

Central County Transportation Authority Draft Budget 2027 and 2028

Fiscal Year 2027

(October 1, 2026—September 30, 2027)

Fiscal Year 2028

(October 1, 2027—September 30, 2028)



2026 Board Members

Central County Transportation Authority (CCTA)

Curtis Aardema, Chairperson	City of Kalamazoo Representative
Nicole Beauchamp	Comstock Township Representative
Chris Burns, Vice-Chairperson	City of Portage Representative
Dusty Farmer	Oshtemo Township Representative
Christyn Johnson	Urban Representative
Tristen Mabin	Rural Representative
Lisa Mackie	Kalamazoo Township Representative
Garrylee McCormick	City of Kalamazoo Representative
Brendan Pizzala	Rural Representative
Greg Rosine	City of Kalamazoo Representative
Terry Urban	City of Portage Representative

Kalamazoo County Transportation Authority (KCTA)

Curtis Aardema, Chairperson

James Ayers

Tafari Brown

Paul Ecklund

Dusty Farmer, Vice-Chairperson

Aditya Rama

Greg Rosine

Gary Sigman

Timothy Sloan

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Date: July 24, 2026
To: CCTA and KCTA Boards
From: Sean P. McBride, Chief Executive Officer
Subject: Proposed Fiscal Year 2027 and 2028 Budgets

Metro staff are pleased to present the Proposed Budgets for Fiscal Years 2027 and 2028.

The Central County Transportation Authority (CCTA) and Kalamazoo County Transportation Authority (KCTA) Boards and Metro staff are proud of the essential public transit services provided to the community. Metro is focused on providing high-quality mobility solutions for all. Our current and future riders have different transportation needs to get to jobs, school, medical appointments and for social engagement. Metro has developed an innovative mix of services that are intended to meet those needs.

Over the past several years Metro has been in an unstable service environment. The pandemic starting in 2020 and lingering too long, changed how public transit agencies operate. This unstable environment required service changes, a regeneration of the public transit workforce and a reintroduction to the individuals, non-profit agencies and businesses that rely on Metro to connect customers and employees to their business/agency. Additionally, funding at the Federal, State and local levels needed to be redefined, to enable a sustainable funding model. During this period of instability Metro did many things to redefine service, rebuild staffing and develop future plans.

As we enter Fiscal Year 2027, Metro is positioned to decisively bring the future to our current operation. Over the past year, there have been several initiatives that help with longer term funding stability:

- *Local* – Passage of the CCTA millage for 5 years through 2030
- *Local* – Passage of KCTA millage for 7 years through 2033.
- *State* – Passage of Fiscal Year 2026 State Budget which included a significant and positive redesign of funding for Roads and Public Transit.
- *Federal* – Award of competitive grants that will allow for on-going investment in Metro's fleet.
- *Partnerships* - An environment where local agencies and institutions are looking to increase impact and are partnering with Metro to connect the community to their services.

Included in the budget is investment in areas that enhance the services provided to the community. Areas of emphasis incorporated into the budgets include:

On-Demand Service Coordination/Consolidation

Metro contracts with First Student for the Metro Connect service and with Via for Metro Link. These services together provide approximately 300,000 rides annually to the community. The

budget anticipates the on-going integration of Metro Connect and Metro Link enabling coordinated and efficient service.

Employee Development and Succession Planning

The budget includes initiatives to hire, train and develop our employees to provide safe and excellent service. The efforts are designed to build an excellent staff for today and into the future.

Fare Collection Systems Upgrades

Metro will be proceeding with modernization of fare collection systems and fare structure.

Safety and Security

Metro continues ongoing efforts and investment to enhance safety and security for our staff, passengers and the public. These efforts include training, technology, and building partnerships.

Partnership Development

Metro is working diligently to develop strategic partnerships that will help meet the mobility needs of the community. These partnerships include but are not limited to educational institutions, local jurisdictions, non-profit agencies and the business sector.

Technology Modernization

Metro is proceeding with technology projects that include scheduling for demand-response trips, fixed-route scheduling, employee management and financial management (Metro is partnering with lead agency the City of Kalamazoo).

Customer Communication

With the growth of services and the impact of construction, it is important to enhance and diversify public outreach and communication systems. Metro is enhancing communication systems to improve our ability to provide timely service information and enhance community education.

Capital Investment in Fleet, Facility and Technology

The provision of public transit services is capital intensive. Metro strategically invests to maintain high functioning fleet and facilities.

Public transit strongly supports the regional prosperity of Kalamazoo County. Metro takes very seriously our role towards achieving this prosperity by connecting our community to opportunity. Over the upcoming budgets, Metro is focused on growing the positive impact of public transit for Kalamazoo County.

Budget Development Process

The presented Metro Budget is for a period of two years, Fiscal Year 2027, covering the period from October 1, 2026 through September 30, 2027, and Fiscal Year 2028, covering the period from October 1, 2027 through September 30, 2028.

In September 2025, the CCTA Board, approved FY 2026 and 2027 budgets. The Board is now being asked to review and approve an updated FY 2027 budget.

The budget is being developed for two fiscal years and will benefit system planning as well as submitting grant applications to MDOT. Previously, MDOT grant applications were submitted well in advance of budget development.

Metro staff spent a significant amount of time developing this budget. The Budget Development Team of Cheryl Pesti, Budget and Accounting Manager, and Greg Vlietstra, Chief Administrative Officer, are commended for their fine work.

In addition, the budget was developed using participation and input from those managing specific divisions of the budget. The following were involved in budget development:

- Robert Branch, Director of Fleet and Facilities
- Richard Congdon, On-Demand Services Manager
- Cindy DeYoung, Human Resource Manager
- Vivian Dobbins, Metro Connect/Share Program Manager
- Jenniffer McCowen, Grants and Compliance Manager
- David Miller, Technology Specialist
- Keshia Woodson-Sow, Chief Operating Officer
- Vera Younger, Operations Planning and Customer Service Manager

The calendar dates used to develop the current budget are displayed on pages 6 and 7.

2-Year Budget Calendar

FISCAL YEARS:

FY27 (October 1, 2026 – September 30, 2027)

FY28 (October 1, 2027 – September 30, 2028)

April 30	Staff Budget Kick-off Meeting Budget Directions Issued and Discussed
May 21	Proposed Position Changes for FY27 Budget Submitted by Divisions
May 21	FY27 Capital Revenue/Expense Budget Submitted by Divisions FY28 Capital Revenue/Expense Budget Submitted by Divisions
May 28	FY26 Operating Expense Budget Projections Submitted by Divisions FY27 Operating Expense Budget Submitted by Divisions FY28 2 nd Year Operating Expense Budget Submitted by Divisions FY26 Draft Budget Narratives Submitted to Divisions (Including Historical Data/Metrics/Projections)
June 4	FY26 Operating Revenue Budget Projections Submitted by Divisions FY27 Operating Revenue Budget Submitted by Divisions FY28 2 nd Year Operating Revenue Budget Submitted by Divisions
June 11	FY27 Budget Narratives Due from Divisions
Mid-June	GASB 67/68 and Pension Plan Valuation Reports Completed
Mid-June	City of Kalamazoo GASB 74/75 and OPEB Valuation Reports Completed
June 11-12	Draft Budget – Budget Manager
June 16-23	Budget Meeting with Divisions – Iterative Process (Capital/Operations)
June 29-July 2	Budget Changes (Made During Iterative Process) Due to Budget Manager
July 6	2 nd Draft Budget (With Iterative Process Changes) Given to Executive Director
July 22	FY27 and FY28 Budgets Meeting #1: Planning & Development Committee Follow-up Meetings to be Scheduled as Needed
August 6	FY27 and FY28 Preliminary Budgets Distributed to Full CCTA Board and KCTA Board (Public Notice and Posting on Website)
August 10	FY27 and FY28 Preliminary Budgets Presented to CCTA Board and KCTA Board

