



CAPITAL AREA TRANSPORTATION AUTHORITY

OPERATING AND CAPITAL BUDGET

FY 2018/2019

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CATA Drives Jobs, Economy, Community. CATA Drives You.

June 30, 2018

Dear Board Member:

Please find attached your copy of CATA's proposed fiscal 2018/2019 Operating and Capital Budget, provided to you in accordance with Board Policy No. 202.

Under the Budget Introduction tab, we have provided you with explanations regarding a number of line items. Upon review, I invite you to contact me with questions.

On behalf of CATA's Staff, please accept my heartfelt gratitude for your contributions as a valued member of our Board of Directors.

Sincerely,

A handwritten signature in cursive script that reads "Bradley T. Funkhouser". The signature is written in black ink and is positioned above the typed name.

Bradley T. Funkhouser, AICP
Chief Executive Officer

SECTION 1

ABOUT CATA

About CATA – New Perspective

Founded in January 1972, the Capital Area Transportation Authority was formed under Act 55 (Public Act of Michigan 1963). CATA's original bus garage was located on Mill Street in downtown Lansing in what is currently occupied by the REO Transportation Museum on Museum Drive. We employed 58 individuals and delivered 733,000 rides throughout our service region.

Today, CATA employs more than 345 individuals, the majority of them residents of our funding jurisdictions, including the cities of Lansing and East Lansing; and Delhi, Lansing and Meridian townships. CATA operates 32 fixed routes and a variety of paratransit services. We maintain approximately 1,360 bus stops and 130 shelters. Our service area comprises 559 square miles in Ingham County, and portions of Eaton and Clinton counties. In fiscal 2017, CATA delivered nearly 10.2 million rides.

In 1978, we moved into the current Administration Building on Tranter Street, which serves as our headquarters and has since undergone a number of renovations and expansions. CATA also owns and operates three other transit facilities.

The CATA Transportation Center, located in the heart of downtown Lansing, opened its doors in 1997, and serves as a central boarding and transfer hub for 16 of CATA's fixed routes, and Greyhound and Indian Trails' intercity bus services. The downtown CTC features a Customer Experience Center, security and custodial services, and a coffee shop.

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. Today, CATA provides public transportation services to more than 50,000 Spartans¹.

Finally, the state-of-the-art Capital Area Multimodal Gateway, Operated by CATA, opened in October 2016. The Gateway is served by three CATA fixed routes and offers access to rail; city, regional and national bus lines; and local taxis.

While we continue to celebrate our storied past, our sights are firmly set on the road ahead. By fall 2018, CATA will provide expanded, fine-tuned, new services; and the first of four new bus shelters with full amenities will have been installed as part of a pilot public-involvement initiative. Opportunities for growth and enhanced customer experiences abound. We are thrilled that you are on board for the ride.

CATA Drives Jobs, Economy, Community. CATA Drives You.

¹Michigan State University Budget and Performance Transparency Reporting. (2017). *FY2017 Student and Academic Outcomes*. Retrieved from https://msu.edu/state-transparency-reporting/Section245FY17_Stu.html

SECTION 2
BUDGET
INTRODUCTION

Budget Introduction

Staff is pleased to present, for the Board's consideration and approval, CATA's proposed fiscal 2019 Operating and Capital Budget. The budget reflects expected expenditures of just under \$50.9 million, which is an increase of approximately \$5.7 million over actual expenditures incurred during fiscal 2017 (an increase of approximately 13 percent) and an increase of \$5.8 million over budgeted expenditures for fiscal 2018 (an increase of approximately 13 percent).

The proposed increase in expenditures can be attributed to the following three circumstances:

First, CATA entered into a new relationship with a nationally-recognized contractor to provide paratransit and rural services. This change was necessitated by CATA's goal to enhance customer experience with these services, resulting in an increase of approximately \$1.5 million in contracted paratransit and rural service expenses in the proposed fiscal 2019 budget over the fiscal 2018 budget.

Second, the fiscal 2018 budget did not include CATA's contribution to the Other Post-Employment Benefits (OPEB) trust of approximately \$591,000. Although this contribution is discretionary, CATA's Board had adopted a plan to fund the OPEB trust over the next several years based on actuarial advice. Consequently, it has been included in the fiscal 2019 budget and will be included in all future budgets.

Lastly, CATA's Board adopted Staff's recommendation to increase both fixed-route and paratransit service in fiscal 2019. The fixed-route service change is anticipated to be an increase of approximately 5 percent, while the paratransit service change is expected to be an increase of approximately 2 percent. These changes will require corresponding increases in variable expenses associated with bus operations, including operator salaries and wages, fringe benefits, maintenance costs, fuel usage and other similar costs. It should be noted, however, that CATA does not anticipate any significant increase in fixed costs as a result of service-level increases. Staff estimates the cost of these service increases at approximately \$1.3 million (or 5 percent over the fiscal 2018 budget) for fixed-route and \$130,000 (or 2 percent over the fiscal 2018 budget) for paratransit services.

CATA's proposed fiscal 2019 budget reflects expected revenues of \$47.8 million. This represents an increase of approximately \$3.2 million over actual revenues received during fiscal 2017 (an increase of approximately 7 percent) and an increase of \$2.2 million over budgeted revenues for fiscal 2018 (an increase of approximately 5 percent). The increase is comprised of two items: state and federal operating assistance and operating grant revenue.

The table below shows the increase in service hours for fiscal 2019 over fiscal 2018. It should be noted that staff recommended raising service hours – beyond what was called

for in directly-operated service-level increases – by augmenting the number of full-time operators in an effort to reduce overtime. As shown in the chart below, the majority of the increase is attributed to Support Hours.

Directly-operated Services	FY2019	FY2018	Increase	Percentage
Fixed-route Hours	320,467	296,546	23,921	8%
Directly-operated Paratransit	74,469	71,222	3,247	5%
Support Hours	55,494	38,278	17,216	45%
Training Hours	6,400	5,824	576	10%
Total Operator Hours	456,830	411,870	44,960	11%

The \$3.2 million difference between budgeted revenues and expenditures for fiscal 2019 will be covered using a portion of CATA’s existing cash and invested funds.

Organizational Structure & Staffing Changes

During fiscal 2018, Staff implemented changes to the organizational structure that are expected to carry into fiscal 2019 and beyond:

- Oversight of the Operations and Maintenance departments transitioned from CATA’s CEO to the Deputy CEO.
- Oversight of the Customer Service Department – now referred to as the Customer Experience Department – shifted from CATA’s CEO to the Director of Marketing and Customer Experience, thereby restoring the critically-needed role of a Customer Experience Manager (formerly Customer Service Manager).
- Staff identified nine new positions (consisting of 10 new employees) that will be filled during late fiscal 2018 or early fiscal 2019. Staff believes that these positions are necessary to ensure successful implementation of CATA’s customer-focused vision moving forward. Each of these nine positions, along with their respective department, headcount, status and pay range are highlighted below:

Position	Department	Count	Status	Salary Range
Marketing Assistant	Marketing	1	Full time	\$40K to \$44K
Human Resources Recruiting Specialist	Human Resources	1	Full time	\$50K to \$55K
Human Resources Benefits Specialist	Human Resources	1	Full time	\$55K to \$62K
Technology Manager	Information Technology	1	Full time	\$50K to \$70K
Customer Experience Assistant	Customer Experience	1	Full time	\$40K to \$44K
Customer Experience Representative	Customer Experience	1	Full time	\$30K to \$36K
Customer Experience Representative	Customer Experience	2	Part time	\$14/hr to \$16/hr
Operations Center Supervisor	Operations	1	Full time	\$48K to \$63K
Data Analyst	System Planning	1	Full time	\$39K to \$52K

Budget Line Items

Items 1 through 71 below correspond with the reference column in the *Revenue and Expense Analysis* and the *Detailed Expense Analysis by Department* contained within this budget. This information is provided to clarify the nature of the line items within the budget and/or explain significant changes between years.

H	I	J	K	L	M
2017 Actual	Adjustments	Net 2017 Actual	Variance 2019 v 2017	Variance %	Reference
17,812,023	-	17,812,023	1,863,226	10%	5
432,740	-	432,740	(372,940)	-86%	6
1,600,962	-	1,600,962	100,947	6%	7
532,402	-	532,402	947,598	178%	8
4,953,697	-	4,953,697	123,003	2%	9
2,735,412	-	2,735,412	(772,312)	-28%	10
2,082,657	-	2,082,657	202,943	10%	11

1. Under *Operating Revenues*, the budgeted amount for *Fares* in fiscal 2019 increases by approximately 5 percent over the actual amount received in fiscal 2017, directly aligning with the Authority's increase in service in fiscal 2019. CATA will implement a 5 percent increase in fixed-route service and a 2 percent increase in directly-operated paratransit service in the fall of 2018, affecting revenue in fiscal 2019.
2. *Property Taxes* for fiscal 2019 represent an increase of approximately 4 percent over actual revenues received in fiscal 2017. This increase is based on conversations with assessors in taxing jurisdictions that pay property tax funding to CATA. For fiscals 2018 and 2019, assessors reported anticipated increases in taxable values ranging between 1 percent and 2.75 percent but predict that the most likely increase would be approximately 2 percent. Consequently, utilizing property tax revenue from fiscal 2017, we increase this amount by 2 percent for both fiscal 2018 and fiscal 2019 to arrive at the figure used in the budget.
3. CATA is currently in the process of applying for operating and capital grants for fiscal 2019. Therefore, we have estimated the amount of the *Operating Grant Revenue* line item. However, CATA has several grants from prior years wherein operating funds have not yet been fully drawn. We expect draws on these grants in late fiscal 2018 and throughout fiscal 2019.
4. CATA's *Cash and Invested Funds* balance is invested in government obligations pursuant to Board Policy No. 211, which governs such investments. The interest yield on these investments has risen dramatically. The chart below shows the interest rate in effect at specific points during calendars 2017 and 2018.

Date	2-year Treasury Yield
Jan. 1, 2017	1.22%
Mar. 31, 2017	1.27%
Jun. 30, 2017	1.38%
Sep. 30, 2017	1.47%
Dec. 31, 2017	1.89%
Mar. 31, 2018	2.27%
Jun. 14, 2018	2.59%

Financial experts agree that interest rate yields on fixed-income securities will continue to rise in the near term. Consequently, we estimated our *Investment Income* for fiscal 2019 based on the current yield and our expectations as to investable cash balances throughout the year. At fiscal 2017 year-end, the investments had an unrealized loss of approximately \$294,000. However, the loss was adjusted back as revenue since CATA holds all fixed income investments to maturity, thereby avoiding actual losses.

5. The increase in the *Salaries & Wages* expense line item is a result of four factors:
 - a. Pursuant to the collective bargaining agreement, union employees received, on average, a raise of 2 percent in July 2017. They will receive a similar raise in July 2018.
 - b. Administrative employees may receive increases of between 2 percent and 3 percent during October 2018.
 - c. Additional operators and maintenance employees will be hired during fiscals 2018 and 2019 to accommodate the increase in both fixed-route and paratransit services. As mentioned previously, CATA will implement a 5 percent increase in fixed-route service and a 2 percent increase in directly-operated paratransit service in the fall of 2018.
 - d. Nine new administrative positions have been added to the organizational diagram, as shown in the chart at the bottom of page 2.

On the other side of the ledger, CATA made several changes that should help reduce the *Salaries & Wages* expense line item as follows:

- e. Changes to work rules are anticipated during fiscal 2018 and fiscal 2019, which should significantly reduce the amount of overtime currently being paid.
- f. The Director of Customer Service position was eliminated and replaced by a Customer Experience Manager. (Note: There is a substantial difference in the pay range between directors and managers.)

- g. CATA's Safety Manager left in the fall of 2017 and has not been replaced. The duties of that position have been reassigned to the Finance Department (insurance matters), Operations Department (accident and incident investigative matters) and the Training Supervisor (training matters).
6. A significant reduction in **Temporary Help** expense is expected in fiscal 2019. During fiscal 2017 and part of fiscal 2018, CATA experienced turnover in several departments, particularly in Finance. This resulted in CATA seeking outside assistance to resolve issues that occurred during the transition/turnover. As of the date of this budget, staffing appears to be relatively stable and, consequently, Staff expects to utilize temporary help at a significantly reduced level.
7. CATA's **Payroll Taxes** expense is calculated as a percentage of **Labor** expense. However, for fiscal 2019, Payroll Tax expenses will be charged directly to the department wherein Salaries & Wages occur – a departure from past practice where CATA charged Payroll Taxes to **Unallocated Fringe Benefits**.
8. CATA's **Pension** expense is determined by actuarial calculations that are performed each year. However, for budgeting purposes, CATA estimates its Pension expense as the voluntary amount contributed to the Administrative Pension Plan, plus the mandatory amount contributed to the Union Pension Plan. For fiscal 2019, the voluntary contribution to the Administrative Plan is set at \$700,000, while the mandatory contribution to the Union Plan is expected to be \$780,000.
9. CATA's **Fringe Benefit Insurance Plans** expense consists of four components: health/medical insurance; vision and dental insurance; life insurance; and short-term and long-term disability insurance. Without question, the most significant of these is the health/medical insurance, which comprises 89 percent of the total for this line-item. CATA self-insures a portion of its health/medical program. Although the increase in this line-item between actual expenses incurred during fiscal 2017 and the amount budgeted for fiscal 2019 is modest, during fiscal 2017 CATA's plan experienced several substantial claims, resulting in a spike in benefits payments. The fiscal 2019 budget amount was calculated assuming normal claims experience.
10. As with the **Pension** expense, the **Post Employment (OPEB)** expense is calculated by CATA's actuaries. However, for budgeting purposes, CATA's OPEB expense comprises: 1) the amount paid for the health/medical program for current retirees during the fiscal year; and 2) the annual discretionary payment that CATA makes to fund future OPEB liabilities. The payment for retiree medical benefits for fiscal 2019 is estimated to be \$1,313,100, while the annual contribution will be approximately \$650,000.
11. The **Employee Paid Time Off** expense line item consists of all employee earnings wherein the employee was not actually working including holidays, vacations and

attendance incentives; and sick, personal and any other paid absences. Growth in this line item directly correlates with the growth in *Salaries & Wages* expense during the same time period.

12. CATA expects a significant reduction in its *Insurance – Property & Liability* expense and *Workers' Compensation Insurance* expense for fiscal 2019 as a result of the issuance of a Request For Proposal (RFP) in fiscal 2018 and the engagement of an insurance consultant to design a better and more cost-effective risk-management program.
13. *Other – Human Resources* expenses feature two items: CATA's Employee Assistance Program and the cost of drug-and-alcohol testing for employees in safety-sensitive roles. The FTA announced, for calendar-year 2019, that the 25 percent testing threshold would increase to 50 percent for drug-and-alcohol testing requirements. Costs to accommodate this change comprise the total increase in this line item.
14. During fiscal 2017, more than \$303,000 in legal fees was recorded in the *Professional & Tech. Service* expense accounts rather than the *Legal Fees* expense account. For fiscal 2019, Professional & Tech. Service expenses primarily include payroll-processing fees and paratransit-passenger certifications. All legal fees incurred in future fiscal years will be charged to Legal Fees.
15. For the fiscal 2019 budget, we have reclassified a significant number of expenses as *Other Ineligible*. This was done to facilitate preparation of our Operating Assistance Reports for the State of Michigan. Certain types of marketing expenses are not reimbursable by either the federal or state governments, and must be segregated for reporting purposes.
16. In the past, there was not a clear delineation between *Bldg./Grounds Maintenance* and *Contracted Services* expenses, resulting in the commingling of expenditures between these accounts. For fiscal 2019, the combination of these accounts shows an increase of approximately 5 percent over the budgeted amount in fiscal 2018.
17. CATA's existing large- and small-bus fleets continue to age, and are in need of regular preventive maintenance. Management is focused on increasing the amount of spare parts needed to maintain a safe fleet, resulting in an increase in *Materials & Supplies – Vehicle* expenses.
18. As stated on page 1, CATA entered into a new relationship with a nationally-recognized contractor to provide paratransit and rural services. This change was necessitated by CATA's goal to increase the quality of our customers' experiences with these services, resulting in an increase of approximately \$2.1 million in

Contracted SpecTran Service and *Contracted Rural Service* expenses in the proposed fiscal 2019 budget over the fiscal 2018 budget.

