paratransit Service

	2027 Budget	2026 Budget	Variance 2027 v 2026	% Var 2027 vs 2026	2025 Actual	Variance 2027 v 2025	% Var 2027 vs 2025	Ref No.
Salaries and Wages	$ 2,577,000	$ 2,421,000	$ 156,000	6.44 %	$ 3,202,520	$ (625,520)	(19.53) %	2
Contracted Spectran Service	9,675,600	9,486,000	189,600	2.00 %	8,404,039	1,271,561	15.13 %	30, 32
Contacted Rural Service	2,149,800	2,418,000	(268,200)	(11.09) %	2,561,876	(412,076)	(16.08) %	31, 33
Contracted Microtransit	1,000,000	1,928,000	(928,000)	(48.13) %	1,328,482	(328,482)	(24.73) %	22
Total: Operations – Paratransit Service	**$ 15,402,400**	**$ 16,253,000**	**$ (850,600)**	**(5.23) %**	**$ 15,496,917**	**$ (94,517)**	**(0.61) %**	-
TOTAL OPERATING EXPENSES	**$ 64,998,945**	**$ 70,736,474**	**$ (5,737,529)**	**(8.11) %**	**$ 62,268,048**	**$ 2,730,897**	**4.39 %**	-

Fiscal 2027 Capital Program

Section 5307 Funding Request

ITEM	Federal Share at 80%	State Match at 20%	Program Amount	Capital	Potential Operating	Total
Less Than 30 Foot Replacement Bus With or Without Lift	$ 668,000	$ 167,000	$ 835,000	$ 835,000	$ 0	$ 835,000
40 Foot and Greater Replacement Bus With or Without Lift	7,600,000	1,900,000	9,500,000	9,500,000	0	9,500,000
Van Replacement, Any Size With or Without Lift	512,000	128,000	640,000	640,000	0	640,000
Safety and Security Equipment - Facilities	180,000	45,000	225,000	225,000	0	225,000
Support Vehicle Replacement	40,000	10,000	50,000	50,000	0	50,000
Total	**$ 9,000,000**	**$ 2,250,000**	**$ 11,250,000**	**$ 11,250,000**	**$ 0**	**$ 11,250,000**

Section 5339 Funding Request

ITEM	Federal Share at 80%	State Match at 20%	Program Amount	Capital	Potential Operating	Total
Van Replacement, Any Size With or Without Lift	$ 440,000	$ 110,000	$ 550,000	$ 550,000	$ 0	$ 550,000
Facility Improvements	400,000	100,000	500,000	500,000	0	500,000
Total	**$ 840,000**	**$ 210,000**	**$ 1,050,000**	**$ 1,050,000**	**$ 0**	**$ 1,050,000**

Section 5310 Funding Request

ITEM	Federal Share	State/Local Match	Program Amount	Capital	Potential Operating	Total
Less Than 30 Foot Replacement Bus With or Without Lift	$ 470,000	$ 117,500	$ 587,500	$ 587,500	$ 0	$ 587,500
Total	**$ 470,000**	**$ 117,500**	**$ 587,500**	**$ 587,500**	**$ 0**	**$ 587,500**

CMAQ Funding Request

ITEM	Federal Share	State/Local Match	Program Amount	Capital	Potential Operating	Total
40 Foot and Greater Replacement Bus With or Without Lift	$ 100,000	$ 25,000	$ 125,000	$ 125,000	$ 0	$ 125,000
Total	**$ 100,000**	**$ 25,000**	**$ 125,000**	**$ 125,000**	**$ 0**	**$ 125,000**

Total of All Requests	**$ 10,410,000**	**$ 2,602,500**	**$ 13,012,500**	**$ 13,012,500**	**$ 0**	**$ 13,012,500**

Five-Year Plan

	Proposed 2027	Proposed 2028	Proposed 2029	Proposed 2030	Proposed 2031	Assumptions
Revenues						
Farebox	$ 2,727,600	$ 2,795,790	$ 2,865,685	$ 2,937,327	$ 3,010,760	2.5% Growth Rate
Service Contracts	4,329,000	4,437,225	4,548,156	4,661,860	4,778,406	2.5% Growth Rate
Property Tax	29,966,000	30,715,150	31,483,029	32,270,104	33,076,857	2.5% Growth Rate
State Revenue:	21,180,000	21,709,500	22,252,238	22,808,543	23,378,757	2.5% Growth Rate
Federal Revenue:	2,052,000	2,103,300	2,155,883	2,209,780	2,265,024	2.5% Growth Rate
Other Revenue:	1,798,000	1,842,950	1,889,024	1,936,249	1,984,656	2.5% Growth Rate
Total Revenues	**$ 62,052,600**	**$ 63,603,915**	**$ 65,194,013**	**$ 66,823,863**	**$ 68,494,460**	-
Expenses						
Salaries and Wages	$ 26,584,240	$ 27,647,610	$ 28,753,514	$ 29,903,655	$ 31,099,801	4.0% Growth Rate
Payroll Taxes	2,456,640	2,554,906	2,657,102	2,763,386	2,873,921	4.0% Growth Rate
Fringe Benefits	6,522,325	16,298,441	17,113,363	21,969,031	23,067,483	5.0% Growth Rate*
Fuel and Fluids	3,741,840	3,854,095	3,969,718	4,088,810	4,211,474	3.0% Growth Rate
All Other Expenses	25,693,900	26,721,656	27,790,522	28,902,143	30,058,229	4.0% Growth Rate
Total Expenses	**$ 64,998,945**	**$ 77,076,708**	**$ 80,284,219**	**$ 87,627,025**	**$ 91,310,908**	-
Net Change in Financial Condition	**$ (2,946,345)**	**$ (13,472,793)**	**$ (15,090,207)**	**$ (20,803,161)**	**$ (22,816,448)**	-
Ending Cash Position	**$ 22,602,908**	**$ 9,130,115**	**$ (5,960,091)**	**$ (26,763,253)**	**$ (49,579,701)**	-
Required Cash Position	**$ 16,249,736**	**$ 19,269,177**	**$ 20,071,055**	**$ 21,906,756**	**$ 22,827,727**	-