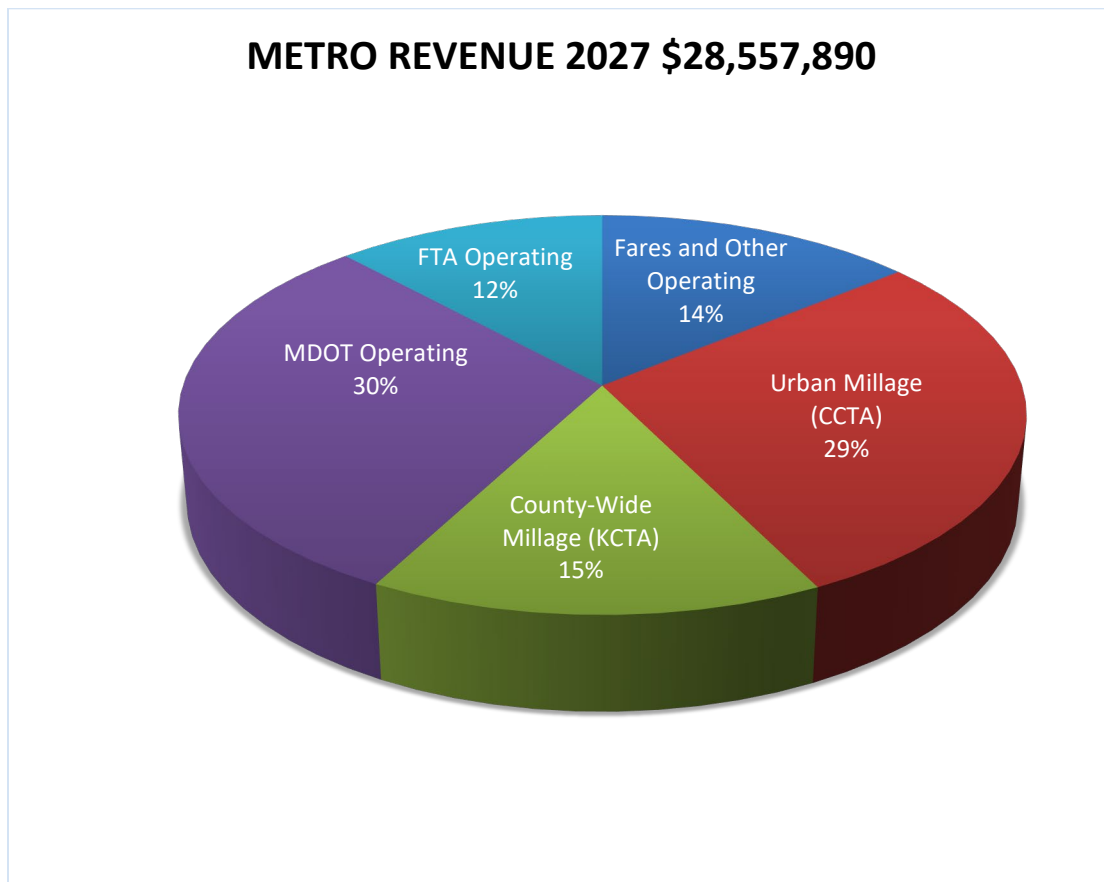
Mid-August	Notice of Public Hearing (Kalamazoo Gazette, Metro Website)
Late August/ Early September	CCTA and KCTA Board Small Group Meetings
September 14	Present Proposed FY27 and FY28 Budget to Joint CCTA/KCTA Board and Conduct Public Hearing. Potential CCTA Budget Adoption
September 28	FY27 and FY28 Budgets Adopted by CCTA Board, if not Adopted on September 14
October 1	Beginning of Fiscal Year 2027
February 1, 2027	Submit to the State of Michigan: FY28 Specialized Services Budget Submit to the State of Michigan: FY28 Urbanized and Non-Urbanized Budgets Submit to the State of Michigan: Four (4) Year Capital Plan

2027 and 2028 Budget Overview

Operating Revenue	2026 Budget	2026 Projected	2027 Budget	2028 Budget
Fare Revenue				
Fixed-Route Cash	\$ 719,625	\$ 675,000	\$ 689,000	\$ 716,500
Metro Connect Fares	\$ 492,255	\$ 517,591	\$ 541,732	\$ 557,986
Metro Link Fares	\$ 96,312	\$ 112,000	\$ 98,175	\$ 101,120
Tokens	\$ 401,250	\$ 354,000	\$ 361,000	\$ 375,500
Special Transit	\$ 30,000	\$ 19,000	\$ 28,000	\$ 71,300
Pass Sales	\$ 328,215	\$ 299,840	\$ 305,830	\$ 317,800
WMU Prepaid Fares	\$ 1,197,950	\$ 1,197,950	\$ 1,197,950	\$ 1,297,950
Prepaid Fares				
Total Fare Revenue	\$ 3,265,607	\$ 3,175,381	\$ 3,221,687	\$ 3,438,156
Other Revenue				
Advertising	\$ 75,000	\$ 75,000	\$ 100,000	\$ 105,000
Intermodal Operations	\$ 263,700	\$ 256,000	\$ 262,600	\$ 269,400
Miscellaneous Revenue	\$ 18,650	\$ 40,550	\$ 23,150	\$ 29,650
Commission Revenue - Ticket Sales	\$ 4,200	\$ 3,000	\$ 3,200	\$ 3,200
Interest Income	\$ 295,250	\$ 215,100	\$ 230,150	\$ 255,150
Total Other Revenue	\$ 656,800	\$ 589,650	\$ 619,100	\$ 662,400
Urban Millage (CCTA)	\$ 7,017,960	\$ 7,033,766	\$ 8,124,911	\$ 8,519,059
County-wide Millage (KCTA)	\$ 3,843,823	\$ 3,819,737	\$ 4,297,983	\$ 4,730,441
Texas Twp/KVCC Contract	\$ 113,072	\$ 113,072	\$ 145,797	\$ 152,667
MDOT - Operating	\$ 7,876,073	\$ 6,501,711	\$ 7,959,087	\$ 8,000,297
MDOT - Equitable Mobility Grant	\$ 828,138	\$ 887,000	\$ 664,246	\$ -
FTA - 5307 Operating	\$ 2,800,000	\$ 2,800,000	\$ 2,500,000	\$ 2,500,000
FTA - 5307 CRRSAA	\$ 2,000,000	\$ 2,000,000	\$ 736,529	\$ -
FTA - 5307 ARPA	\$ 526,378	\$ 526,378	\$ -	\$ -
FTA -Other Operating	\$ 131,425	\$ 118,191	\$ 133,189	\$ 133,189
	\$ 25,136,869	\$ 23,799,855	\$ 24,561,742	\$ 24,035,653
Working Capital for the Period	\$ (1,482,181)	\$ (420,112)	\$ 155,361	\$ 630,420
TOTAL OPERATING REVENUE	\$ 27,577,095	\$ 27,144,774	\$ 28,557,890	\$ 28,766,629
Direct Operating Expenses by Division				
Administration	\$ 4,967,228	\$ 4,871,162	\$ 4,568,772	\$ 4,331,856
Kalamazoo Transportation Center	\$ 1,065,684	\$ 1,012,273	\$ 1,104,461	\$ 1,147,984
Maintenance	\$ 3,575,084	\$ 3,433,897	\$ 3,904,788	\$ 4,007,712
Operations	\$ 8,699,446	\$ 8,795,859	\$ 9,609,215	\$ 9,872,033
Metro Connect	\$ 6,083,142	\$ 5,869,840	\$ 6,036,805	\$ 5,999,242
Metro Share	\$ 59,553	\$ 61,892	\$ 61,842	\$ 62,593
Metro Link	\$ 3,126,957	\$ 3,099,851	\$ 3,272,007	\$ 3,345,210
TOTAL OPERATING EXPENSE	\$ 27,577,095	\$ 27,144,774	\$ 28,557,890	\$ 28,766,629
BALANCE	\$0.00	\$0.00	\$0.00	\$0.00