19. *Employee Participation Fees* were recorded as a revenue line item in previous budgets. They will now be appropriately reclassified for financial statement purposes. For fiscal 2019 and beyond, these expenses will be classified as contra-expense accounts and reflected in the expense portion of the budget.
20. The fiscal 2017 *Other Revenues/Income* line includes prior-year adjustments and gains and losses on the sale of fixed assets. These amounts nearly net each other, resulting in little effect on the statement.
21. All expenses associated with the Clean Commute Options Department are reimbursed pursuant to one or more federal and state grants.
22. The *Security Service* expense line item was transferred from the Facilities and Grounds Department budget to the Customer Experience Department budget. It is anticipated that it will remain in this department's budget in future years. Security Service expense for fiscal 2019 includes DK Security of \$260,000 and the Lansing Police Department of \$40,000.
23. Janitorial expenses were previously charged to *Contracted Services* but will now be charged to *Janitorial/Cleaning* expenses.
24. Per contractual agreement, includes *Bldg./Grounds Maintenance* of \$12,500 and snow removal of \$50,000.
25. Significant reduction is a result of reclassification of snow removal to *Bldg./Grounds Maintenance* and janitorial services to *Janitorial/Cleaning*.
26. Amount represents *Awards* expense for perfect attendance.
27. Per contractual agreement, includes *Bldg./Grounds Maintenance* expenses of \$8,500 and snow removal of \$38,000.
28. Includes all other *Contracted Services* at the CTC. This allocation is consistent with the budgeting approach taken with all CATA facilities.
29. Per contractual agreement, includes *Bldg./Grounds Maintenance* expenses of \$23,000 and snow removal of \$54,000.
30. Significant increase is due to the reclassification of certain services as *Contracted Services*.

31. **Utilities** expenses will be managed and reported under the Facilities & Grounds Department in the future. Budgeted figures for fiscal 2019 were based on a thorough analysis of utility expenses by location performed during 2018.
32. Fiscal 2018 included approximately \$30,000 related to executive recruitment that is not expected in fiscal 2019. However, fiscal 2019 includes \$10,000 for system audits.
33. Includes the following membership fees, which in past years have been included in the **Unallocated Operating** expenses portion of the budget. Further, in fiscal 2018 CATA rejoined the Michigan Public Transit Association (MPTA).

Organization	Amount
Lansing Chamber and Economic Club	\$ 300
American Public Transportation Association	35,000
Lansing Economic Area Partnership	15,000
Greater Lansing Chamber of Commerce	1,300
Greater Lansing Convention & Visitors Bureau	400
MPTA	21,000
Rotary Club of Lansing	1,100
Tri-County Regional Planning Commission (TCRPC)	21,300
Other Miscellaneous	1,000
Total	\$ 96,400

34. Expenditures in fiscal 2017 included payroll-processing fees of \$29,000; technology consulting of \$22,000; and audit fees of \$9,000. Budgeted expenditures for fiscal 2019 include payroll-processing fees of \$30,000 and technology consulting of \$25,000. Audit fees have been transferred from **Unallocated Operating** expense to **Audit Fees**.
35. Primarily represents armored courier services per contract.
36. Solely represents **Audit Fees** per contract.
37. Procurement training through the National Transit Institute.
38. Includes unique and proprietary training system of \$6,000; training (including travel) of \$3,450; and other miscellaneous training of \$550.
39. Operator training was contracted prior to fiscal 2019. It is now conducted in-house by Staff.
40. **Computer License Fees** expense reflects annual increase in support and maintenance for existing software, as well as additional spending for software infrastructure.

41. **Ridership Surveys** expense includes ridership surveys required for National Transit Database reporting.
42. Fiscal 2017 expenditure included TCRPC dues. These are included in the Executive Department budget in fiscal 2019.
43. Amount is determined from the paratransit services contract.
44. Includes Customer Experience Representative professional development of \$1,200; incentives and awards of \$1,000; and Customer Experience coaching and training program of \$25,000.
45. Includes parking expense for employees at CTC of \$10,100 and system audit expense of \$6,100.
46. **Pension Plan** contribution for Administration's pension plan is set at \$700,000; employer match of union pension plan is expected to be \$780,000.
47. Includes recruitment advertising and Zip Recruiter membership.
48. Represents a significant reduction from actual fiscal 2017. In prior years **Temporary Help** expenses were budgeted within the departments in which they occurred. These have been moved to the Human Resources Department in fiscal 2019 to maintain better control of this line item.
49. Restored training to the fiscal 2019 budget to align with new Staff and vision.
50. Increased budget due to need for new filing cabinets, estimated at \$2,500.
51. CATA released an RFP for insurance brokerage and consulting services during 2018. Management believes that this will considerably reduce insurance costs in fiscal 2019 and beyond.
52. Nearly all fiscal 2017 expense was **Legal Fees**. For budgeting purposes, these fees are included in the Executive Department budget but fees will be assigned to the responsible department as they occur.
53. **Temporary Help** expenses will fall under the Human Resources Department budget in fiscal 2019.
54. Fiscal 2017 expenses included \$32,000 to Plante Moran; \$20,000 to Brinks; and a posting correction of \$107,500 that should have been charged to bus repairs/maintenance.
55. In prior years these expenses were included in the **Unallocated Operating** expense budget. **Bank Fees** and **Audit Fees** will be included in the Finance Department in fiscal 2019.

56. No penalties or interest are expected in fiscal 2019.
57. To be allocated based on headcount by department.
58. Includes \$10,000 for route-announcement services.
59. Taxes related to additional amounts paid to the City of Lansing and State of Michigan for mistakes in payroll tax returns from prior years. Do not expect any such expenditure in fiscal 2019.
60. Fiscal 2017 expenses included LEAP and TCRPC dues. These are included in the Executive Department budget in fiscal 2019.
61. Lease on copier and mailing machines. Expect to terminate Xerox lease during fiscal 2018.
62. Per telephone expense analysis, below. It should be noted that the cellular expense includes employee cellular service, but the majority is due to Automated Vehicle Locator (AVL) service.

Estimated Annual Billings	Tranter	CTC	Gateway	Cell	Total
ACD.net	\$ 29,600	\$ 12,470	\$ 8,561	\$ -	\$ 50,631
Comcast (IP addresses)	1,680	-	-	-	1,680
Sprint (AVL service)	-	-	-	72,000	72,000
Totals	\$ 31,280	\$ 12,470	\$ 8,561	\$ 72,000	\$ 124,311

63. All Customer Experience personnel are included in the Customer Experience Department.
64. The dramatic increase is a direct result of the FTA doubling the number of safety-sensitive employees that must be tested each year.
65. *Labor* rate was calculated using the 2017 calendar-year earnings for all operators, divided by the total number of hours worked. This provided a rate of \$27.05, which was then increased by 2 percent to \$27.60 to reflect the union rate increase due July 1, 2018. (Note: This rate does not include sick, vacation or other paid absences, which are included in *Unallocated Fringe Benefits*.)
66. Decrease assumes implementation of third-party claims-management service.
67. Amount represents the cost of paratransit-passenger certifications.
68. Amount represents the cost of tower rental for communication systems.
69. Expense includes paratransit service uniforms of \$5,000 and fixed-route service uniforms of \$63,000.

70. Per labor contract, lump-sum payment received in fiscal 2018 will not be paid in fiscal 2019.

71. See labor analysis below – total mechanical wages: total hours from schedule 41,684 times the average hourly wage of \$31.02; total utility wages: total hours from schedule 32,432 times average hourly wage of \$26.30; allocated 78 percent to fixed route, 18 percent to paratransit and 4 percent to admin.

Labor Analysis	Hours	Rate	Extended	Fixed	Para	Service	Total
				78%	18%	4%	100%
Mechanics	41,684	\$31.02	\$ 1,293,038	\$1,008,569	\$232,747	\$51,722	\$1,293,038
Utility	32,432	\$26.30	\$ 852,962	\$665,310	\$153,533	\$34,118	\$852,962
Operators - FR	330,169	\$27.60	\$ 9,112,664	\$9,112,664	-	-	\$9,112,664
Operators - Pro	45,792	\$27.60	\$ 1,263,859	\$1,263,859	-	-	\$1,263,859
Operators - Trn	6,400	\$27.60	\$ 176,640	\$176,640	-	-	\$176,640
Operators - PT	74,469	\$27.60	\$ 2,055,344	-	\$2,055,344	-	\$2,055,344

Capital Programs

The fiscal 2019 Capital Budget is proposed at \$9,551,902, which includes Section 5307 (Urbanized Area Formula Funds), Section 5339 (Bus and Bus Facilities), Section 5310 (Enhanced Mobility of Seniors and Individuals with Disabilities) and Congestion Mitigation and Air Quality Improvement Program funding. Capital funding will be received from both federal and State of Michigan (Michigan Department of Transportation) capital funding apportionments.

Our fiscal 2019 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 TCRPC.

Five-year Budget Projection

As shown in the five-year budget projection, the revenue budget in fiscal 2023 is projected at \$53,075,828, while the expense budget is projected to be \$57,384,565, necessitating a transfer from Cash and Invested Funds of \$4,308,737. The year-end balance in fiscal 2023 of Cash and Invested Funds is estimated at \$15,784,669, which meets the requirement of Policy No. 212 – Policy on Current Operating Funds. The requirement is to have three months of operating expenses on hand, or \$14,346,141.

It should be noted that CATA’s traditional budgeting approach tends to significantly underestimate operating grant revenues as it is difficult to delineate capital grants from

operating grants. Beginning with the fiscal 2020 budget, CATA will recognize this difference, which should result in more accurate and meaningful revenue estimates.

Truth in Budgeting – Taxes

In accordance with the Truth in Budgeting Act, it is noted that the projected fiscal 2019 budget includes revenues from an anticipated levy of ad valorem property taxes at the rate of 3.007 mills. This is the renewal of the base tax rate as approved in August 2014. These taxes are levied to defray the expenditures and meet the liabilities of the Authority in providing public transportation.

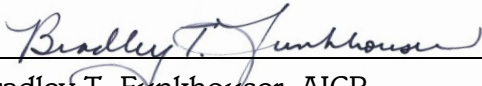
Conclusion

The fiscal 2019 budget and five-year projection incorporates the Board-approved Assumptions, reflects the Board's long-term financial plan and is 13 percent more than the fiscal 2017 budget. The proposed budget confirms CATA's commitment to providing 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 budget and related documents.

Thank you for your continued commitment to CATA and to improving public transportation in the region.

Respectfully submitted,



Bradley T. Funkhouser, AICP
Chief Executive Officer

June 30, 2018
Dated

Action Item - Fiscal Year 2018-2019 Budget Approval

At the August 15, 2018, Board meeting, a public hearing will be held on the fiscal 2018-2019 budget and the 2018 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 Budget for fiscal 2018-2019, upon which public hearing was held at a regular meeting of the Board on August 15, 2018, is adopted as the general appropriation of total revenues of the Authority to defray expenditures and meet the liabilities of the Authority for its fiscal 2018-2019 (October 1, 2018, through September 30, 2019).
2. In accordance with the Truth in Budgeting Act, the Board states that the Authority's levy for 2018 of 3.007 mills of ad valorem property taxes as provided for in the Budget and authorized by resolution adopted on August 15, 2018, 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 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 of the Board.
4. The annual goals and objectives and the organization charts as presented with the budget for Fiscal Year 2018-2019 are approved.

Action Item - 2018 Property Tax Levy

At the August 15, 2018, Board meeting, a public hearing will be held on the fiscal 2018-2019 budget and the 2018 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 2018 of 3.007 mills. The Board of Directors further directs Staff to file the required Form L-4029 with the appropriate jurisdictions.

Annual Budget and Capital Program, Property Taxes, Goals and 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 the 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.

* 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

SECTION 3
DEPARTMENT
DESCRIPTIONS

Capital Area Transportation Authority

Department Descriptions

(Prepared for the fiscal 2019 budget)

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.

Staff

Chief Executive Officer (1)

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

Executive Secretary (1)

Administrative Assistant (1)

CLEAN COMMUTE OPTIONS DEPARTMENT

The Clean Commute Options Department is responsible for providing information to communities in Clinton, Eaton and Ingham counties about air quality initiatives, and encouraging commuters to find alternatives to driving alone, including public transit, biking, walking, car- or van-pooling and other non-motorized modes of transportation. This department is 100 percent funded by a combination of Federal Transit Administration (FTA) and Michigan Department of Transportation (MDOT) grant dollars.

Staff

Clean Commute Options Specialist (Member of the Marketing Department)
(1)

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 a relationship 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 Greyhound and Indian Trails' customers and visitors. It is the responsibility of the Customer Experience Department to manage security matters, through security contracts, at the CATA Transportation Center and aboard fixed-route vehicles in conjunction with Operations.

Staff

- Customer Experience Manager (1)
- Customer Experience Assistant (1)
- Customer Experience Representative (3)
- Customer Experience Representative (8 – part time)

FACILITIES & GROUNDS DEPARTMENT

The Facilities & Grounds Department is responsible for the maintenance of CATA's facilities, including its Administrative Offices, the CATA Transportation Center (CTC), Michigan State University-CATA Transportation Center (MSU-CTC) and the Capital Area Multimodal Gateway, Operated by CATA. In addition, this department installs and repairs bus signs, shelters and related amenities in accordance with CATA's brand standards. The department covers the repair and preventive maintenance to maintenance equipment and buildings to ensure proper operation, as well as snow removal at bus stops and each CATA facility. The department also manages all facility construction and renovation projects.

Staff

- Facilities & Grounds Manager (1)
- Facilities Repair Technician (1)
- Sign & Shelter Maintenance (1)
- Facilities & Grounds Maintenance (2 – part time)
- Custodian (1)

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.

Staff

- Director of Finance (1)

Finance Manager (1)
Senior Grants Accountant (1)
Accountant I – Accounts Receivable (1)
Accountant I – General (1)
Accounting Clerk – Accounts Payable (1)
Accounting Clerk – Currency Processing (1 – part time)

GRANTS DEPARTMENT

The Grants Department is responsible for securing, managing, administering and reporting on all state and federal grants in compliance with applicable guidelines; and acting as liaison with the FTA and MDOT on grant-related matters.

Staff

Grants Administrator (1)

HUMAN RESOURCES DEPARTMENT

The Human Resources Department is responsible for the administration of personnel matters, including recruiting, hiring, firing, fringe benefits, maintenance of personnel records, and ensuring compliance with all federal, state and local personnel laws.

Staff

Human Resources Manager (1)
Human Resources Recruiting Specialist (1)
Human Resources Benefits Specialist (1)
Human Resources Administrator (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 (SMS), Automated Vehicle Locator (AVL) system, cellular, radio, etc.; and 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.

Staff

Director of Information Technology Services (1)
Information Technology Services Manager (1)
Information Technology Services Technician (1)
Information Technology Services Technician (3 – part time)

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.

Staff

Director of Maintenance (1)
Maintenance Supervisor (3)
Mechanic (17)
Mechanic Helper (4)
Maintenance Parts & Inventory Supervisor (1)
Maintenance Materials Administrator (1)
Utility Supervisor (1)
Utility Employee (10)

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: raise customer and public awareness of CATA's services, as well as the value and benefits of public transportation; implement creative ridership and branding strategies; develop and implement employee pride-building activities; provide clear and timely communications, targeted promotions, special events and community outreach efforts; and manage CATA's brand to ensure positive public and media perceptions of the Authority in order to ensure funding support. Major marketing projects and initiatives include website (Internet and Intranet) content management, development and maintenance; research (brand, Title VI, customer satisfaction, trip-purpose and other outwardly-facing surveys, focus groups, etc.; internal surveys); community and media relations; service information (maps, schedules, timetables, etc.) and fare media production and testing; annual production and dissemination of Legislative, Annual and Community reports; advertising and promotions; internal and external special events; and crisis communications.

Staff

Director of Marketing & Customer Experience (Public Information Officer)
Marketing Manager (1)
Marketing Assistant (1)
Marketing Specialist (1)
Marketing Aide (2 – part time)
Clean Commute Options 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.