*The fringe benefit expense assumptions for fiscal 2028-2031 exclude non-cash adjustments for pension and other post-employment benefits.

References

Ref. No.

1 Consists of Federal Insurance Contributions Act Funds (FICA) and State of Michigan Unemployment Tax (SUTA). FICA is computed as approximately 7.65% of total wages. SUTA is estimated as approximately 1% of total wages.

2 Overtime pay is calculated and included in the labor line for each affected department, as applicable. Wages are budgeted based on existing staffing levels (as reflected in the organizational charts included within this Budget Book) and assuming an 3 percent increase for administrative staff. ATU wages are based on rates adopted in the most recent agreement which became effective December 10, 2025.

3 This line-item relates to fees that CATA pays to be a member of various professional and civic organizations. The three largest fees go to the American Public Transportation Association, Michigan Public Transportation Association and Tri-county Regional Planning Commission.

4 Line item represents the value of fare media donated to individuals and community organizations.

5 Line item relates to the cost of parking for employees working at the CATA Transportation Center.

6 Line item mainly consists of ADP fees for payroll processing.

7 Line item mainly relates to for actuarial services and other professional services.

8 Entire line item relates to Plante Moran for audit fees.

9 Line item includes technology programing and consulting services.

10 Line item includes custodial, window cleaning, snow removal and landscaping services.

11 Line item includes all contracted services other than custodial, window cleaning, snow removal and landscaping.

12 Line item includes internet connectivity and wireless services.

13 Entire line item relates to the cost of paratransit passenger certifications.

14 Line item includes $60,000 budgeted for estimated losses on disposals of capital assets.

15 Line-item relates almost exclusively to contracted security services being provided at the CATA Locations in downtown Lansing and East Lansing.

16 CATA self-insures much of its risk. This expense includes the cost of claims in addition to insurance policies.

17 The large decrease compared to the previous year is due to a planned Comprehensive Operational Analysis of approximately $500,000. This project is grant-funded.

18 The vast majority of this line-item relates to the cost of mobile telephones for management and select staff.

19 Line-item includes expenses that CATA incurs during the fiscal year for the Union and Administration pension plans. At year-end, CATA records changes in the liability of the plan based upon a valuation report provided by CATA's actuaries. The adjustments to the liabilities on CATA's books can cause significant swings in the actual expenses for the year.

References

Ref. No.

20 Line-item includes expenses that CATA incurs during the fiscal year for the OPEB Trust. At year-end, CATA records changes in the liability of the plan based upon a valuation report provided by CATA's actuaries. The adjustments to the liabilities on CATA's books can cause significant swings in the actual expenses for the year, and were not included in previous budgets. CATA has included an estimate for the actuarial adjustment for FY 2027 that is over $5.2M less than the FY 2026 estimate, which is the reason for the significant change in the overall amount.

21 Line-item represents rug cleaning, car washes for admin vehicles and other misc. contracted services.

22 CATA's microtransit service is contracted to Via.

23 Line-item includes expenses for legal services associated with the collective bargaining agreement in addition to standard legal fees.

24 Marketing department expenses, including advertising media, advertising production, contracted services, printing and program materials relate to numerous advertising and public education campaigns developed and managed by CATA's Marketing Department.

25 Certain types of expenses are not eligible for reimbursement by either federal or state operating assistance. CATA tries to limit the amount of ineligible expenses that it incurs in any fiscal year.

26 This entire line-item relates to temporary help assigned by the Planning and Development Department to perform ridership surveys.

27 Maintenance costs are allocated based upon the number of work hours associated with the work orders for each line of business: fixed route (large buses), paratransit (small buses), and administration (service vehicles).

28 Based upon extensive analysis, including review of information provided by the U.S. Energy Information Administration, CATA believes that fuel prices will be elevated in fiscal 2027 as compared to fiscal 2025 and fiscal 2026.

29 This line item represents the cost of replacement and maintenance parts for CATA's fleet.

30 A portion of CATA's paratransit service is contracted to Transdev.

31 All of CATA's rural service is contracted to Transdev.

32 Assumes 113,134 service hours.

33 Assumes 25,138 service hours.

34 CATA partially self-insures medical costs for its employees and retirees.

35 This line consists mainly of drug and alcohol screening tests which are required by FTA.

36 CATA purchased the Washington Avenue building in December 2024. The FY 2026 budget was the first budget to reflect this additional property. The building is partly occupied as of May 2026.

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