Revenue Narrative

Metro's projected revenue is estimated at \$28,557,890 for FY 2027.



Federal Transportation Administration (FTA) provides 12% of the projected revenues for FY 2027.

- FTA Operating Assistance – \$3,369,718
 - 5307 Urbanized Formula Grant – Discretionary
 - 5307 CRRSAA Operating Funds
 - 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program (Mobility Management)
 - 5311 Non-Urbanized Formula Grant – Discretionary

The FTA has provided additional funding due to the COVID-19 pandemic. Metro was awarded a total of \$20,787,401 over several years from three separate grants:

The Coronavirus Aid, Relief, and Economic Security Act (CARES) \$9,074,494 (exhausted FY23)

The Corona Response and Relief Supplemental Appropriations Act (CRRSAA) \$2,736,529 (exhausted FY27)

The American Rescue Plan Act (ARPA) \$8,976,378 (exhausted FY26)

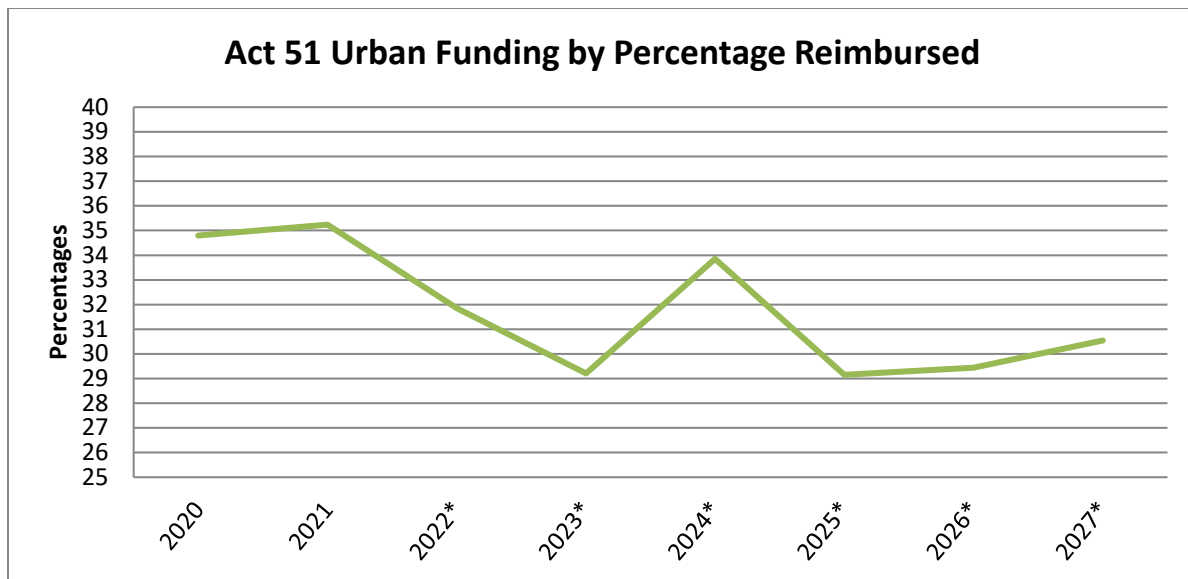
This additional funding helped offset the lost revenue incurred due to the pandemic. It was also important to offset the increased rising labor costs and other inflationary impacts (goods, services, etc.).

Revenue Narrative (cont.)

The State of Michigan comprises 30% of the projected revenues for FY27. They calculate and distribute the Local Bus Operating (LBO) percentages according to the ACT 51 formula. As part of the formula, service to designated urban and rural areas is reimbursed at a separate rate. The budgeted reimbursement for urban service is currently 28%. The urban service represents the majority of service expenses and includes both fixed-route bus service and demand response service. The budgeted reimbursement for rural service is currently 33%. Rural service includes a small percentage of demand response service.

- MDOT Operating Assistance – \$8,623,333
 - Act 51 Urban Formula Distribution
 - Act 51 Rural Formula Distribution
 - Congested Mitigated Air Quality (CMAQ)
 - Specialized Services Program (Mobility Management)
 - Equitable Mobility Grant (Metro Link)

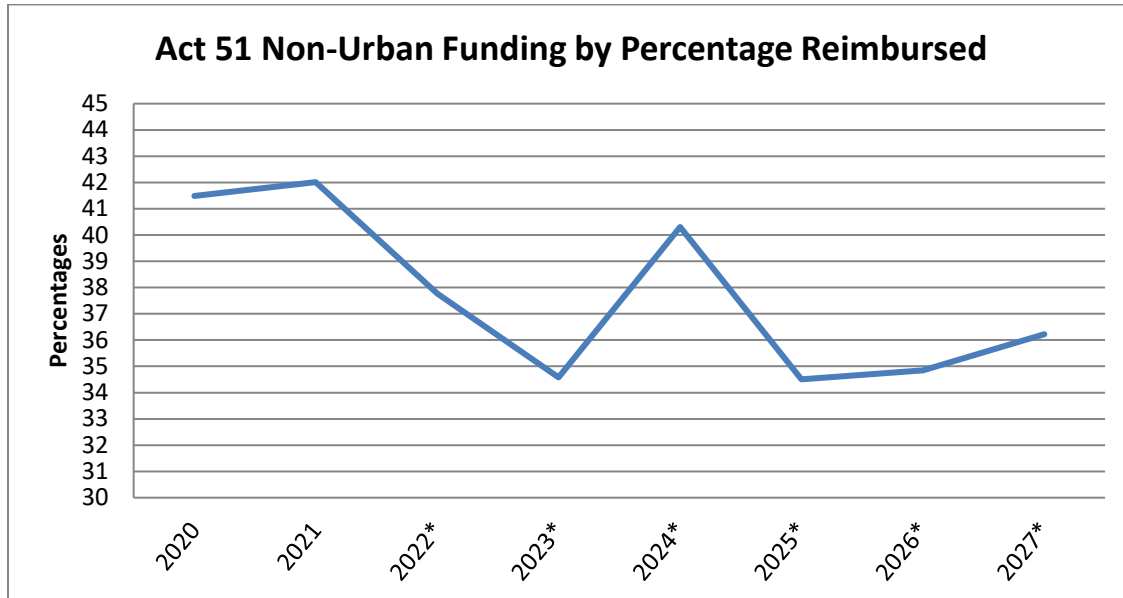
The chart below depicts the percentage reimbursed by the State of Michigan for urban public transit service. Please note that these percentages are adjusted based on actual expenses of all eight urban public transit systems in the State.