Staff

Director of Operations (1)
Operations Manager – Fixed Route (1)
Paratransit Supervisor – Operations (1)
Paratransit Supervisor – Administration (1)
Operations Application Administrator (1)
Operations Secretary (1)
Paratransit Scheduler (5)
Paratransit Service Representative (4)
Paratransit Service Representative (7 – part time)
Operations Supervisor – Street (5)
Operations Supervisor – Street Ops Center (4)
Bus Operator (195)
Bus Operator (55 – part time)

PURCHASING & CONTRACTS DEPARTMENT

The Purchasing and Contracts Department is responsible for conducting day-to-day procurement activities, including contractual management of third-party contracting agreements, initiation of formal bidding procedures and overseeing the complete procurement process. The Department also acts as the Authority's Disadvantaged Business Enterprise (DBE) liaison for the recruitment, certification and utilization of DBE firms.

Staff

Purchasing & Contracts Manager (Disadvantaged Business Enterprise Liaison Officer) (1)
Procurement Specialist (1)

SERVICE PLANNING & SCHEDULING DEPARTMENT

The Service Planning & Scheduling Department is responsible for planning and scheduling CATA fixed-route and directly-operated paratransit services, including the assignment of operators to routes. Additionally, this Department determines fixed-route bus stop locations.

Staff

Service Planning & Scheduling Manager (1)

SYSTEM PLANNING DEPARTMENT

The System Planning Department is responsible for the implementation and coordination of regional transportation-planning activities; long-range system plans designed to meet the mobility needs of the Greater Lansing area; federal and state compliance; Title VI planning and evaluation; and the provision of reports and information to management to facilitate decision-making. Serves as the liaison with the Federal Transit Administration, the Michigan Department of Transportation and the Tri-County Regional Planning Commission.

Staff

Senior Analyst (1)
System Planner (1)
Data Analyst (1)

SAFETY & TRAINING DEPARTMENT

The Safety & Training Department is responsible for the development and management of CATA's training programs for bus operators, including accident-prevention, safety and training.

Staff

Safety & Training Supervisor (1)

SECTION 4

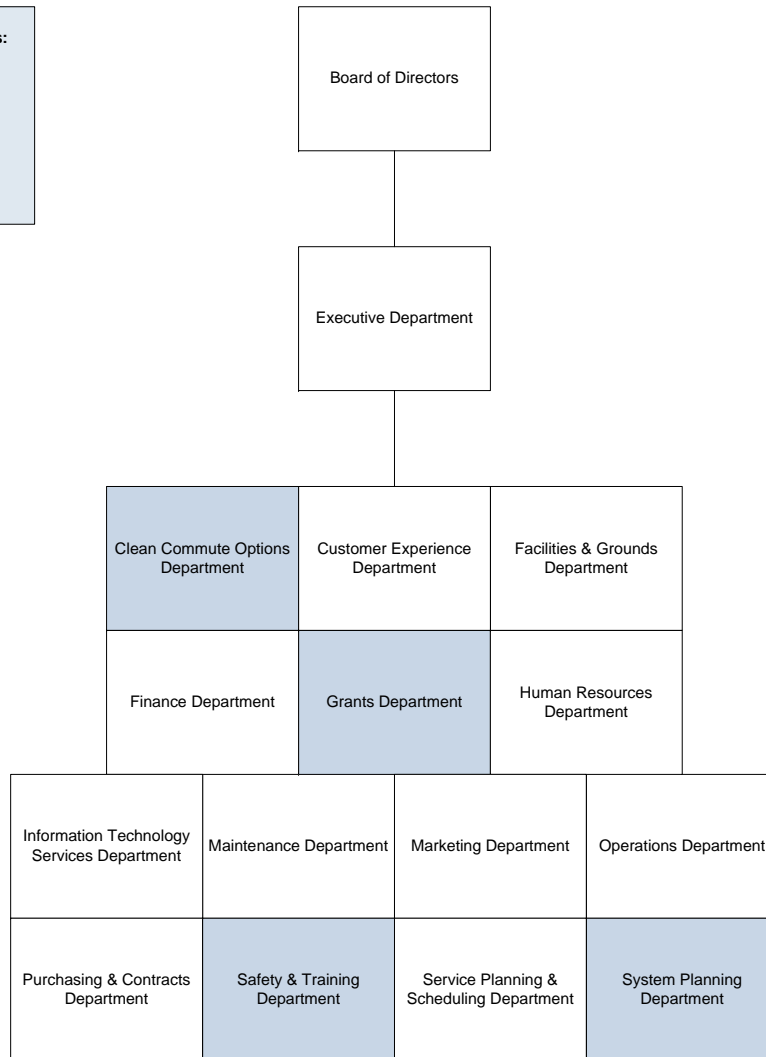
ORGANIZATIONAL CHARTS

Departmental Structure

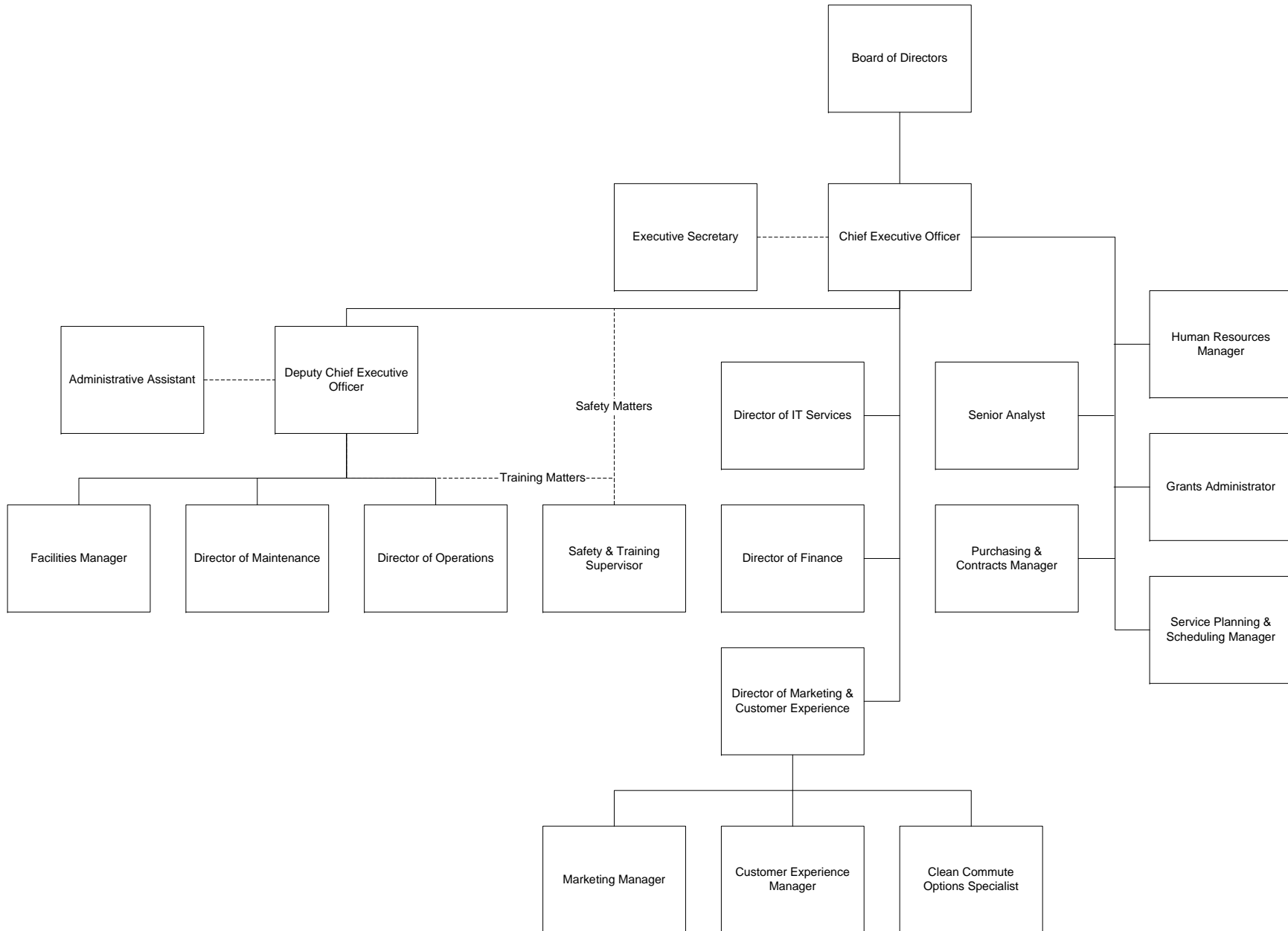
Items of note regarding Organizational Diagrams:

Departments consisting of a single employee have been highlighted in blue and are included in this Departmental Structure diagram but are not represented by a separate diagram on subsequent pages.

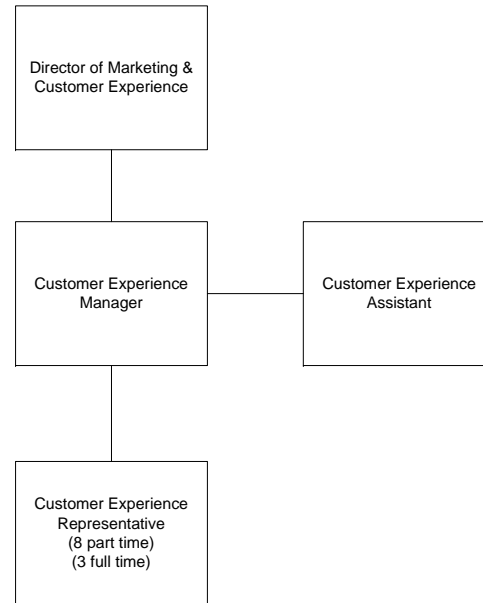
Positions are full time unless stated otherwise.