*2022, 2023, 2024, 2025, 2026, and 2027 are estimates

Revenue Narrative (cont.)

The chart below depicts the percentage reimbursed by the State of Michigan for rural public transit service. Please note that these percentages are adjusted based on actual expenses of all 79 rural public transit systems in the State.



*2022, 2023, 2024, 2025, 2026, and 2027 are estimates

Voter-Approved Property Tax Millages

The Kalamazoo County Transportation Authority (KCTA) and Central County Transportation Authority (CCTA) projected revenues represent 44% for FY 2027 Budget.

- **Urban Millage (CCTA) - \$8,124,911**
The CCTA millage was on the November 4, 2025 ballot in the City of Kalamazoo, City of Parchment, City of Portage, Comstock Township, Kalamazoo Township and Oshtemo Township. This millage covers the years 2026 through 2030 and allows the levying of a millage up to 1.1 mills. The FY 2027 includes levying the 1.05 mills for the Winter tax collection and 1.09 mills for the Summer tax collection. Please refer to the CCTA Boundary Map for the Fixed Route Bus System (page 13).
- **County-Wide Millage (KCTA) - \$4,297,983**
On August 4, 2026, the voters of Kalamazoo County approved a new seven-year millage that will cover 2027 through 2033. The amount of levy is up to 0.36 mills. The FY 2027 budget includes a levy of 0.3050 mills for the Winter tax collection and .36 mills the Summer tax collection.

General operating projected revenues are 14% (\$3,986,584) for FY 2027 from the following sources:

- Fixed Route Passenger Fares
- Metro Connect and Metro Link Fares
- WMU Contract
- Commissions (Indian Trails)
- KVCC/Texas Township Contract
- Rent and AMTRAK reimbursement
- Miscellaneous (interest, advertising, sale of fixed assets, etc.)

REVENUE SUMMARY

	DESCRIPTION	2026 Budget	2026 Projected	2027 Revised Budget	2028 Budget
OPERATING REVENUE					
1	Line-Haul Fares	\$ 1,449,090	\$ 1,328,840	\$ 1,355,830	\$ 1,409,800
2	Metro Connect Fares	\$ 492,255	\$ 517,591	\$ 541,732	\$ 557,986
3	Metro Link Fares	\$ 96,312	\$ 112,000	\$ 98,175	\$ 101,120
4	Urban Millage (CCTA, formerly COK)	\$ 7,017,960	\$ 7,033,766	\$ 8,124,911	\$ 8,519,059
5	County-Wide Millage (KCTA)	\$ 3,843,823	\$ 3,819,737	\$ 4,297,983	\$ 4,730,441
6	FTA Operating Funds - 5307	\$ 2,800,000	\$ 2,800,000	\$ 2,500,000	\$ 2,500,000
8	FTA Operating Funds - 5307 CRRSAA	\$ 2,000,000	\$ 2,000,000	\$ 736,529	\$ -
9	FTA Operating Funds - 5307 ARPA	\$ 526,378	\$ 526,378	\$ -	\$ -
10	FTA Operating Grants - Other	\$ 131,425	\$ 118,191	\$ 133,189	\$ 133,189
11	MDOT Operating Grants	\$ 7,876,073	\$ 6,501,711	\$ 7,959,087	\$ 8,000,297
12	MDOT Equitable Mobility	\$ 828,138	\$ 887,000	\$ 664,246	\$ -
13	WMU Contract	\$ 1,197,950	\$ 1,197,950	\$ 1,197,950	\$ 1,297,950
14	Miscellaneous Revenue	\$ 799,872	\$ 721,722	\$ 792,897	\$ 886,367
15	Working Capital	\$ (1,482,181)	\$ (420,112)	\$ 155,361	\$ 630,420
		\$ 27,577,095	\$ 27,144,774	\$ 28,557,890	\$ 28,766,629

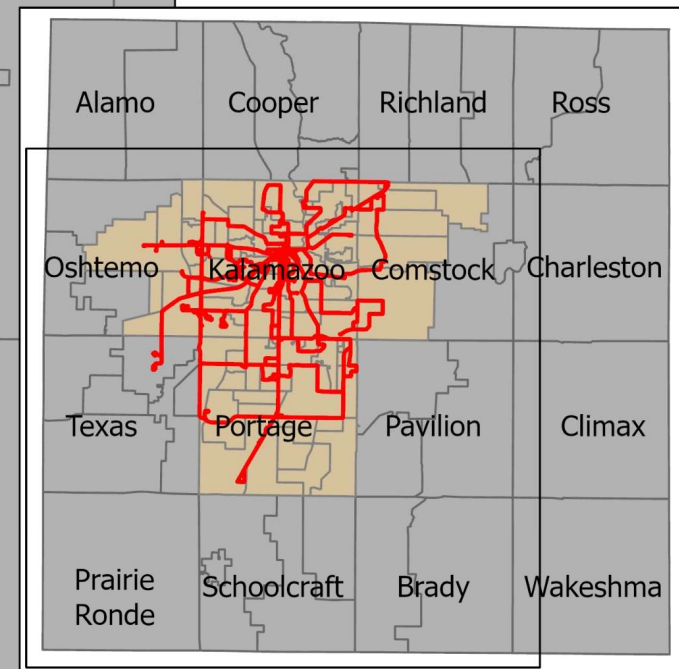
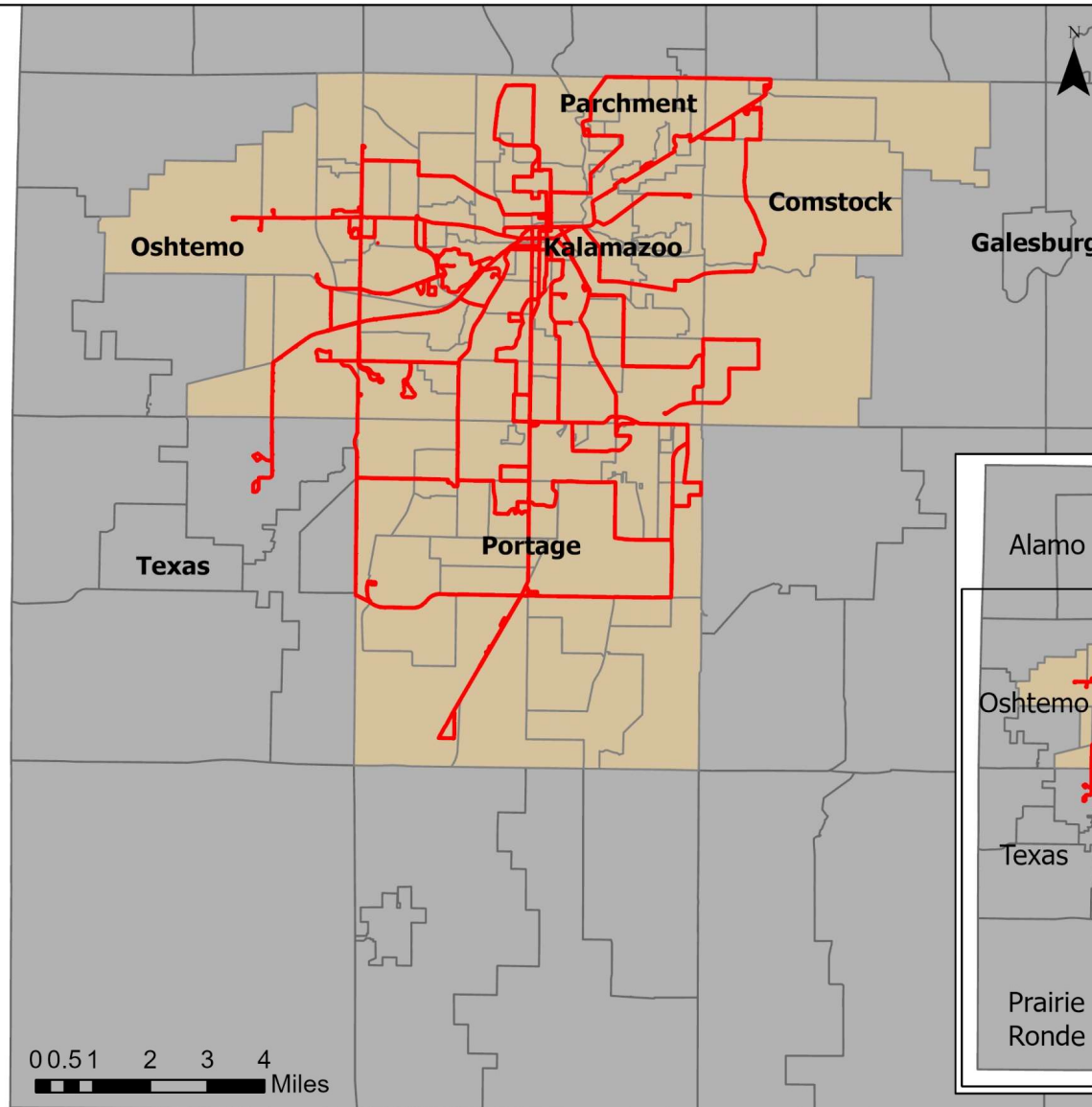
CCTA Boundary in Kalamazoo County with Metro Fixed Route System

July 2022



Kalamazoo County Precincts

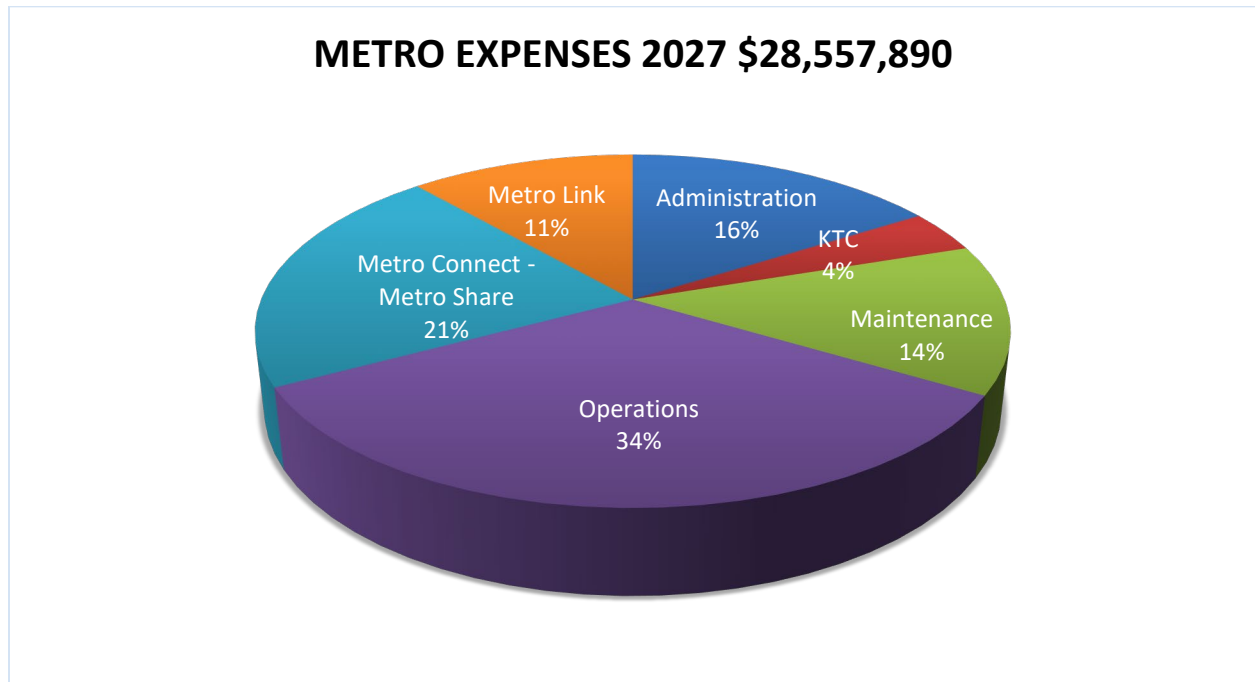
-  Included
-  Not Included
-  Bus Routes



Kalamazoo County

Expense Narrative

Metro's projected expenses are estimated at \$28,557,890 for FY 2027.



Operations, Metro Connect, Metro Share, and Metro Link make up the largest divisions at a combined 66% of the projected expenses for FY 2027. Below is the breakout of divisions, highlighting key expenditures.

- Operations - \$9,609,215
 - Diesel Fuel - \$1,250,000
 - Operations staff account for 65% of full-time equivalent staff (including Metro Connect, Metro Share, and Metro Link)
- Metro Connect - \$6,036,805
 - Third Party Contract for Demand Response Service - \$5,864,931
- Metro Share - \$61,842
- Metro Link - \$3,272,007
 - Third Party Contract for Demand Response Service - \$3,150,704

Maintenance and Kalamazoo Transportation Center divisions combined for a total of 18% of the projected expenses in FY 2027. Below is the breakout of divisions, highlighting key expenditures.

- Maintenance - \$3,904,788
 - Repair Parts and Supplies - \$699,600
 - Contractual Services - \$142,685
 - Maintenance staff accounts for 23% of full-time equivalent staff
- Kalamazoo Transportation Center - \$1,104,461
 - Security Services - \$418,000

Expense Narrative (cont.)