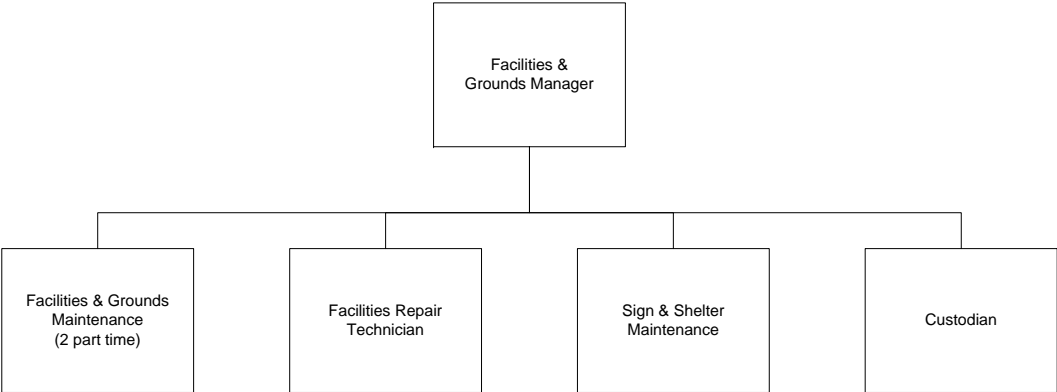
Executive Leadership & Oversight



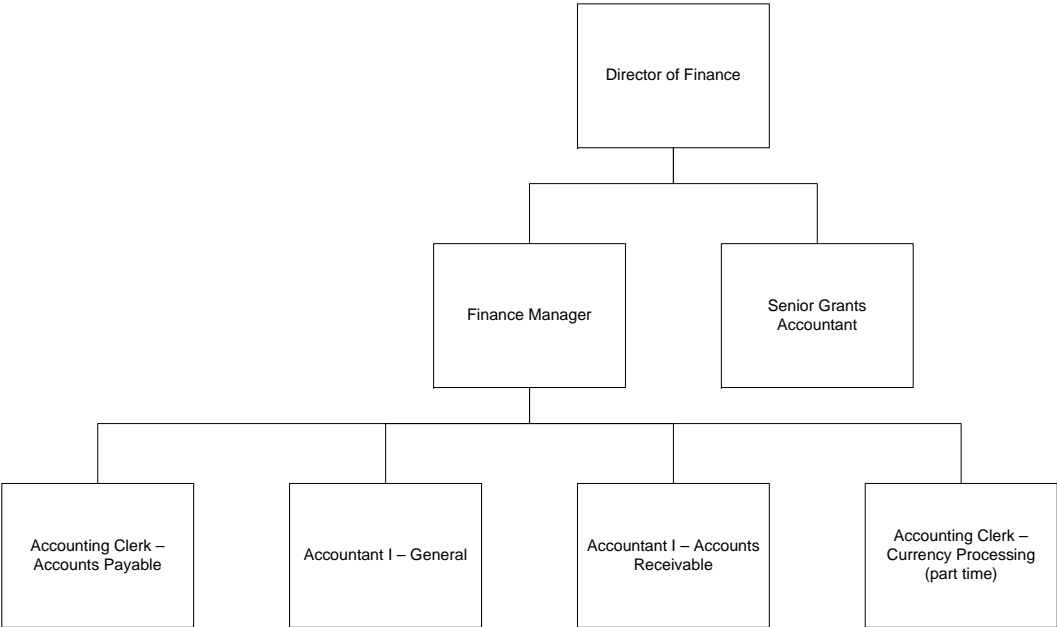
Customer Experience Department



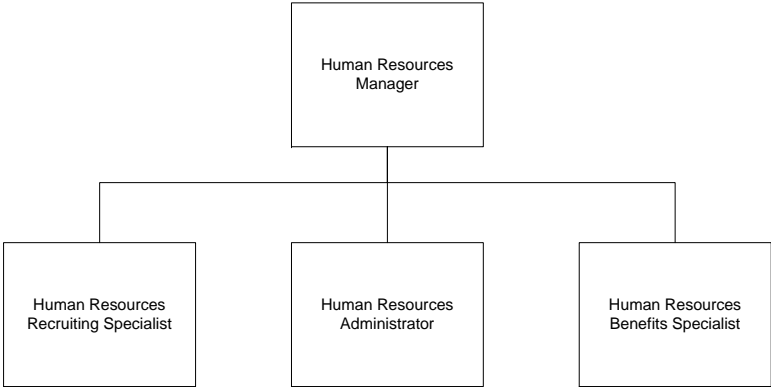
Facilities & Grounds Department



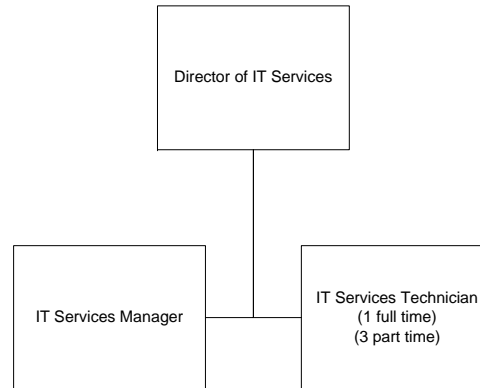
Finance Department



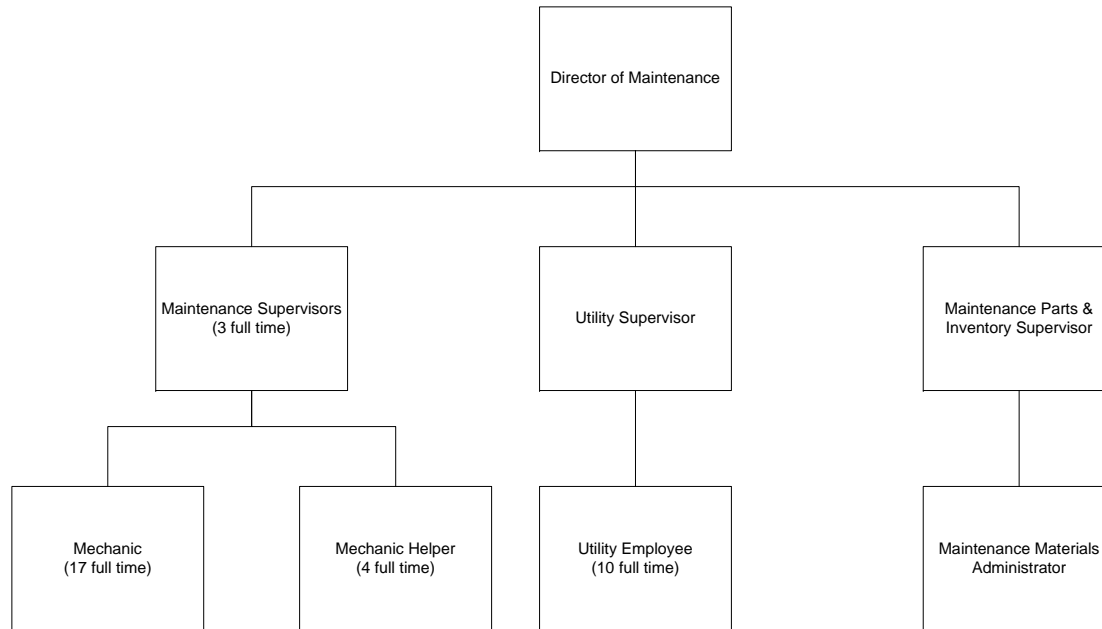
Human Resources Department



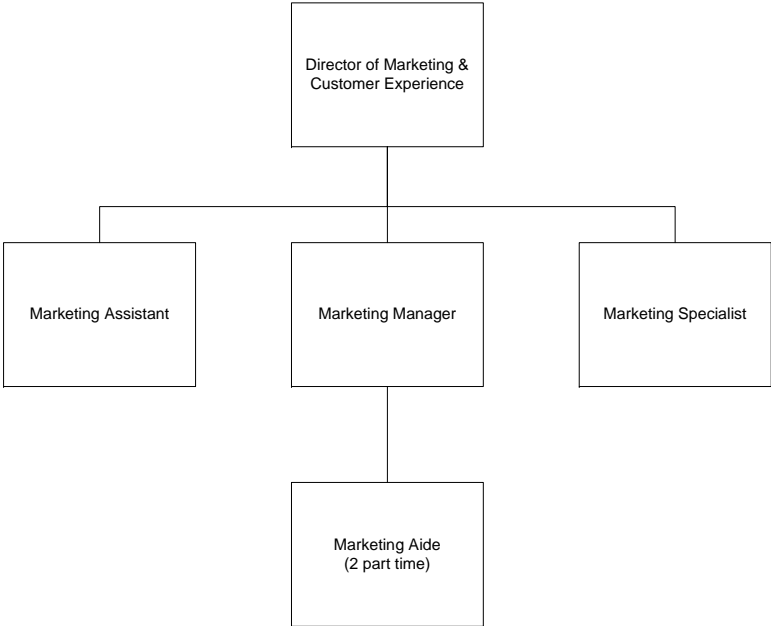
Information Technology Services Department



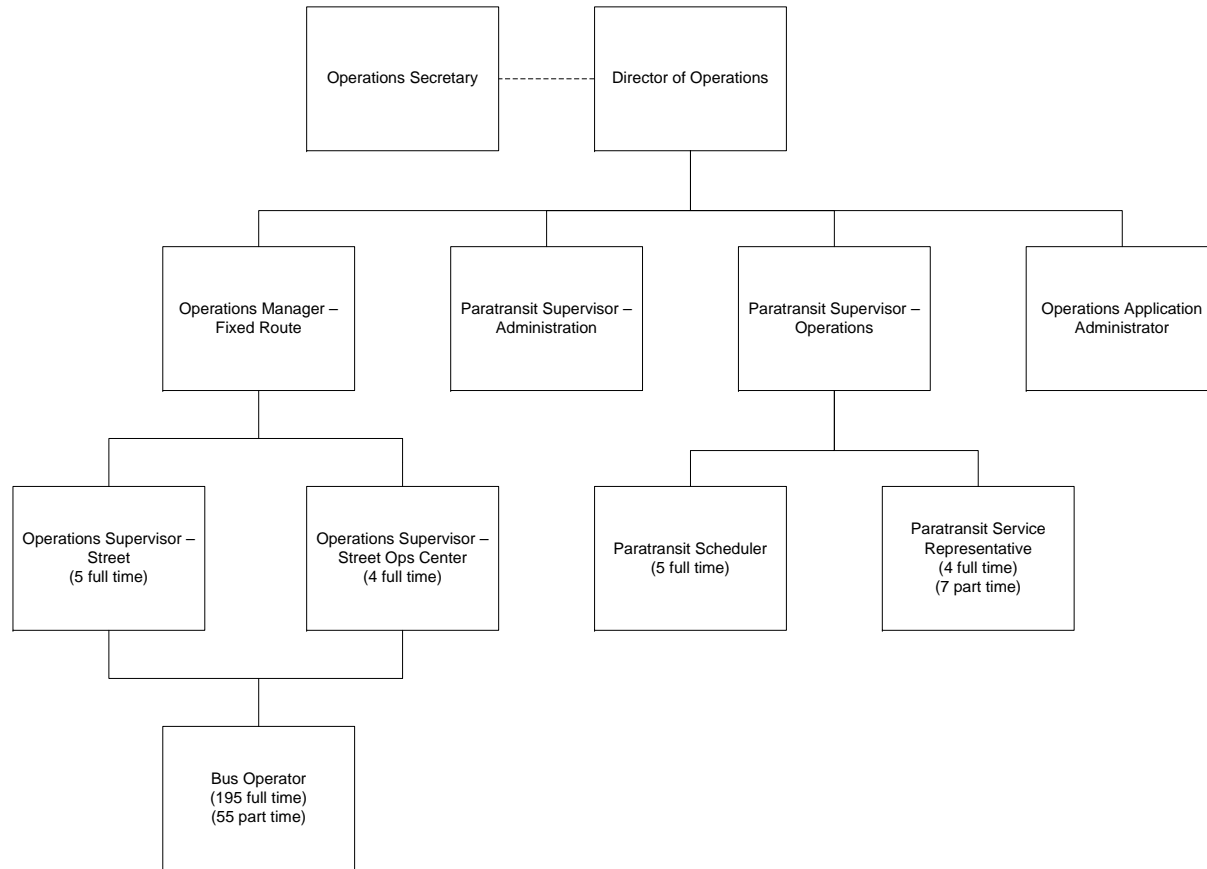
Maintenance Department



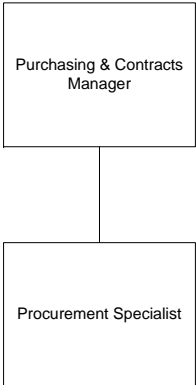
Marketing Department



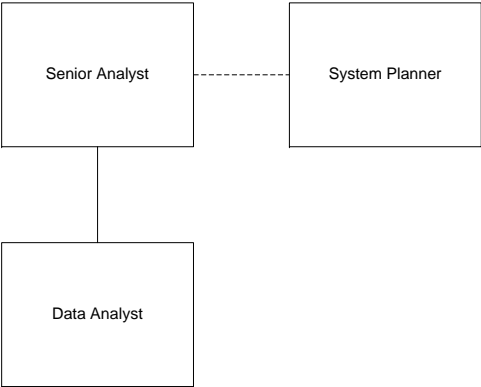
Operations Department



Purchasing & Contracts Department



System Planning Department



SECTION 5

GOALS AND OBJECTIVES

Capital Area Transportation Authority

Fiscal 2018/2019

Goals and Objectives

Mission Statement

CATA's mission is to provide a variety of quality transportation services that are safe, timely and cost-efficient, responding creatively to the diverse mobility needs of the region, and delivered by dedicated employees in a professional manner.

Vision Statement

Public transportation will be *the* transportation mode of choice!

Values

We value our:

- Community
- Customers
- Employees

We are dedicated to

- Collaboration
- Honesty
- Problem-solving
- Responsibility
- Spirit of service
- Safety
- Commitment
- Innovation
- Quality
- Responsiveness
- Strong work ethic

Capital Area Transportation Authority Fiscal Year 2018 – 2019 Goals

- Continue to provide information regarding CATA services in ways that are most accessible by customers.
- Provide training organization-wide on ways to improve quality and customer service.
- Continue to be good stewards of the public funding provided to CATA to operate public transportation.
- Seek innovative approaches to gain operational efficiencies.
- Continue to participate in opportunities to plan, promote and implement multimodal transportation throughout the region.
- Continue to focus on providing public transportation services to address the changing demographics and needs of the diverse community.
- Use technology to engage the public in future plans for public transportation.
- Encourage customers to use technology tools available to them to access CATA services.
- Participate in state efforts to secure continued long-term funding for public transportation.
- Continue to demonstrate to local property owners that their investment in CATA is used to provide quality public transportation.
- Communicate regularly with employees regarding issues of importance to CATA.
- Build a work environment where creativity is encouraged.
- Continue to educate the region about the benefits of using and supporting public transportation.

SECTION 6

FY 2019

OPERATING BUDGET

CATA
Fiscal 2019 Proposed Operating Budget
Revenue and Expense Analysis

Description	2019 Budget	2018 Budget	Variance 2019 v 2018	Variance %	2017 Actual	Adjustments	Net 2017 Actual	Variance 2019 v 2017	Variance %	Reference
Operating Revenues:										
Fares	4,200,000	4,560,434	(360,434)	-8%	3,981,069	-	3,981,069	218,931	5%	1
Service Contracts	3,000,000	2,891,000	109,000	4%	2,895,300	-	2,895,300	104,700	4%	
Property Taxes	21,400,000	20,012,036	1,387,964	7%	20,371,553	-	20,371,553	1,028,447	5%	2
Rentals & Commissions	325,000	245,809	79,191	32%	321,725	-	321,725	3,275	1%	
Management Fees	200,000	199,000	1,000	1%	199,000	-	199,000	1,000	1%	
Operating Grant Revenue	18,124,000	17,114,762	1,009,238	6%	16,266,700	-	16,266,700	1,857,300	11%	3
Other Revenues/Income	1,000	40,000	(39,000)	100%	(8,968)	-	(8,968)	9,968	111%	20
Total Operating Revenue	47,250,000	45,063,041	2,186,959	5%	44,026,379	-	44,026,379	3,223,621	7%	
Non-operating Revenue:										
Investment Income	550,000	550,000	-	-	121,839	294,123	415,962	134,038	110%	4
Total Non-operating Revenue	550,000	550,000	-	-	121,839	294,123	415,962	134,038	110%	
Total Revenues Available for Operations	47,800,000	45,613,041	2,186,959	5%	44,148,218	294,123	44,442,341	3,357,659	8%	
Expenses:										
Salaries & Wages	19,675,249	17,975,828	1,699,421	9%	17,812,023	-	17,812,023	1,863,226	10%	5
Temporary Help	59,800	95,000	(35,200)	-37%	432,740	-	432,740	(372,940)	-86%	6
Payroll Taxes	1,701,909	1,577,795	124,114	8%	1,600,962	-	1,600,962	100,947	6%	7
Pension	1,480,000	1,594,846	(114,846)	-7%	532,402	-	532,402	947,598	178%	8
Fringe Benefit Insurance Plans	5,076,700	4,481,986	594,714	13%	4,953,697	-	4,953,697	123,003	2%	9
Post Employment	1,963,100	1,247,364	715,736	57%	2,735,412	-	2,735,412	(772,312)	-28%	10
Employee Paid Time Off	2,285,600	2,061,116	224,484	11%	2,082,657	-	2,082,657	202,943	10%	11
Other – Fringe Benefits	59,800	85,042	(25,242)	-30%	72,389	-	72,389	(12,589)	-17%	
Workers' Compensation Insurance	250,000	346,000	(96,000)	-28%	348,970	-	348,970	(98,970)	-28%	12
Other – Human Resources	154,000	7,200	146,800	2039%	68,689	-	68,689	85,311	124%	13
Uniforms/Work Clothing	122,500	118,500	4,000	3%	137,772	-	137,772	(15,272)	-11%	
Tool Allowance	16,000	13,000	3,000	23%	13,775	-	13,775	2,225	16%	
Professional & Tech. Service	94,100	241,500	(147,400)	-61%	459,623	(303,215)	156,408	(62,308)	-40%	14
Computer Services	4,800	750	4,050	540%	10,620	-	10,620	(5,820)	-55%	
Computer License Fees	890,900	767,905	122,995	16%	675,154	-	675,154	215,746	32%	40
Advertising Media & Production	319,600	402,803	(83,203)	-21%	456,842	-	456,842	(137,242)	-30%	15
Marketing Promotion/Sponsorships	13,600	54,126	(40,526)	-75%	10,336	-	10,336	3,264	32%	15
Bldg./Grounds Maintenance	310,000	365,500	(55,500)	-15%	417,740	-	417,740	(107,740)	-26%	16
Contracted Services	826,660	714,198	112,462	16%	774,641	(32,500)	742,141	84,519	11%	16
Shelter/Signs Maintenance	2,500	2,000	500	25%	2,403	-	2,403	97	4%	
Security Service	300,000	305,000	(5,000)	-2%	259,395	-	259,395	40,605	16%	
Bank Fees	40,000	55,000	(15,000)	-27%	88,926	-	88,926	(48,926)	-55%	
Audit Fees	60,000	55,000	5,000	9%	31,981	32,500	64,481	(4,481)	-7%	
Legal Fees	180,000	364,000	(184,000)	-51%	258,088	303,215	561,303	(381,303)	-68%	
Penalties & Interest	-	-	-	0%	253,271	-	253,271	(253,271)	-100%	
Fuel & Fluids	3,472,300	2,892,185	580,115	20%	1,645,522	-	1,645,522	1,826,778	111%	
Tires & Tubes	241,000	230,000	11,000	5%	222,774	-	222,774	18,226	8%	
Materials & Supplies – Vehicles	1,665,000	1,192,937	472,063	40%	1,259,180	-	1,259,180	405,820	32%	17
Materials & Supplies – Bldg./Grounds	66,000	44,200	21,800	49%	75,095	-	75,095	(9,095)	-12%	
Material & Supplies – Shelters	10,000	10,000	-	0%	9,737	-	9,737	263	3%	
Materials & Supplies – Equip	25,500	22,000	3,500	16%	22,512	-	22,512	2,988	13%	
Office Supplies	76,000	45,695	30,305	66%	82,560	-	82,560	(6,560)	-8%	
Printing Supplies	108,130	226,494	(118,364)	-52%	129,113	-	129,113	(20,983)	-16%	15
Program Materials	25,920	24,922	998	4%	22,857	-	22,857	3,063	13%	
Postage/Shipping	38,000	44,775	(6,775)	-15%	41,466	-	41,466	(3,466)	-8%	

Description	2019 Budget	2018 Budget	Variance 2019 v 2018	Variance %	2017 Actual	Adjustments	Net 2017 Actual	Variance 2019 v 2017	Variance %	Reference
Freight Charges – MFS	6,000	10,000	(4,000)	-40%	7,448	-	7,448	(1,448)	-19%	
Misc Equipment Office	10,000	-	10,000	100%	13,821	-	13,821	(3,821)	-28%	
Tools/Equipment	10,000	23,000	(13,000)	-57%	6,062	-	6,062	3,938	65%	
Utilities – Phone	131,000	223,000	(92,000)	-41%	173,144	-	173,144	(42,144)	-24%	
Utilities – Electric	301,000	274,126	26,874	10%	295,237	-	295,237	5,763	2%	
Utilities – Water/Sewer	101,000	74,238	26,762	36%	74,425	-	74,425	26,575	36%	
Utilities – Steam	14,000	27,263	(13,263)	-49%	25,719	-	25,719	(11,719)	-46%	
Utilities – Natural Gas	125,000	132,777	(7,777)	-6%	119,210	-	119,210	5,790	5%	
Trash Collection	11,050	7,000	4,050	58%	7,795	-	7,795	3,255	42%	
Insurance – Property & Liability	1,400,000	1,457,213	(57,213)	-4%	1,510,894	-	1,510,894	(110,894)	-7%	12
Contracted SpecTran Service	6,494,500	4,357,478	2,137,022	49%	4,342,633	-	4,342,633	2,151,867	50%	18
Contracted Rural Service	885,600	1,452,583	(566,983)	-39%	1,311,207	-	1,311,207	(425,607)	-32%	18
Dues/Subscriptions	100,600	114,270	(13,670)	-12%	60,215	-	60,215	40,385	67%	
Training/Meetings	152,475	77,750	74,725	96%	70,394	-	70,394	82,081	117%	
Other Miscellaneous	22,950	28,100	(5,150)	-18%	33,213	-	33,213	(10,263)	-31%	
Operating Lease & Rentals	11,500	36,800	(25,300)	-69%	33,932	-	33,932	(22,432)	-66%	
Other Ineligible	464,100	-	464,100	N/A	-	-	-	464,100	0%	15
Employee Participation Fees	(870,000)	(712,000)	(158,000)	22%	(807,731)	-	(807,731)	(62,270)	8%	19
Total FY2019 Operating Budget	50,985,443	45,248,265	5,737,178	13%	45,278,943	-	45,278,943	5,706,500	13%	
Audit Reclassification	-	-	-		(404,458)	404,458	-	-		
Net Change in Financial Position	(3,185,443)	364,776	(3,550,219)	-8%	(1,535,183)	698,581	(836,602)	(2,348,841)	281%	

SECTION 7
FY 2019
DEPARTMENTAL
ANALYSIS

Capital Area Transportation Authority

Fiscal 2019 Budget

Detailed Expense Analysis by Department

Description	2019 Budget	2018 Budgeted	Variance 2019 v 2018	Variance %	2017 Actual	Variance 2019 v 2017	Variance %	Ref
BOARD DEPARTMENT (ABRD):								
Professional & Tech. Service	-	50,000	(50,000)	-100%	-	-	0%	
Training/Meetings	8,000	8,000	-	0%	4,815	3,185	66%	49
Other Miscellaneous	-	500	(500)	-100%	-	-	0%	
TOTAL ABRD	8,000	58,500	(50,500)	-86%	4,815	3,185	66%	
CLEAN COMMUTE OPTIONS DEPARTMENT (ACAL):								
Labor Admin-ST	43,500	41,817	1,683	4%	41,173	2,327	6%	21
Labor Admin-OT	870	-	870	100%	843	27	3%	21
FICA Payroll Taxes	3,394	-	3,394	100%	-	3,394	100%	7
State Unemp.Tax-SUTA	444	-	444	100%	-	444	100%	7
Professional & Tech. Service	-	-	-	0%	7,906	(7,906)	-100%	21
Computer License Fees	14,000	14,000	-	0%	12,833	1,167	9%	21
Advertising Media	49,750	48,500	1,250	3%	40,010	9,740	24%	21
Advertising Production	46,750	32,600	14,150	43%	26,600	20,150	76%	21
Marketing Promotion/Sponsorshi	13,600	10,800	2,800	26%	9,665	3,935	41%	21
Contracted Services	63,560	79,825	(16,265)	-20%	54,561	8,999	16%	21
Office Supplies	-	-	-	0%	31	(31)	-100%	21
Printing Supplies	6,630	4,500	2,130	47%	1,984	4,646	234%	21
Program Materials	23,620	24,922	(1,302)	-5%	17,873	5,747	32%	21
Postage/Shipping	2,000	1,000	1,000	100%	1,262	738	59%	21
Dues/Subscriptions	-	-	-	0%	2,077	(2,077)	-100%	21
Training/Meetings	2,500	2,500	-	0%	1,426	1,074	75%	49
Other Miscellaneous	3,000	-	3,000	100%	-	3,000	100%	21
TOTAL ACAL	273,618	260,464	13,154	5%	218,244	55,374	25%	
CUSTOMER EXPERIENCE DEPARTMENT (ACSV):								
Labor Admin-ST	375,400	288,862	86,538	30%	302,966	72,434	24%	5
Labor Admin-OT	3,754	1,500	2,254	150%	2,842	912	32%	
FICA Payroll Taxes	29,005	-	29,005	100%	-	29,005	100%	7
State Unemp.Tax-SUTA	3,792	-	3,792	100%	-	3,792	100%	7
Uniforms/Work Clothing	3,000	-	3,000	100%	1,979	1,021	52%	
Professional & Tech. Service	2,600	2,500	100	4%	-	2,600	100%	
Temporary Help	-	-	-	0%	3,352	(3,352)	-100%	
Security Service	300,000	305,000	(5,000)	-2%	-	300,000	100%	22
Office Supplies	-	4,000	(4,000)	-100%	2,877	(2,877)	-100%	
Printing Supplies	500	500	-	0%	135	365	270%	
Misc Equipment Office	-	-	-	0%	1,693	(1,693)	-100%	
Training/Meetings	27,200	850	26,350	3100%	-	27,200	100%	44
Other Miscellaneous	16,200	9,600	6,600	69%	8,400	7,800	93%	45
TOTAL ACSV	761,451	612,812	148,639	24%	324,245	437,206	135%	
EXECUTIVE DEPARTMENT (AEXO):								
Labor Admin-ST	400,000	399,464	536	0%	462,925	(62,925)	-14%	
FICA Payroll Taxes	30,600	-	30,600	100%	-	30,600	100%	7
State Unemp.Tax-SUTA	4,000	-	4,000	100%	-	4,000	100%	7
Professional & Tech. Service	10,000	100,000	(90,000)	-90%	38,853	(28,853)	-74%	32, 14
Legal Fees	180,000	-	180,000	100%	-	180,000	100%	14
Office Supplies	800	4,300	(3,500)	-81%	3,841	(3,041)	-79%	
First Aid Supplies	-	-	-	0%	37	(37)	-100%	
Postage/Shipping	-	-	-	0%	71	(71)	-100%	
Misc Equipment Office	-	-	-	0%	1,712	(1,712)	-100%	
Veh.License/Regist.Fees	-	-	-	0%	227	(227)	-100%	
Dues/Subscriptions	96,400	1,400	95,000	6786%	4,500	91,900	2042%	33
Training/Meetings	17,900	16,900	1,000	6%	22,598	(4,698)	-21%	49
Other Miscellaneous	500	-	500	100%	255	245	96%	
Other Ineligible	4,200	-	4,200	100%	-	4,200	100%	
TOTAL AEXO	744,400	522,064	222,336	43%	535,018	209,382	39%	
FINANCE DEPARTMENT (AFIN):								
Labor Admin-ST	420,000.00	393,829.00	26,171.00	7%	300,701.45	119,298.55	40%	
Labor Admin-OT	4,200.00	9,000.00	(4,800.00)	-53%	4,586.83	(386.83)	-8%	
FICA Payroll Taxes	32,451.30	-	32,451.30	100%	-	32,451.30	100%	7
State Unemp.Tax-SUTA	4,242.00	-	4,242.00	100%	-	4,242.00	100%	7
Professional & Tech. Service	55,000.00	30,000.00	25,000.00	83%	60,095.85	(5,095.85)	-8%	34
Temporary Help	-	-	-	0%	328,034.50	(328,034.50)	-100%	6
Contracted Services	20,000.00	10,000.00	10,000.00	100%	1,964.86	18,035.14	918%	35
Bank Fees	40,000.00	-	40,000.00	100%	-	40,000.00	100%	55
Audit Fees	60,000.00	-	60,000.00	100%	-	60,000.00	100%	36
Office Supplies	5,000.00	1,500.00	3,500.00	233%	4,463.47	536.53	12%	
Misc Equipment Office	-	-	-	0%	39.75	(39.75)	-100%	
Dues/Subscriptions	1,000.00	-	1,000.00	100%	-	1,000.00	100%	
Training/Meetings	10,000.00	1,000.00	9,000.00	900%	832.33	9,167.67	1101%	49
Other Miscellaneous	1,000.00	-	1,000.00	100%	-	1,000.00	100%	
TOTAL AFIN	652,893	445,329	207,564	47%	700,719	(47,826)	-7%	

Description	2019 Budget	2018 Budgeted	Variance 2019 v 2018	Variance %	2017 Actual	Variance 2019 v 2017	Variance %	Ref
GRANT ADMINISTRATION DEPARTMENT (AGRT):								
Labor Admin-ST	65,000	58,650	6,350	11%	48,654	16,346	34%	
FICA Payroll Taxes	4,973	-	4,973	100%	-	4,973	100%	7
State Unemp.Tax-SUTA	650	-	650	100%	-	650	100%	7
Advertising Media	7,500	4,000	3,500	88%	3,758	3,742	100%	
Office Supplies	250	245	5	2%	316	(66)	-21%	
Training/Meetings	1,500	500	1,000	200%	-	1,500	100%	
TOTAL AFIN	79,873	63,395	16,478	26%	52,728	27,145	51%	
HUMAN RESOURCES DEPARTMENT (AHMR):								
Labor Admin-ST	248,500	142,151	106,349	75%	110,740	137,760	124%	5
Labor Admin-OT	2,485	2,000	485	24%	558	1,927	345%	
FICA Payroll Taxes	19,200	-	19,200	100%	-	19,200	100%	7
State Unemp.Tax-SUTA	2,510	-	2,510	100%	-	2,510	100%	7
Other Fringe Benefits	-	-	-	0%	15	(15)	-100%	
Advertising Media	15,000	15,000	-	0%	1,107	13,893	1256%	47
Temporary Help	50,000	95,000	(45,000)	-47%	66,939	(16,939)	-25%	48
Contracted Services	100,000	17,500	82,500	471%	40,466	59,534	147%	13
Office Supplies	5,000	1,800	3,200	178%	2,720	2,280	84%	50
Printing Supplies	-	500	(500)	-100%	-	-	0%	
Postage/Shipping	200	-	200	100%	116	84	72%	
Dues/Subscriptions	1,300	1,250	50	4%	2,538	(1,238)	-49%	
Training/Meetings	7,500	2,500	5,000	200%	371	7,129	1921%	49
Other Miscellaneous	-	12,500	(12,500)	-100%	27	(27)	-100%	
Awards	7,000	-	7,000	100%	-	7,000	100%	26
TOTAL AHMR	458,695	290,201	168,494	58%	225,597	233,099	103%	
INFORMATION TECHNOLOGY SERVICES DEPARTMENT (AITS):								
Labor Admin-ST	310,000	238,922	71,078	30%	190,705	119,295	63%	5
Labor Admin-OT	3,100	2,000	1,100	55%	1,737	1,363	79%	
FICA Payroll Taxes	23,952	-	23,952	100%	-	23,952	100%	7
State Unemp.Tax-SUTA	3,131	-	3,131	100%	-	3,131	100%	7
Computer Services	4,800	750	4,050	540%	10,620	(5,820)	-55%	
Computer License Fees	876,900	753,905	122,995	16%	662,321	214,579	32%	40
Contracted Services	-	2,000	(2,000)	-100%	-	-	0%	
Materials & Supplies -Equip	-	4,000	(4,000)	-100%	3,104	(3,104)	-100%	
Office Supplies	8,000	-	8,000	100%	17,696	(9,696)	-55%	
Postage/Shipping	-	-	-	0%	84	(84)	-100%	
Freight Charges-MFS	-	-	-	0%	43	(43)	-100%	
Dues/Subscriptions	-	-	-	0%	1,010	(1,010)	-100%	
Training/Meetings	6,500	3,500	3,000	86%	6,454	46	1%	49
Other Miscellaneous	-	-	-	0%	154	(154)	-100%	
TOTAL AITS	1,236,383	1,005,077	231,306	23%	893,928	342,456	38%	
MARKETING DEPARTMENT (AMKT):								
Labor Admin-ST	319,000	226,856	92,144	41%	212,585	106,415	50%	
Labor Admin-OT	3,190	-	3,190	100%	1,518	1,672	110%	
FICA Payroll Taxes	24,648	-	24,648	100%	-	24,648	100%	7
State Unemp.Tax-SUTA	3,222	-	3,222	100%	-	3,222	100%	7
Advertising Media	30,000	158,668	(128,668)	-81%	116,629	(86,629)	-74%	15
Advertising Production	169,600	141,785	27,815	20%	267,364	(97,764)	-37%	15
Marketing Promotion/Sponsorship	-	43,326	(43,326)	-100%	671	(671)	-100%	
Contracted Services	67,100	134,778	(67,678)	-50%	151,682	(84,582)	-56%	15
Tires & Tubes	-	-	-	0%	156	(156)	-100%	
Office Supplies	24,700	-	24,700	100%	15,705	8,995	57%	15
Printing Supplies	99,000	218,994	(119,994)	-55%	125,129	(26,129)	-21%	15
Program Materials	2,300	-	2,300	100%	4,677	(2,377)	-51%	15
Postage/Shipping	23,600	23,175	425	2%	27,490	(3,890)	-14%	15
Freight Charges-MFS	-	-	-	0%	358	(358)	-100%	
Misc Equipment Office	-	-	-	0%	400	(400)	-100%	
Dues/Subscriptions	600	290	310	107%	13,488	(12,888)	-96%	15
Training/Meetings	9,975	7,500	2,475	33%	7,264	2,711	37%	49
Other Miscellaneous	-	-	-	0%	579	(579)	-100%	
Other Ineligible	435,400	-	435,400	100%	-	435,400	100%	15
Ineligible Donations-Gifts	7,500	-	7,500	100%	-	7,500	100%	15
TOTAL AMKT	1,219,834	955,372	264,462	28%	945,697	274,137	29%	
PLANNING DEPARTMENT (APLN):								
Labor Admin-ST	190,500	138,835	51,665	37%	170,364	20,136	12%	5
Labor Admin-OT	-	-	-	0%	17	(17)	-100%	
FICA Payroll Taxes	14,573	-	14,573	100%	-	14,573	100%	7
State Unemp.Tax-SUTA	1,905	-	1,905	100%	-	1,905	100%	7
Ridership Surveys	9,800	-	9,800	100%	6,225	3,575	57%	41
Office Supplies	100	100	-	0%	736	(636)	-86%	
Postage/Shipping	-	-	-	0%	110	(110)	-100%	
Dues/Subscriptions	600	500	100	20%	5,827	(5,227)	-90%	42
Training/Meetings	5,000	3,000	2,000	67%	5,573	(573)	-10%	49