Administration is projected at 16% of expenses for FY 2027.

- Administration - \$4,568,772
 - Insurance - \$448,419
 - Support Services Fees - \$665,000
 - Pension/OPEB - \$859,595
 - Mobility Management - \$84,914
 - Administrative staff accounts for 9% of full-time equivalent staff

CENTRAL COUNTY TRANSPORTATION AUTHORITY ("CCTA")

Resolution: 26-005

Resolution Levying the Transit Millage for 2027 and Providing for Collection of the Transit Millage in July 2027 for the Cities of Kalamazoo, Portage and Parchment and in December 2027 for the Townships of Kalamazoo, Comstock, and Oshtemo in Kalamazoo County

The CCTA makes the following findings:

1. The Kalamazoo County Board of Commissioners created the CCTA under Public Act 196 of 1986, as amended ("Act 196").
2. CCTA was created to operate a county-wide transit system in Kalamazoo County and to also determine if a millage is necessary in order to operate the public transportation system.
3. Act 196 authorizes CCTA to levy a tax to provide for public transportation services, if approved by the voters.
4. The CCTA operates the fixed-route bus system within the urbanized areas of Kalamazoo County. The boundaries of the CCTA are included in the CCTA Articles of Incorporation. The Articles of Incorporation were updated by the Kalamazoo County Board of Commissioners on August 29, 2019. The Boundaries of the CCTA include the cities of Kalamazoo, Parchment and Portage. All areas of Kalamazoo Township, in Comstock Township, and Precincts #03, #04, #05, #06, #07, #08 and #09 in Oshtemo Township.
5. CCTA adopted a resolution, which submitted to Kalamazoo County voters the question of whether up to 1.1 mills should be levied during 2026, 2027, 2028, 2029 and 2030 for the purpose of providing public transportation services in Kalamazoo County.
6. The voters approved the millage request at the November 4, 2025 election.
7. CCTA is now adopting this resolution for the CCTA 2027 Transit Millage to levy **1.1 mills** on all taxable property located in the Central County Transportation Authority boundaries. This millage should be collected by tax assessing officials for the Cities of Kalamazoo, Portage and Parchment located in Kalamazoo County as part of the July tax bill. Tax assessing officials for the Townships of Kalamazoo, Comstock and Oshtemo located in Kalamazoo County should collect this millage as part of the December tax bill.

Based on these findings, the CCTA resolves:

1. Voters approved the millage request at the November 4, 2025 election. CCTA shall levy **1.095 mills** up to the allowable amount after the Headlee Amendment is applied by the Kalamazoo County Equalization Director on all taxable property located in Kalamazoo County for 2027 Tax assessing officials for on all taxable property located within the Central County Transportation Authority Boundary for 2027. Tax assessing officials for the Cities of Kalamazoo, Portage and Parchment in Kalamazoo County shall collect this millage as part of the July tax bill. Tax assessing officials for the Townships of Kalamazoo, Comstock and Oshtemo in Kalamazoo County shall collect this millage as part of the December tax bill. Within Oshtemo Township CCTA boundaries include Voting Precincts #03, #04, #05, #06, #07, #08 and #09. All funds generated by this levy shall be appropriated to expenditures according to CCTA's budget.
2. A certified copy of this resolution shall be filed with the proper tax assessing officials no later than May 15, 2027.
3. The CCTA Board and its officers and agents are authorized and directed to take all other actions appropriate to carry out the intent of this resolution, including providing an L-4029.

The aforementioned resolution was offered by _____ and supported by _____.

Ayes:

Nays:

Absent:

RESOLUTION DECLARED ADOPTED

STATE OF MICHIGAN

)ss

COUNTY OF KALAMAZOO

I, Barbara A Blissett, Central County Transportation Authority Clerk, do hereby certify that the foregoing is a true copy of a Resolution adopted by the Central County Transportation Authority at a regular meeting held on September 14, 2026

Barbara A Blissett, Clerk
Central County Transportation Authority

KALAMAZOO COUNTY TRANSPORTATION AUTHORITY ("KCTA")

Resolution: 26-002

**Resolution Levying the Transit Millage for 2026 and Providing for Collection of the Transit Millage
in July 2027 for the Cities in Kalamazoo County and in
December 2027 for the Townships in Kalamazoo County**

The KCTA makes the following findings:

1. The Kalamazoo County Board of Commissioners created the KCTA under Public Act 196 of 1986, as amended ("Act 196").
2. KCTA was created to fund county-wide transit system in Kalamazoo County.
3. Act 196 authorizes KCTA to levy a tax to provide for public transportation services, if approved by the voters.
4. KCTA adopted a resolution, which submitted to Kalamazoo County voters the question of whether 0.3124 mills should be levied during 2027, 2028, 2029, 2030, 2031, 2032, and 2033 for the purpose of providing public transportation services in Kalamazoo County.
5. The voters approved the millage request at the August 4, 2026 election.
6. KCTA is now adopting this resolution to levy 0.36 mills on all taxable property located in Kalamazoo County for 2027. This millage should be collected by tax assessing officials for the cities located in Kalamazoo County as part of the July tax bill. Tax assessing officials for the townships located in Kalamazoo County should collect this millage as part of the December tax bill.

Based on these findings, the KCTA resolves:

1. Voters approved the millage request at the August 4, 2026 election. KCTA now levies 0.36 mills or up to the allowable amount after the Headlee Amendment is applied by the Kalamazoo County Equalization Director on all taxable property located in Kalamazoo County for 2027. Tax assessing officials for the Cities in Kalamazoo County shall collect this millage as part of the July tax bill. Tax assessing officials for the Townships in Kalamazoo County shall collect this millage as part of the December tax bill. All funds generated by this levy shall be appropriated to expenditures according to KCTA's budget.
2. A certified copy of this resolution shall be filed with the proper tax assessing officials no later than May 15, 2027.
3. The KCTA Board and its officers and agents are authorized and directed to take all other actions appropriate to carry out the intent of this resolution, including providing an L-4029

The aforementioned resolution was offered by _____ and supported by _____.

Ayes:

Nays:

Absent:

RESOLUTION DECLARED ADOPTED

STATE OF MICHIGAN)
) SS
COUNTY OF KALAMAZOO)

I, Barbara Blissett, Kalamazoo County Transportation Authority Clerk, do hereby certify that the foregoing is a true copy of a Resolution adopted by the Kalamazoo County Transportation Authority at a regular meeting held on September 14, 2026.

Barbara Blissett, Clerk
Kalamazoo County Transportation Authority

Administration Narrative

The mission of the Chief Executive Officer is to manage the delivery of Metro services effectively and efficiently within the guidelines and policies established by the CCTA and KCTA Boards, to provide leadership to the organization and ensure overall effectiveness, long-term financial stability, and development and execution of long-term fiscal and organizational plans supporting transit priorities that contribute to the sustainability of the community.

The Administrative Division provides comprehensive employee and labor relations services to all Metro employees. Programs administered include hiring and recruiting, compensation and benefits administration, training and career development, labor contract administration, policy development, and workers' compensation administration. The administrative staff also partners with the City of Kalamazoo to administer the support services agreement which includes such areas as pension management, benefits administration, purchasing, treasury services, and information technology.