Description	2019 Budget	2018 Budgeted	Variance 2019 v 2018	Variance %	2017 Actual	Variance 2019 v 2017	Variance %	Ref
TOTAL APLN	222,478	142,435	80,043	56%	188,853	33,625	18%	
PURCHASING AND CONTRACTS DEPARTMENT (APRC):								
Labor Admin-ST	130,000	99,482	30,518	31%	70,499	59,501	84%	
Labor Admin-OT	2,600	2,000	600	30%	1,895	705	37%	
FICA Payroll Taxes	10,144	-	10,144	100%	-	10,144	100%	7
State Unemp.Tax-SUTA	1,326	-	1,326	100%	-	1,326	100%	7
Advertising Media	1,000	2,000	(1,000)	-50%	1,375	(375)	-27%	
Office Supplies	1,000	2,500	(1,500)	-60%	1,894	(894)	-47%	
Postage/Shipping	200	-	200	100%	637	(437)	-69%	
Dues/Subscriptions	200	180	20	11%	180	20	11%	
Training/Meetings	6,000	1,000	5,000	500%	-	6,000	100%	37, 49
TOTAL APRC	152,470	107,162	45,308	42%	76,479	75,991	99%	
SAFETY AND TRAINING DEPARTMENT (ASFT):								
Labor Admin-ST	82,000	70,408	11,592	16%	83,153	(1,153)	-1%	58
FICA Payroll Taxes	6,273	-	6,273	100%	-	6,273	100%	7
State Unemp.Tax-SUTA	820	-	820	100%	-	820	100%	7
Professional & Tech. Service	-	-	-	0%	31,175	(31,175)	-100%	39
Bldg./Grounds Maintenance	-	-	-	0%	100	(100)	-100%	
Contracted Services	-	40,000	(40,000)	-100%	-	-	0%	39
Materials & Supplies -Equip	-	500	(500)	-100%	-	-	0%	
Office Supplies	2,000	-	2,000	100%	1,748	252	14%	
Dues/Subscriptions	-	150	(150)	-100%	-	-	0%	
Training/Meetings	10,000	2,750	7,250	264%	281	9,719	3461%	38
Other Miscellaneous	-	750	(750)	-100%	-	-	0%	
TOTAL ASFT	101,093	114,558	(13,465)	-12%	116,456	(15,363)	-13%	
SERVICE PLANNING AND SCHEDULING DEPARTMENT (ASPL):								
Labor Admin-ST	67,000	63,132	3,868	6%	61,894	5,106	8%	
FICA Payroll Taxes	5,126	-	5,126	100%	-	5,126	100%	7
State Unemp.Tax-SUTA	670	-	670	100%	-	670	100%	7
Professional & Tech. Service	500	-	500	100%	-	500	100%	
Advertising Media	-	250	(250)	-100%	-	-	0%	
Office Supplies	150	250	(100)	-40%	8	142	1848%	
Training/Meetings	2,500	2,500	-	0%	1,881	619	33%	49
TOTAL ASPL	75,946	66,132	9,814	15%	63,783	12,163	19%	
FACILITIES AND GROUNDS DEPARTMENT - CTC FACILITY (MCTC):								
Bldg./Grounds Maintenance	46,500	85,000	(38,500)	-45%	97,780	(51,280)	-52%	27
Janitorial/Cleaning	96,500	96,000	500	1%	94,459	2,041	2%	
Contracted Services	43,000	-	43,000	100%	-	43,000	100%	28
Security Service	-	-	-	0%	259,395	(259,395)	-100%	22
Materials & Supplies -Bldg & G	3,000	500	2,500	500%	2,281	719	32%	
Janitorial Supplies	15,000	15,500	(500)	-3%	13,420	1,580	12%	
Utilities:Phone	13,000	19,000	(6,000)	-32%	16,646	(3,646)	-22%	62
Utilities:Electric	36,000	47,000	(11,000)	-23%	40,209	(4,209)	-10%	31
Utilities:Water/Sewer	11,000	11,000	-	0%	10,514	486	5%	31
Utilities:Steam Power	14,000	27,263	(13,263)	-49%	25,719	(11,719)	-46%	31
Utilities:Natural Gas	7,000	11,500	(4,500)	-39%	2,540	4,460	176%	31
Trash Collection	1,750	1,500	250	17%	1,250	500	40%	
TOTAL MCTC	286,750	314,263	(27,513)	-9%	564,212	(277,462)	-49%	
FACILITIES AND GROUNDS DEPARTMENT (MFAC):								
Labor Admin-ST	280,000	262,168	17,832	7%	309,767	(29,767)	-10%	
Labor Admin-OT	2,800	1,500	1,300	87%	1,889	911	48%	
FICA Payroll Taxes	21,634	-	21,634	100%	-	21,634	100%	7
State Unemp.Tax-SUTA	2,828	-	2,828	100%	-	2,828	100%	7
Uniforms/Work Clothing	1,500	-	1,500	100%	-	1,500	100%	
Bldg./Grounds Maintenance	77,000	177,300	(100,300)	-57%	203,988	(126,988)	-62%	29
Janitorial/Cleaning	4,500	7,200	(2,700)	-38%	7,231	(2,731)	-38%	
Contracted Services	199,500	43,500	156,000	359%	40,894	158,606	388%	30
Shelter/Signs Maintenance	2,500	2,000	500	25%	2,403	97	4%	
Audit Fees	-	-	-	0%	6	(6)	-100%	
Materials & Supplies -Vehicles	-	-	-	0%	1,834	(1,834)	-100%	
Materials & Supplies -Bldg & G	25,000	8,200	16,800	205%	36,322	(11,322)	-31%	
Material & Supplies - Shelters	10,000	10,000	-	0%	9,737	263	3%	
Environmental Requisites	-	4,500	(4,500)	-100%	3,537	(3,537)	-100%	
Janitorial Supplies	20,000	20,000	-	0%	20,715	(715)	-3%	
Materials & Supplies -Equip	22,000	14,000	8,000	57%	19,008	2,992	16%	
Office Supplies	-	-	-	0%	1,203	(1,203)	-100%	
Program Materials	-	-	-	0%	307	(307)	-100%	
First Aid Supplies	-	-	-	0%	156	(156)	-100%	
Postage/Shipping	-	-	-	0%	808	(808)	-100%	
Freight Charges-MFS	-	-	-	0%	244	(244)	-100%	
Tools/Equipment	-	3,000	(3,000)	-100%	1,540	(1,540)	-100%	
Utilities:Phone	34,000	-	34,000	100%	-	34,000	100%	62
Utilities:Electric	245,000	-	245,000	100%	-	245,000	100%	31
Utilities:Water/Sewer	90,000	-	90,000	100%	-	90,000	100%	31

Description	2019 Budget	2018 Budgeted	Variance 2019 v 2018	Variance %	2017 Actual	Variance 2019 v 2017	Variance %	Ref
Utilities:Natural Gas	115,000	-	115,000	100%	-	115,000	100%	31
Trash Collection	8,600	5,500	3,100	56%	5,140	3,460	67%	
Veh.License/Regist.Fees	-	-	-	0%	147	(147)	-100%	
Training/Meetings	500	500	-	0%	6,737	(6,237)	-93%	
Other Miscellaneous	-	-	-	0%	1,203	(1,203)	-100%	
TOTAL MFAC	1,162,362	559,368	602,994	108%	674,817	487,545	72%	
MAINTENANCE DEPARTMENT - FIXED ROUTE ADMINISTRATION (MFRA):								
Labor-Mechanics Helper-ST	-	7,358	(7,358)	-100%	427	(427)	-100%	
Labor- Mechanics-ST	51,700	801	50,899	6354%	-	51,700	100%	71
Labor-Maint. Utility-ST	34,100	198	33,902	17122%	-	34,100	100%	71
Labor Admin-ST	520,000	484,904	35,096	7%	493,469	26,531	5%	5
Labor Admin-OT	2,600	-	2,600	100%	353	2,247	636%	
FICA Payroll Taxes	46,543	-	46,543	100%	-	46,543	100%	7
State Unemp.Tax-SUTA	6,084	-	6,084	100%	-	6,084	100%	7
Temporary Help	-	-	-	0%	2,130	(2,130)	-100%	
Contracted Services	28,000	28,195	(195)	-1%	15,231	12,769	84%	
Diesel Fuel/Gasoline	100,000	90,000	10,000	11%	24,854	75,146	302%	
Grease/Oil	5,500	1,571	3,929	250%	2,255	3,245	144%	
Tires & Tubes	10,000	10,000	-	0%	252	9,748	3870%	
Materials & Supplies -Vehicles	150,000	25,000	125,000	500%	113,744	36,256	32%	
Materials & Supplies -Equip	1,000	-	1,000	100%	400	600	150%	
Office Supplies	1,000	-	1,000	100%	987	13	1%	
Postage/Shipping	-	-	-	0%	7	(7)	-100%	
Freight Charges-MFS	-	-	-	0%	134	(134)	-100%	
Tools/Equipment	10,000	20,000	(10,000)	-50%	4,407	5,593	127%	
Dues/Subscriptions	500	500	-	0%	376	124	33%	
Training/Meetings	21,000	6,000	15,000	250%	1,763	19,237	1091%	49
Other Miscellaneous	-	-	-	0%	50	(50)	-100%	
TOTAL MFRA	988,027	674,527	313,500	46%	660,839	327,187	50%	
MAINTENANCE DEPARTMENT - FIXED ROUTE SERVICE (MFRS):								
Labor-Mechanics Helper-ST	-	72,500	(72,500)	-100%	72,582	(72,582)	-100%	
Labor-Mechanics Training-ST	-	6,000	(6,000)	-100%	-	-	0%	
Labor- Mechanics-ST	1,008,600	741,371	267,229	36%	717,595	291,005	41%	71
Labor-Maint. Utility-ST	665,300	461,041	204,259	44%	370,287	295,013	80%	71
Labor-Mech. Helper-OT	-	37,000	(37,000)	-100%	17,704	(17,704)	-100%	
Labor- Mechanics-OT	-	100,000	(100,000)	-100%	67,400	(67,400)	-100%	
Labor-Maint. Utility-OT	-	85,500	(85,500)	-100%	31,234	(31,234)	-100%	
Labor- Mechanics-DT	-	10,000	(10,000)	-100%	10,843	(10,843)	-100%	
Labor-Maint. Utility-DT	-	15,000	(15,000)	-100%	11,162	(11,162)	-100%	
FICA Payroll Taxes	128,053	-	128,053	100%	-	128,053	100%	7
State Unemp.Tax-SUTA	16,739	-	16,739	100%	-	16,739	100%	7
Uniforms/Work Clothing	50,000	50,000	-	0%	29,563	20,437	69%	
Temporary Help	-	-	-	0%	3,045	(3,045)	-100%	
Contracted Services	275,000	190,000	85,000	45%	212,052	62,948	30%	
Diesel Fuel/Gasoline	2,800,000	2,303,499	546,501	24%	1,327,321	1,522,679	115%	
Grease/Oil	120,000	100,000	20,000	20%	65,626	54,374	83%	
Tires & Tubes	210,000	200,000	10,000	5%	199,187	10,813	5%	
Materials & Supplies -Vehicles	1,350,000	1,057,937	292,063	28%	995,853	354,147	36%	
Office Supplies	-	-	-	0%	6	(6)	-100%	
Freight Charges-MFS	6,000	10,000	(4,000)	-40%	6,594	(594)	-9%	
Training/Meetings	-	10,000	(10,000)	-100%	78	(78)	-100%	
Operating Lease and Rentals	5,000	5,000	-	0%	3,090	1,910	62%	
TOTAL MFRS	6,634,692	5,454,848	1,229,844	23%	4,141,221	2,543,471	61%	
FACILITIES AND GROUNDS DEPARTMENT - MMG FACILITY (MMMS):								
Labor - Admin	-	32,802	(32,802)	100%	-	-	349%	63
Bldg./Grounds Maintenance	62,500	-	62,500	100%	13,913	48,588	349%	24
Janitorial/Cleaning	23,000	-	23,000	100%	269	22,731	8440%	23
Contracted Services	10,500	104,200	(93,700)	-90%	86,996	(76,496)	-88%	25
Materials & Supplies -Vehicles	-	-	-	0%	103	(103)	-100%	
Materials & Supplies -Bldg & G	2,500	-	2,500	100%	2,081	419	20%	
Janitorial Supplies	500	-	500	100%	276	224	81%	
Office Supplies	-	-	-	0%	78	(78)	-100%	
Freight Charges-MFS	-	-	-	0%	25	(25)	-100%	
Utilities:Phone	9,000	-	9,000	100%	5,390	3,610	67%	62
Utilities:Electric	20,000	-	20,000	100%	2,097	17,903	854%	31
Utilities:Natural Gas	3,000	27,000	(24,000)	-89%	29,666	(26,666)	-90%	31
Trash Collection	700	-	700	100%	602	98	16%	
TOTAL MMMS	131,700	164,002	(32,302)	-20%	141,496	(9,796)	-7%	

Description	2019 Budget	2018 Budgeted	Variance 2019 v 2018	Variance %	2017 Actual	Variance 2019 v 2017	Variance %	Ref
MAINTENANCE DEPARTMENT - PARATRANSIT SERVICE (MPTS):								
Labor-Mechanics Helper-ST	-	14,500	(14,500)	-100%	13,415	(13,415)	-100%	
Labor- Mechanics-ST	232,700	98,367	134,333	137%	129,398	103,302	80%	71
Labor-Maint. Utility-ST	153,500	70,213	83,287	119%	64,309	89,191	139%	71
Labor-Mech. Helper-OT	-	1,500	(1,500)	-100%	2,876	(2,876)	-100%	
Labor- Mechanics-OT	-	9,000	(9,000)	-100%	13,083	(13,083)	-100%	
Labor-Maint. Utility-OT	-	8,000	(8,000)	-100%	5,160	(5,160)	-100%	
Labor-Mech. Helper-DT	-	-	-	0%	-	-	0%	
Labor- Mechanics-DT	-	1,000	(1,000)	-100%	2,871	(2,871)	-100%	
Labor-Maint. Utility-DT	-	2,000	(2,000)	-100%	2,163	(2,163)	-100%	
FICA Payroll Taxes	29,544	-	29,544	100%	-	29,544	100%	7
State Unemp.Tax-SUTA	3,862	-	3,862	100%	-	3,862	100%	7
Contracted Services	20,000	26,697	(6,697)	-25%	5,812	14,188	244%	
Contracted Services - CRS	-	18,303	(18,303)	-100%	-	-	0%	
Diesel Fuel/Gasoline	431,800	389,013	42,787	11%	209,182	222,618	106%	
Grease/Oil	15,000	8,102	6,898	85%	16,284	(1,284)	-8%	
Tires & Tubes	21,000	20,000	1,000	5%	23,179	(2,179)	-9%	
Materials & Supplies -Vehicles	165,000	110,000	55,000	50%	147,647	17,353	12%	
Office Supplies	-	-	-	0%	-	-	0%	
Freight Charges-MFS	-	-	-	0%	-	-	0%	
TOTAL MPTS	1,072,406	776,695	295,711	38%	635,378	437,028	69%	
OPERATIONS DEPARTMENT - ADMINISTRATION (OFRA):								
Labor Admin-ST	850,000	791,166	58,834	7%	834,643	15,357	2%	
Labor Admin-OT	17,000	18,750	(1,750)	-9%	-	17,000	100%	
FICA Payroll Taxes	66,326	-	66,326	100%	-	66,326	100%	7
State Unemp.Tax-SUTA	8,670	-	8,670	100%	-	8,670	100%	7
Professional & Tech. Service	-	-	-	0%	3,418	(3,418)	-100%	
Office Supplies	2,000	2,000	-	0%	2,863	(863)	-30%	
Printing Supplies	2,000	2,000	-	0%	1,864	136	7%	
Postage/Shipping	-	-	-	0%	77	(77)	-100%	
Utilities:Phone	-	-	-	0%	510	(510)	-100%	62
Dues/Subscriptions	-	-	-	0%	360	(360)	-100%	
Training/Meetings	14,900	7,500	7,400	99%	6,522	8,378	128%	49
Other Miscellaneous	-	-	-	0%	15	(15)	-100%	
TOTAL OFRA	960,896	821,416	139,480	17%	850,271	110,625	13%	
OPERATIONS DEPARTMENT - FIXED ROUTE SERVICE (MFRS):								
Labor-Operators-ST	9,097,700	9,799,266	(701,566)	-7%	6,847,439	2,250,261	33%	65
Labor-Operators Training-ST	176,700	-	176,700	100%	50,249	126,451	252%	65
Labor-Protection-ST	1,263,900	-	1,263,900	100%	843,115	420,785	50%	65
Labor-Operators-OT	-	164,101	(164,101)	-100%	1,788,506	(1,788,506)	-100%	
Labor-Operators Training-OT	-	-	-	0%	7,754	(7,754)	-100%	
Labor-Protection-OT	-	-	-	0%	216,612	(216,612)	-100%	
Labor-Operators-DT	-	-	-	0%	147,579	(147,579)	-100%	
Labor-Protection-DT	-	-	-	0%	105,674	(105,674)	-100%	
FICA Payroll Taxes	806,180	-	806,180	100%	-	806,180	100%	7
State Unemp.Tax-SUTA	105,383	-	105,383	100%	-	105,383	100%	7
Uniforms/Work Clothing	68,000	68,500	(500)	-1%	-	68,000	100%	69
Contracted Services	-	-	-	0%	4,583	(4,583)	-100%	
Office Supplies	-	4,000	(4,000)	-100%	148	(148)	-100%	
TOTAL OFRS	11,517,863	10,035,867	1,481,996	15%	10,011,659	1,506,204	15%	
OPERATIONS DEPARTMENT - PARATRANSIT ADMINISTRATION (OPTA):								
Labor Admin-ST	575,000	583,722	(8,722)	-1%	550,289	24,711	4%	
Labor Admin-OT	17,250	11,000	6,250	57%	7,414	9,836	133%	
FICA Payroll Taxes	45,307	-	45,307	100%	-	45,307	100%	7
State Unemp.Tax-SUTA	5,923	-	5,923	100%	-	5,923	100%	7
Uniforms/Work Clothing	-	-	-	0%	105,975	(105,975)	-100%	
Professional & Tech. Service	26,000	26,000	-	0%	23,499	2,502	11%	67
Temporary Help	-	-	-	0%	4,265	(4,265)	-100%	
Materials & Supplies -Equip	2,500	3,500	(1,000)	-29%	-	2,500	100%	
Office Supplies	1,000	-	1,000	100%	828	172	21%	
Freight Charges-MFS	-	-	-	0%	50	(50)	-100%	
Training/Meetings	1,500	1,250	250	20%	15	1,485	9913%	49
Other Miscellaneous	250	250	-	0%	282	(32)	-11%	
Operating Lease and Rentals	6,500	6,000	500	8%	6,500	-	0%	68
TOTAL OPTA	681,230	631,722	49,508	8%	699,116	(17,887)	-3%	
OPERATIONS DEPARTMENT - PARATRANSIT SERVICE (OPTS):								
Labor-Operators-ST	2,055,300	1,849,962	205,338	11%	1,835,726	219,574	12%	65
Labor-Operators Training-ST	-	-	-	0%	293	(293)	-100%	65
Labor-Operators-OT	-	-	-	0%	134,908	(134,908)	-100%	
Labor-Operators Training-OT	-	-	-	0%	83	(83)	-100%	
Labor-Operators-DT	-	56,230	(56,230)	-100%	33,396	(33,396)	-100%	
FICA Payroll Taxes	157,230	-	157,230	100%	-	157,230	100%	7
State Unemp.Tax-SUTA	20,553	-	20,553	100%	-	20,553	100%	7
Contracted SpecTran Service	6,494,500	4,357,478	2,137,022	49%	4,342,633	2,151,867	50%	43
Contracted Rural Service	885,600	1,336,376	(450,776)	-34%	1,217,881	(332,281)	-27%	43

Description	2019 Budget	2018 Budgeted	Variance 2019 v 2018	Variance %	2017 Actual	Variance 2019 v 2017	Variance %	Ref
Contracted Shopping Bus	-	116,207	(116,207)	-100%	93,326	(93,326)	-100%	
TOTAL OPTS	9,613,183	7,716,253	1,896,930	25%	7,658,247	1,954,937	26%	
UNALLOCATED FRINGE BENEFITS (UAFB):								
FICA Payroll Taxes	-	1,477,795	(1,477,795)	-100%	1,498,952	(1,498,952)	-100%	7
State Unemp.Tax-SUTA	-	100,000	(100,000)	-100%	102,010	(102,010)	-100%	7
Pension Plan	1,480,000	1,594,846	(114,846)	-7%	532,402	947,598	178%	46
Hosp.,Med.,Surg.Insurance Plan	4,459,000	3,925,516	533,484	14%	4,422,881	36,119	1%	9
Retiree Medical	1,329,600	1,236,806	92,794	8%	1,234,996	94,604	8%	9
Other Post Employment Expense	620,500	-	620,500	100%	1,510,201	(889,701)	-59%	
Drug Testing and TPA Expense	154,000	-	154,000	100%	62,497	91,503	146%	64
Dental Insurance Plan	231,200	215,097	16,103	7%	231,700	(500)	0%	
Life Insurance	86,500	105,580	(19,080)	-18%	87,942	(1,442)	-2%	
Retiree Life Insurance	13,000	10,558	2,442	23%	14,215	(1,215)	-9%	
Short-Term Disability Ins.	250,000	207,639	42,361	20%	174,301	75,699	43%	66
Long-Term Disability Ins.	50,000	28,154	21,846	78%	36,873	13,127	36%	
Worker's Comp. Insurance	250,000	346,000	(146,000)	-42%	348,970	(148,970)	-43%	66
Employee Assistance Program	7,800	7,200	600	8%	6,192	1,608	26%	
Holiday Pay:National	550,000	523,500	26,500	5%	466,788	83,212	18%	
Holiday Pay:Floaters	-	-	-	0%	10,020	(10,020)	-100%	
Vacation Pay	1,170,000	732,446	437,554	60%	1,031,820	138,180	13%	
Other Paid Absence	70,000	99,200	(29,200)	-29%	50,058	19,942	40%	
Attendance Incentive Pay	495,600	472,970	22,630	5%	483,466	12,134	3%	
Sick/Personal Pay-ADM	-	-	-	0%	40,504	(40,504)	-100%	
Other Fringe Benefits - Wages	20,000	233,000	(213,000)	-91%	1,947	18,053	927%	70
Retirement Benefit-ADM	-	-	-	0%	(24,000)	24,000	-100%	
Other Fringe Benefits	32,000	85,042	(53,042)	-62%	70,428	(38,428)	-55%	
Uniforms/Work Clothing	-	-	-	0%	254	(254)	-100%	
Tool Allowance	16,000	13,000	3,000	23%	13,775	2,225	16%	
Postage/Shipping	-	-	-	0%	4	(4)	-100%	
TOTAL UAFB	11,285,200	11,414,349	(179,149)	-2%	12,409,197	(1,173,997)	-9%	
UNALLOCATED OTHER EXPENSES (UAOE):								
Professional & Tech. Service	-	33,000	(33,000)	-100%	294,677	(294,677)	-100%	52
Legal Fees	-	364,000	(364,000)	-100%	258,088	(258,088)	-100%	52
Temporary Help	-	-	-	0%	18,750	(18,750)	-100%	53
Contracted Services	-	19,200	(19,200)	-100%	160,398	(160,398)	-100%	54
Bank Fees	-	55,000	(55,000)	-100%	88,926	(88,926)	-100%	55
Audit Fees	-	55,000	(55,000)	-100%	31,975	(31,975)	-100%	55
Penalties & Interest	-	-	-	0%	253,271	(253,271)	-100%	56
Office Supplies	25,000	25,000	-	0%	24,413	587	2%	57
Postage/Shipping	12,000	20,600	(8,600)	-42%	10,800	1,200	11%	57
Misc Equipment Office	10,000	-	10,000	100%	9,976	24	0%	57
Tools/Equipment	-	-	-	0%	115	(115)	-100%	
Utilities:Phone	75,000	204,000	(129,000)	-63%	150,598	(75,598)	-50%	62
Utilities:Electric	-	227,126	(227,126)	-100%	252,931	(252,931)	-100%	31
Utilities:Water/Sewer	-	63,238	(63,238)	-100%	63,911	(63,911)	-100%	31
Utilities:Natural Gas	-	94,277	(94,277)	-100%	87,005	(87,005)	-100%	31
Trash Collection	-	-	-	0%	804	(804)	-100%	31
Insurance Vehicle Fleet Damage	200,000	291,443	(91,443)	-31%	196,109	3,891	2%	51
Insurance Public Liability	900,000	801,467	98,533	12%	1,000,436	(100,436)	-10%	51
Insurance Other	300,000	364,303	(64,303)	-18%	314,349	(14,349)	-5%	51
Taxes	-	-	-	0%	21,874	(21,874)	-100%	59
Veh.License/Regist.Fees	-	-	-	0%	280	(280)	-100%	
Dues/Subscriptions	-	110,000	(110,000)	-100%	29,859	(29,859)	-100%	60
Training/Meetings	-	-	-	0%	3,782	(3,782)	-100%	
Other Miscellaneous	2,000	-	2,000	100%	1,638	362	22%	
Loss on Sale of Asset	-	-	-	0%	(5,650)	5,650	-100%	
Operating Lease and Rentals	-	25,800	(25,800)	-100%	24,341	(24,341)	-100%	61
Other Ineligible Expense	10,000	-	10,000	100%	-	10,000	100%	
TOTAL UAOE	1,534,000	2,753,454	(1,219,454)	-44%	3,293,657	(1,759,657)	-53%	
Employee Participation Fees	(870,000)	(712,000)	(158,000)	22%	(807,731)	(62,270)	8%	
TOTAL EXPENSES	50,985,443	45,248,265	5,737,178	13%	45,278,943	5,706,500	13%	

SECTION 8

CAPITAL PROGRAM

CATA FY 2019 Capital Request

Section 5307 Funding Request

ITEM	Federal Share at 80%	State Match at 20%	Total Grant Budget
Large Buses 40'/60' Hybrid (Up to 5)	\$ 3,033,966	\$ 758,491	\$ 3,792,457
Small Buses (Up to 9)	\$ 617,211	\$ 154,302	\$ 771,513
Paratransit Vehicles (Up to 16)	\$ 518,039	\$ 129,509	\$ 647,548
Maintenance Equipment	\$ 124,454	\$ 31,113	\$ 155,567
Facility Improvements (CTC/MMG)	\$ 116,675	\$ 29,169	\$ 145,844
Facility Improvements (Admin., Maintenance, Storage)	\$ 38,892	\$ 9,723	\$ 48,615
Facility - A & E Design (CTC/MMG)	\$ 1,167	\$ 291	\$ 1,458
Facility - A & E Design (Admin., Maintenance, Storage)	\$ 1,167	\$ 291	\$ 1,458
Preventive Maintenance	\$ 880,000	\$ 220,000	\$ 1,100,000
Spare Parts	\$ 120,000	\$ 30,000	\$ 150,000
Customer Enhancements - A & E Design	\$ 778	\$ 194	\$ 972
Customer Enhancements - Shelters	\$ 23,335	\$ 5,834	\$ 29,169
Customer Enhancements - Signage	\$ 778	\$ 194	\$ 972
Customer Enhancements - Pedestrian Access/Walkways/Concrete	\$ 38,498	\$ 9,624	\$ 48,122
Safety & Security - Emergency Response	\$ 3,889	\$ 972	\$ 4,861
Safety & Security - Consultant Services	\$ 7,778	\$ 1,945	\$ 9,723
Safety & Security - Equipment	\$ 51,721	\$ 12,931	\$ 64,652
IT Third Party Contract	\$ 46,670	\$ 11,668	\$ 58,338
IT Software	\$ 85,562	\$ 21,390	\$ 106,952
IT Hardware	\$ 85,562	\$ 21,390	\$ 106,952
Planning	\$ 542,745	\$ 135,686	\$ 678,431
Total	\$ 6,338,886 *	\$ 1,584,717	\$ 7,923,604

Section 5339 Funding Request

ITEM	Federal Share at 80%	State Match at 20%	Total Grant Budget
Large Buses 40' Hybrid (Up to 2)	\$ 684,331	\$ 171,083	\$ 855,414
Rural Service Buses (Up to 3)	\$ 201,074	\$ 50,269	\$ 251,343
Total	\$ 885,406 *	\$ 221,352	\$ 1,106,757

Congestion Mitigation and Air Quality (CMAQ) Funding Request

ITEM	Federal Share	State Match	Total Grant Budget
Commute Options (100% Federally Funded)	\$ 23,054	NA	\$ 23,054
Public Education (20% match)	\$ 44,178	\$ 11,045	\$ 55,223
Total	\$ 67,232	\$ 11,045	\$ 78,277

Section 5310 Funding Request

ITEM	Federal Share	Match	Budget
Operating Service (50% match)	\$ 127,789	\$ 127,789	\$ 255,578
Replacement/Expansion Buses (Up to 2) (20% match)	\$ 150,149	\$ 37,537	\$ 187,686
Total	\$ 277,938 *	\$ 165,326	\$ 443,264

*The annual growth rate for the federal amount is approximately 3% over FY 2018.

CATA FY 2020 Capital Request

Section 5307 Funding Request

ITEM	Federal Share at 80%	State Match at 20%	Total Grant Budget
Large Buses 60' Hybrid (Up to 5)	\$ 3,437,548	\$ 859,387	\$ 4,296,935
Small Buses (Up to 7)	\$ 503,871	\$ 125,968	\$ 629,839
Paratransit Vehicles (Up to 12)	\$ 381,287	\$ 95,322	\$ 476,609
Maintenance Equipment	\$ 125,527	\$ 31,381	\$ 156,908
Facility Improvements (CTC/MMG)	\$ 78,454	\$ 19,614	\$ 98,068
Facility Improvements (Admin., Maintenance, Storage)	\$ 78,454	\$ 19,614	\$ 98,068
Facility - A & E Design (CTC/MMG)	\$ 1,177	\$ 294	\$ 1,471
Facility - A & E Design (Admin., Maintenance, Storage)	\$ 1,177	\$ 294	\$ 1,471
Preventive Maintenance	\$ 880,000	\$ 220,000	\$ 1,100,000
Spare Parts	\$ 120,000	\$ 30,000	\$ 150,000
Customer Enhancements - A & E Design	\$ 785	\$ 196	\$ 981
Customer Enhancements - Shelters	\$ 23,018	\$ 5,755	\$ 28,773
Customer Enhancements - Signage	\$ 785	\$ 196	\$ 981
Customer Enhancements - Pedestrian Access/Walkways/Concrete	\$ 40,703	\$ 10,176	\$ 50,879
Safety & Security - Emergency Response	\$ 981	\$ 245	\$ 1,226
Safety & Security - Consultant Services	\$ 981	\$ 245	\$ 1,226
Safety & Security - Equipment	\$ 62,642	\$ 15,660	\$ 78,302
IT Third Party Contract	\$ 47,072	\$ 11,769	\$ 58,841
IT Software	\$ 125,527	\$ 31,381	\$ 156,908
IT Hardware	\$ 74,531	\$ 18,633	\$ 93,164
Planning	\$ 544,534	\$ 136,133	\$ 680,667
Total	\$ 6,529,053 *	\$ 1,632,263	\$ 8,161,317

Section 5339 Funding Request

ITEM	Federal Share at 80%	State Match at 20%	Total Grant Budget
Large Buses 40' Hybrid (Up to 2)	\$ 710,203	\$ 177,551	\$ 887,754
Rural Service Buses (Up to 3)	\$ 201,765	\$ 50,441	\$ 252,206
Total	\$ 911,968 *	\$ 227,992	\$ 1,139,960

Congestion Mitigation and Air Quality (CMAQ) Funding Request

ITEM	Federal Share	State Match	Total Grant Budget
Commute Options (100% Federally Funded)	\$ 114,047	NA	\$ 114,047
Public Education (20% match)	\$ 159,206	\$ 39,802	\$ 199,008
Hybrid Buses (Incremental Cost for Up to 4 Buses) (20% match)	\$ 351,918	\$ 87,980	\$ 439,898
Total	\$ 625,171	\$ 127,782	\$ 752,953

Section 5310 Funding Request

ITEM	Federal Share	State/Local Match	Total Grant Budget
Operating Service (50% match)	\$ 130,467	\$ 130,467	\$ 260,934
Replacement/Expansion Buses (Up to 2) (20% match)	\$ 155,809	\$ 38,953	\$ 194,762
Total	\$ 286,276 *	\$ 169,420	\$ 455,696

*The annual growth rate for the federal amount is approximately 3% over FY 2019.