The Finance Division ensures the reliability and integrity of financial information and the means used to identify, measure, classify, and report such information. The division coordinates the budget development and fiscal monitoring, processes payroll, accounts payable and accounts receivables, prepares requisitions to promote competition and provide equal access by potential vendors, prepares all grant applications, and complies with all federal and state granting regulations and reporting requirements.

IT staff is responsible for Metro's computer infrastructure including hardware and software, voice communications, GIS, websites, helpdesk, and central services such as email, analog devices, and the INET fiber rings throughout the organization. The mission is to provide information technologies that enable the employees of Metro to deliver efficient, effective, and accessible services to the citizens of Kalamazoo by providing superior internal customer service.

Marketing and outreach efforts include implementing a marketing strategy and organizational identity (branding), social media communication, public relation events, the annual report, and campaigns to increase ridership. Marketing and Outreach efforts have been enhanced in the past year with a new partnership with Inverve Marketing. One of the key improvements has been a strategic plan for better social media planning and execution.

Administration Narrative (cont.)**Service Measures**

Type	2025 Actual	2026 Projected	2027 Projected	2028 Projected
Token Transit Users	6,500	7,000	7,400	7,900
Token Transit Passes	170,450	179,000	205,000	210,000
Facebook Followers	1,990	2,100	2,250	2,450
Accounts Payable - Invoices Processed	3,368	3,400	3,425	3,450
Purchase Orders Issued	380	390	400	415

ADMINISTRATION BUDGET SUMMARY

	DESCRIPTION	2026 Budget	2026 Projected	2027 Budget	2028 Budget
1	Salaries/Wages	\$ 910,426	\$ 839,872	\$ 941,713	\$ 976,366
2	Fringe Benefits	\$ 319,806	\$ 286,581	\$ 332,985	\$ 337,510
3	Materials and Supplies	\$ 80,300	\$ 84,160	\$ 66,750	\$ 69,250
4	Travel and Training	\$ 23,000	\$ 17,000	\$ 23,000	\$ 23,000
5	Legal	\$ 55,700	\$ 67,050	\$ 95,750	\$ 65,800
6	Banking and Audit Fees	\$ 69,000	\$ 69,000	\$ 73,000	\$ 74,000
7	Utilities	\$ 244,404	\$ 224,400	\$ 243,500	\$ 255,340
8	Insurance	\$ 423,037	\$ 423,037	\$ 448,419	\$ 479,808
9	Contractual Services	\$ 577,630	\$ 643,700	\$ 390,071	\$ 233,440
10	Building and Grounds Maintenance	\$ 179,823	\$ 186,100	\$ 197,900	\$ 199,800
11	Advertising/Marketing	\$ 108,300	\$ 149,000	\$ 81,800	\$ 48,600
12	Support Services Fees	\$ 649,835	\$ 640,000	\$ 665,000	\$ 690,000
13	Membership/Dues/Subscriptions	\$ 55,000	\$ 62,500	\$ 64,375	\$ 66,300
14	OPEB/Pension Expenses	\$ 1,197,815	\$ 1,117,237	\$ 859,595	\$ 725,722
		<u>\$ 4,894,075</u>	<u>\$ 4,809,637</u>	<u>\$ 4,483,858</u>	<u>\$ 4,244,936</u>

Maintenance Narrative

The Maintenance Division is responsible for maintaining Metro's fleet and facility assets in accordance with the Federal Transit Administration (FTA) and the State of Michigan (MDOT) requirements.

The objective for the 2027 budget year will be continued employee training. In 2026 we hired three new technicians from outside of the transit industry. We are focusing on major components training as well as new technologies training for all maintenance staff. Maintenance staff continue to rotate by attendance at Michigan Public Transit Association Vehicle Maintenance Seminar for in-person hands-on training in fare collection equipment, air conditioning, multiplex electrical systems, transmissions, camera systems and Cummins engines just to name a few. With a partnership with MPTA, Metro has also focused more on participating with other agencies on joint training, maximizing training dollars.

Metro currently has six Gillig Hybrid low-floor coaches in service, including forty fuel-efficient clean diesel coaches. Three new coaches were added in March of 2026. Up to three older coaches will have the exteriors repainted to extend the longevity of the bodies.

In 2026, work will continue on the garage door warning light system and additional HVAC upgrades in the storage area, an in-ground lift was replaced, and a replacement wheelchair ramp assembly for fixed routes coaches were purchased. Seven fixed route coaches were retrofitted with the quantum wheelchair securement systems. Emission system parts were updated as needed on fixed route coaches. Eleven new replacement radios were purchased for vans. These projects are made possible using capital dollars.

Service Measures

Type	2025 Actual	2026 Projected	2027 Projected	2028 Projected
Bus Details Completed	1132	1104	1104	1104
PM Service Inspections Completed	651	651	684	684
Shelters Cleaned	1964	1697	1697	1697
Miles per Major/Minor and Service Call	3164	3100	3100	3100

MAINTENANCE BUDGET SUMMARY

	DESCRIPTION	2026 Budget	2026 Projected	2027 Budget	2028 Budget
1	Salaries/Wages	\$ 1,765,965	\$ 1,723,771	\$ 1,894,333	\$ 1,957,650
2	Fringe Benefits	\$ 651,013	\$ 616,771	\$ 758,320	\$ 770,677
3	Fuel	\$ 8,875	\$ 5,300	\$ 6,700	\$ 7,200
4	Repair Parts and Supplies	\$ 599,700	\$ 609,200	\$ 669,600	\$ 684,450
5	Cleaning Supplies	\$ 23,100	\$ 49,350	\$ 49,350	\$ 49,350
6	Shop Supplies	\$ 119,825	\$ 96,000	\$ 100,800	\$ 106,000
7	Travel and Training	\$ 20,000	\$ 15,000	\$ 20,000	\$ 20,000
8	Contractual Services	\$ 124,105	\$ 131,005	\$ 142,685	\$ 149,385
9	Bus Repair Services	\$ 250,000	\$ 175,000	\$ 250,000	\$ 250,000
10	Radio Maintenance	\$ 12,500	\$ 12,500	\$ 13,000	\$ 13,000
		<u>\$ 3,575,084</u>	<u>\$ 3,433,897</u>	<u>\$ 3,904,788</u>	<u>\$ 4,007,712</u>

Kalamazoo Transportation Center Narrative

The red brick and sandstone depot at the Kalamazoo Transportation Center (KTC), built in 1887 and restored in 2006, stands as the centerpiece of this intermodal hub. The historic Richardsonian Romanesque structure anchors a facility designed to provide travelers with convenient, centralized access to a full range of transportation services.

The KTC brings together Indian Trails and Greyhound (FlixBus) intercity bus services, Amtrak passenger rail, and Metro's fixed-route bus system. Metro operates 15 daily routes through the center, with an additional six regional routes connecting at the facility. KTC staff support passengers by offering information on Metro's fixed-route services, intercity connections, Metro Connect, and Metro Link, the micro-transit service.