CATA FY 2021 Capital Request

Section 5307 Funding Request

ITEM	Federal Share at 80%	State Match at 20%	Total Grant Budget
Large Buses 60' Hybrid (Up to 5)	\$ 3,467,170	\$ 866,793	\$ 4,333,963
Small Buses (Up to 7)	\$ 508,213	\$ 127,054	\$ 635,267
Paratransit Vehicles (Up to 11)	\$ 384,573	\$ 96,143	\$ 480,716
Maintenance Equipment	\$ 126,608	\$ 31,652	\$ 158,260
Facility Improvements (CTC/MMG)	\$ 79,130	\$ 19,783	\$ 98,913
Facility Improvements (Admin., Maintenance, Storage)	\$ 79,130	\$ 19,783	\$ 98,913
Facility - A & E Design (CTC/MMG)	\$ 1,187	\$ 297	\$ 1,484
Facility - A & E Design (Admin., Maintenance, Storage)	\$ 1,187	\$ 297	\$ 1,484
Preventive Maintenance	\$ 880,000	\$ 220,000	\$ 1,100,000
Spare Parts	\$ 120,000	\$ 30,000	\$ 150,000
Customer Enhancements - A & E Design	\$ 791	\$ 198	\$ 989
Customer Enhancements - Shelters	\$ 23,217	\$ 5,804	\$ 29,021
Customer Enhancements - Signage	\$ 791	\$ 198	\$ 989
Customer Enhancements - Pedestrian Access/Walkways/Concrete	\$ 42,449	\$ 10,613	\$ 53,062
Safety & Security - Emergency Response	\$ 989	\$ 247	\$ 1,236
Safety & Security - Consultant Services	\$ 989	\$ 247	\$ 1,236
Safety & Security - Equipment	\$ 65,271	\$ 16,317	\$ 81,588
IT Third Party Contract	\$ 47,478	\$ 11,870	\$ 59,348
IT Software	\$ 126,608	\$ 31,652	\$ 158,260
IT Hardware	\$ 75,174	\$ 18,793	\$ 93,967
Planning	\$ 693,968	\$ 173,492	\$ 867,460
Total	\$ 6,724,925 *	\$ 1,681,233	\$ 8,406,156

Section 5339 Funding Request

ITEM	Federal Share at 80%	State Match at 20%	Total Grant Budget
Large Buses 40' Hybrid (Up to 2)	\$ 735,823	\$ 183,956	\$ 919,779
Rural Service Buses (Up to 3)	\$ 203,504	\$ 50,875	\$ 254,379
Total	\$ 939,327 *	\$ 234,831	\$ 1,174,158

Congestion Mitigation and Air Quality (CMAQ) Funding Request

ITEM	Federal Share	State Match	Total Grant Budget
Commute Options (100% Federally Funded)	\$ 119,182	NA	\$ 119,182
Public Education (20% match)	\$ 167,166	\$ 41,792	\$ 208,958
Hybrid Buses (Incremental Cost for Up to 2 Buses) (20% match)	\$ 175,959	\$ 43,990	\$ 219,949
Total	\$ 462,307	\$ 85,782	\$ 548,089

Section 5310 Funding Request

ITEM	Federal Share	State/Local Match	Total Grant Budget
Operating Service (50% match)	\$ 137,712	\$ 137,712	\$ 275,424
Replacement/Expansion Buses (Up to 2) (20% match)	\$ 157,152	\$ 39,288	\$ 196,440
Total	\$ 294,864 *	\$ 177,000	\$ 471,864

*The annual growth rate for the federal amount is approximately 3% over FY 2020.

CATA FY 2022 Capital Request

Section 5307 Funding Request

ITEM	Federal Share at 80%	State Match at 20%	Total Grant Budget
Large Buses 60' Hybrid (Up to 5)	\$ 3,571,185	\$ 892,797	\$ 4,463,982
Small Buses (Up to 7)	\$ 523,460	\$ 130,865	\$ 654,325
Paratransit Vehicles (Up to 11)	\$ 396,110	\$ 99,027	\$ 495,137
Maintenance Equipment	\$ 130,407	\$ 32,601	\$ 163,008
Facility Improvements (CTC/MMG)	\$ 81,504	\$ 20,376	\$ 101,880
Facility Improvements (Admin., Maintenance, Storage)	\$ 81,504	\$ 20,376	\$ 101,880
Facility - A & E Design (CTC/MMG)	\$ 1,223	\$ 305	\$ 1,528
Facility - A & E Design (Admin., Maintenance, Storage)	\$ 1,223	\$ 305	\$ 1,528
Preventive Maintenance	\$ 880,000	\$ 220,000	\$ 1,100,000
Spare Parts	\$ 120,000	\$ 30,000	\$ 150,000
Customer Enhancements - A & E Design	\$ 815	\$ 204	\$ 1,019
Customer Enhancements - Shelters	\$ 23,913	\$ 5,979	\$ 29,892
Customer Enhancements - Signage	\$ 815	\$ 204	\$ 1,019
Customer Enhancements - Pedestrian Access/Walkways/Concrete	\$ 43,723	\$ 10,931	\$ 54,654
Safety & Security - Emergency Response	\$ 1,019	\$ 255	\$ 1,274
Safety & Security - Consultant Services	\$ 1,019	\$ 255	\$ 1,274
Safety & Security - Equipment	\$ 67,229	\$ 16,807	\$ 84,036
IT Third Party Contract	\$ 48,902	\$ 12,226	\$ 61,128
IT Software	\$ 130,407	\$ 32,601	\$ 163,008
IT Hardware	\$ 77,429	\$ 19,357	\$ 96,786
Planning	\$ 744,788	\$ 186,197	\$ 930,985
Total	\$ 6,926,673 *	\$ 1,731,668	\$ 8,658,343

Section 5339 Funding Request

ITEM	Federal Share at 80%	State Match at 20%	Total Grant Budget
Large Buses 40' Hybrid (Up to 2)	\$ 757,898	\$ 189,474	\$ 947,372
Rural Service Buses (Up to 3)	\$ 209,609	\$ 52,402	\$ 262,011
Total	\$ 967,506 *	\$ 241,876	\$ 1,209,383

Congestion Mitigation and Air Quality (CMAQ) Funding Request

ITEM	Federal Share	State Match	Total Grant Budget
Commute Options (100% Federally Funded)	\$ 122,757	NA	\$ 122,757
Public Education (20% match)	\$ 175,524	\$ 43,881	\$ 219,405
Hybrid Buses (Incremental Cost for Up to 2 Buses) (20% match)	\$ 181,238	\$ 45,309	\$ 226,547
Total	\$ 479,520	\$ 89,190	\$ 568,709

Section 5310 Funding Request

ITEM	Federal Share	State/Local Match	Total Grant Budget
Operating Service (50% match)	\$ 141,843	\$ 141,843	\$ 283,687
Replacement/Expansion Buses (Up to 2) (20% match)	\$ 161,867	\$ 40,466	\$ 202,333
Total	\$ 303,710 *	\$ 182,309	\$ 486,020

*The annual growth rate for the federal amount is approximately 3% over FY 2021.

CATA FY 2023 Capital Request

Section 5307 Funding Request

ITEM	Federal Share at 80%	State Match at 20%	Total Grant Budget
Large Buses 60' Hybrid (Up to 5)	\$ 3,678,321	\$ 919,580	\$ 4,597,901
Small Buses (Up to 7)	\$ 539,164	\$ 134,791	\$ 673,955
Paratransit Vehicles (Up to 11)	\$ 407,993	\$ 101,998	\$ 509,991
Maintenance Equipment	\$ 134,319	\$ 33,579	\$ 167,898
Facility Improvements (CTC/MMG)	\$ 83,949	\$ 20,987	\$ 104,936
Facility Improvements (Admin., Maintenance, Storage)	\$ 83,949	\$ 20,987	\$ 104,936
Facility - A & E Design (CTC/MMG)	\$ 1,259	\$ 315	\$ 1,574
Facility - A & E Design (Admin., Maintenance, Storage)	\$ 1,259	\$ 315	\$ 1,574
Preventive Maintenance	\$ 880,000	\$ 220,000	\$ 1,100,000
Spare Parts	\$ 120,000	\$ 30,000	\$ 150,000
Customer Enhancements - A & E Design	\$ 839	\$ 210	\$ 1,049
Customer Enhancements - Shelters	\$ 24,631	\$ 6,157	\$ 30,788
Customer Enhancements - Signage	\$ 839	\$ 210	\$ 1,049
Customer Enhancements - Pedestrian Access/Walkways/Concrete	\$ 45,035	\$ 11,258	\$ 56,293
Safety & Security - Emergency Response	\$ 1,049	\$ 263	\$ 1,312
Safety & Security - Consultant Services	\$ 1,049	\$ 263	\$ 1,312
Safety & Security - Equipment	\$ 69,245	\$ 17,312	\$ 86,557
IT Third Party Contract	\$ 50,370	\$ 12,592	\$ 62,962
IT Software	\$ 134,319	\$ 33,579	\$ 167,898
IT Hardware	\$ 79,752	\$ 19,938	\$ 99,690
Planning	\$ 797,131	\$ 199,283	\$ 996,414
Total	\$ 7,134,473 *	\$ 1,783,617	\$ 8,918,089

Section 5339 Funding Request

ITEM	Federal Share at 80%	State Match at 20%	Total Grant Budget
Large Buses 40' Hybrid (Up to 2)	\$ 780,635	\$ 195,158	\$ 975,793
Rural Service Buses (Up to 3)	\$ 215,897	\$ 53,974	\$ 269,871
Total	\$ 996,532 *	\$ 249,132	\$ 1,245,664

Congestion Mitigation and Air Quality (CMAQ) Funding Request

ITEM	Federal Share	State Match	Total Grant Budget
Commute Options (100% Federally Funded)	\$ 126,440	NA	\$ 126,440
Public Education (20% match)	\$ 184,300	\$ 46,075	\$ 230,375
Hybrid Buses (Incremental Cost for Up to 2 Buses) (20% match)	\$ 186,675	\$ 46,669	\$ 233,344
Total	\$ 497,415	\$ 92,744	\$ 590,159

Section 5310 Funding Request

ITEM	Federal Share	State/Local Match	Total Grant Budget
Operating Service (50% match)	\$ 146,099	\$ 146,099	\$ 292,197
Replacement/Expansion Buses (Up to 2) (20% match)	\$ 166,723	\$ 41,680	\$ 208,403
Total	\$ 312,821 *	\$ 187,779	\$ 500,600

*The annual growth rate for the federal amount is approximately 3% over FY 2022.

SECTION 9

FIVE-YEAR PLAN

Capital Area Transportation Authority

Five-Year Proposed Operating Budgets

Description	Proposed 2019	Proposed 2020	Proposed 2021	Proposed 2022	Proposed 2023	Assumptions
Operating Revenues:						
Fares	4,200,000	4,242,000	4,284,420	4,327,264	4,370,537	1.0% annually
Service Contracts	3,000,000	3,090,000	3,182,700	3,278,181	3,376,526	3.0% annually
Property Taxes	21,400,000	21,828,000	22,264,560	22,709,851	23,164,048	2.0% annually
Rentals and Commissions	325,000	334,750	344,793	355,136	365,790	3.0% annually
Management Fees	200,000	200,000	200,000	200,000	200,000	No growth
Operating Grant Revenue	18,124,000	18,848,960	19,602,918	20,387,035	21,202,517	3.0% annually
Other Revenues/Income	1,000	1,000	1,000	1,000	1,000	No growth
Total Operating Revenue	47,250,000	48,544,710	49,880,391	51,258,468	52,680,418	
Non-Operating Revenue:						
Investment Income	550,000	600,000	536,291	468,885	395,410	2.0% of Y/E cash balance
Total Non-Operating Revenue	550,000	600,000	536,291	468,885	395,410	
Total Revenues Available for Operations	47,800,000	49,144,710	50,416,682	51,727,353	53,075,828	
Expenses:						
Salaries & Wages	19,675,249	20,265,506	20,873,472	21,499,676	22,144,666	3% annually
Temporary Help	59,800	61,594	63,442	65,345	67,305	3% annually
Payroll Taxes	1,701,909	1,752,966	1,805,555	1,859,722	1,915,514	3% annually
Pension Expense	1,480,000	1,524,400	1,570,132	1,617,236	1,665,753	3% annually
Fringe Benefit Insurance Plans	5,076,700	5,229,001	5,385,871	5,547,447	5,713,871	3% annually
Post Employment Expense	1,963,100	2,021,993	2,082,653	2,145,132	2,209,486	3% annually
Employee Paid Time-off	2,285,600	2,354,168	2,424,793	2,497,537	2,572,463	3% annually
Other Fringe Benefits	59,800	61,594	63,442	65,345	67,305	3% annually
Worker's Compensation Insurance	250,000	257,500	265,225	273,182	281,377	3% annually
Other Human Resource Expenses	154,000	158,620	163,379	168,280	173,328	3% annually
Uniforms/Work Clothing	122,500	126,175	129,960	133,859	137,875	3% annually
Tool Allowance	16,000	16,480	16,974	17,484	18,008	3% annually
Professional & Tech. Service	94,100	96,923	99,831	102,826	105,910	3% annually
Computer Services	4,800	4,944	5,092	5,245	5,402	3% annually
Computer License Fees	890,900	917,627	945,156	973,510	1,002,716	3% annually
Advertising Media and Production	319,600	329,188	339,064	349,236	359,713	3% annually
Marketing Promotion/Sponsorships	13,600	14,008	14,428	14,861	15,307	3% annually
Bldg./Grounds Maintenance	310,000	319,300	328,879	338,745	348,908	3% annually
Contracted Services	826,660	851,460	877,004	903,314	930,413	3% annually
Shelter/Signs Maintenance	2,500	2,575	2,652	2,732	2,814	3% annually
Security Service	300,000	309,000	318,270	327,818	337,653	3% annually
Bank Fees	40,000	41,200	42,436	43,709	45,020	3% annually
Audit Fees	60,000	61,800	63,654	65,564	67,531	3% annually
Legal Fees	180,000	185,400	190,962	196,691	202,592	3% annually
Penalties & Interest	-	-	-	-	-	3% annually
Fuel and Fluids	3,472,300	3,576,469	3,683,763	3,794,276	3,908,104	3% annually
Tires & Tubes	241,000	248,230	255,677	263,347	271,248	3% annually
Materials & Supplies -Vehicles	1,665,000	1,714,950	1,766,399	1,819,390	1,873,972	3% annually
Materials & Supplies -Bldg & G	66,000	67,980	70,019	72,120	74,284	3% annually
Material & Supplies - Shelters	10,000	10,300	10,609	10,927	11,255	3% annually
Materials & Supplies -Equip	25,500	26,265	27,053	27,865	28,700	3% annually
Office Supplies	76,000	78,280	80,628	83,047	85,539	3% annually
Printing Supplies	108,130	111,374	114,715	118,157	121,701	3% annually
Program Materials	25,920	26,698	27,499	28,323	29,173	3% annually
Postage/Shipping	38,000	39,140	40,314	41,524	42,769	3% annually
Freight Charges-MFS	6,000	6,180	6,365	6,556	6,753	3% annually
Misc Equipment Office	10,000	10,300	10,609	10,927	11,255	3% annually
Tools/Equipment	10,000	10,300	10,609	10,927	11,255	3% annually
Utilities:Phone	131,000	134,930	138,978	143,147	147,442	3% annually
Utilities:Electric	301,000	310,030	319,331	328,911	338,778	3% annually
Utilities:Water/Sewer	101,000	104,030	107,151	110,365	113,676	3% annually
Utilities:Steam	14,000	14,420	14,853	15,298	15,757	3% annually
Utilities:Natural Gas	125,000	128,750	132,613	136,591	140,689	3% annually
Trash Collection	11,050	11,382	11,723	12,075	12,437	3% annually
Insurance - Property and Liability	1,400,000	1,442,000	1,485,260	1,529,818	1,575,712	3% annually
Contracted SpecTran Service	6,494,500	6,689,335	6,890,015	7,096,716	7,309,617	3% annually
Contracted Rural Service	885,600	912,168	939,533	967,719	996,751	3% annually
Dues/Subscriptions	100,600	103,618	106,727	109,928	113,226	3% annually
Training/Meetings	152,475	157,049	161,761	166,614	171,612	3% annually
Other Miscellaneous	22,950	23,639	24,348	25,078	25,830	3% annually
Operating Lease and Rentals	11,500	11,845	12,200	12,566	12,943	3% annually
Other Ineligible Expense	464,100	478,023	492,364	507,135	522,349	3% annually
Employee Participation Fees	(870,000)	(896,100)	(922,983)	(950,672)	(979,193)	3% annually
Total FY2019 Operating Budget	50,985,443	52,515,006	54,090,457	55,713,170	57,384,565	
Change in Net Position	(3,185,443)	(3,370,296)	(3,673,774)	(3,985,817)	(4,308,737)	
Ending Cash Position	30,000,000	26,814,557	23,444,261	19,770,486	15,784,669	



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MISSION

CATA provides a variety of quality public transportation services in Ingham, Eaton and Clinton counties that are safe, timely and cost-efficient; responds creatively to the diverse mobility needs of the region; and delivers its services by dedicated employees in a professional manner.

ABOUT US

Serving Greater Lansing since 1972, the Capital Area Transportation Authority was formed under Act 55 (Public Act of Michigan 1963). CATA serves all of Ingham County and portions of Eaton (Delta Township) and Clinton counties. There are currently 32 fixed routes and multiple demand-response services operated by CATA, including a demand-response service designed to meet the needs of people with disabilities. CATA employs over 330 people in the Greater Lansing region, supported by five governmental municipalities, including the City of Lansing and City of East Lansing and Delhi, Lansing and Meridian townships.



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