To maintain a safe and welcoming environment, contracted security personnel patrol the facility. Since September 2021, staffing levels have increased, and patrols are now on-site Monday through Saturday from 5:30 a.m. to 10:30 p.m., and Sundays from 7:00 a.m. to 10:30 p.m. A Safety and Security Manager is also available on-site Monday through Friday to support daily operations.

Below are the service measures for services and pass sales, including actual totals from 2025 and projections for the upcoming fiscal years.

Service Measures

Type	2025 Actual	2026 Projected	2027 Projected	2028 Projected
Tokens Sold	228,158	232,721	237,375	242,123
MC Pass Sales	64,681	65,975	67,295	68,641
KVCC Student Bus Passes/Printed	84	86	88	90
Youth Mobility Bus Passes/Printed	400	500	600	700
Bronson Bus2Work Bus Passes/Printed	125	125	125	125

KALAMAZOO TRANSPORTATION CENTER BUDGET (KTC) SUMMARY

	DESCRIPTION	2026 Budget	2026 Projected	2027 Budget	2028 Budget
1	Salaries/Wages	\$ 182,557	\$ 147,813	\$ 185,761	\$ 191,244
2	Fringe Benefits	\$ 81,687	\$ 71,963	\$ 92,782	\$ 93,617
3	Materials and Supplies	\$ 31,771	\$ 38,390	\$ 32,900	\$ 34,300
4	Utilities	\$ 90,965	\$ 86,048	\$ 93,198	\$ 97,703
5	Contractual Services	\$ 225,204	\$ 222,559	\$ 232,920	\$ 244,020
7	Building and Grounds Maintenance	\$ 63,500	\$ 45,500	\$ 48,900	\$ 50,100
8	Security Services	\$ 390,000	\$ 400,000	\$ 418,000	\$ 437,000
		<u>\$ 1,065,684</u>	<u>\$ 1,012,273</u>	<u>\$ 1,104,461</u>	<u>\$ 1,147,984</u>

Operations

Metro provides fixed-route bus service through twenty-one routes: fifteen originating from the Kalamazoo Transportation Center in downtown Kalamazoo, four departing from the Western Michigan University (WMU) campus loading zone, and two beginning in the City of Portage. In total, twenty-six buses operate on these fixed routes, serving the cities of Kalamazoo, Portage, and Parchment, as well as the townships of Comstock, Kalamazoo, Oshtemo, and Texas.

Additionally, two buses operate exclusively within the WMU campus, and one seasonal bus provides a fixed route serving the WMU campus from September through August.

From 2020 through 2025, Metro experienced significant service uncertainties due to staffing shortages, resulting in reduced service hours and fewer buses operating on individual routes. In 2026, staffing levels began to stabilize, allowing the organization to refocus on service adjustments intended to better meet community needs. While staffing levels may continue to fluctuate, Metro's Operations Team is prioritizing service enhancements and system growth over the next several years.

The following service measurements reflect the recent stabilization of services, anticipated system expansion, and the planned Metro routes.

Service Measures

Type	2025 Actual	2026 Projected	2027 Projected	2028 Projected
# of Routes	21	21	21	21
Service Hours*	112,119	114,361	116,648	121,314
Service Miles*	1,488,689	1,502,672	1,532,726	1,594,035
Ridership	1,691,969	1,725,808	1,760,324	1,830,738

*Includes deadhead

OPERATIONS BUDGET SUMMARY

	DESCRIPTION	2026 Budget	2026 Projected	2027 Budget	2028 Budget
1	Salaries/Wages	\$ 5,221,634	\$ 5,629,531	\$ 5,774,304	\$ 5,952,820
2	Fringe Benefits	\$ 1,841,103	\$ 1,788,598	\$ 2,062,513	\$ 2,239,085
3	Fuel	\$ 1,257,300	\$ 1,005,000	\$ 1,255,750	\$ 1,255,750
4	Oil/Lubricants	\$ 80,000	\$ 76,325	\$ 93,750	\$ 93,750
5	Tires/Tubes	\$ 85,600	\$ 85,600	\$ 96,000	\$ 98,830
6	Materials and Supplies	\$ 85,000	\$ 57,140	\$ 60,000	\$ 60,000
7	Travel and Training	\$ 20,000	\$ 21,245	\$ 25,000	\$ 25,000
8	Utilities	\$ 1,811	\$ 2,800	\$ 2,900	\$ 3,000
9	Contractual Services	\$ 106,998	\$ 129,620	\$ 238,998	\$ 143,798
		<u>\$ 8,699,446</u>	<u>\$ 8,795,859</u>	<u>\$ 9,609,215</u>	<u>\$ 9,872,033</u>

Metro Connect Narrative

Metro Connect is a shared ride origin-to-destination transit service and is open to all residents of Kalamazoo County. Discounted fares are available to seniors 62 years or older and individuals with a disability who are certified as Americans with Disabilities Act (ADA) eligible.

Metro Connect travels anywhere in Kalamazoo County and to the Veteran's Administration Hospital in Calhoun County. The Metro Connect ADA service is federally mandated by the Federal Transportation Administration (FTA) to provide complementary paratransit service to the fixed-route bus system. Funding is provided by Federal and State of Michigan grants, local millages, and fare box revenue.

Metro Connect provides service seven days a week. Sunday service and extended night service was implemented in 2016. Metro Connect service is contracted with First Student. A three-year contract began on January 1, 2020, and has been extended three times. An 18-month contract extension that expires on September 30, 2027, was agreed upon to bring the contract in line with Metro's fiscal year. An RFP will be issued at that time comingling Metro Connect and Metro Link under one contract.

Service Measures

Type	2025 Actual	2026 Projected	2027 Projected	2028 Projected
Ridership	132,985	141,564	147,227	150,172
Revenue Miles	1,011,531	1,092,644	1,158,203	1,204,531
Revenue Hours	68,753	72,481	74,655	75,402
ADA Certifications	85	70	74	78
Demand Response Certifications	770	719	755	793

Metro Connect Narrative (cont.)

The following chart is referred to as the Program of Projects for Section 5310 Federal Funding. A Program of Projects is a federal requirement for the Public Transit Human Services (PTHS) plan.

Section 5310 Program of Projects

Recipient: Central County Transportation Authority (7334)

Congressional District: Michigan 6th

Fiscal Year: 2025

Project	Urban or Rural	Private or Public	Federal Amount	State Amount	Total	Plan Date & Page	Capital or Operating
Metro Connect Vans (55%)	Both	Public	128,590	32,147	160,737	11/18/2025, p. 23*	Capital
On-Demand Services (35%)	Both	Public	81,830	20,458	102,288	11/18/2025, p. 23*	Capital
Mobility Management (10%)	Both	Public	23,380	5,845	29,225	11/18/2025, p. 23*	Capital

*Page 23 of the 11/18/25 version of Metro's PTHS plan

Total Capital	\$292,250
Total Operating	\$ 0
Project Total	\$292,250

METRO CONNECT BUDGET SUMMARY

	DESCRIPTION	2026 Budget	2026 Projected	2027 Budget	2028 Budget
1	Salaries/Wages	\$ 59,544	\$ 59,698	\$ 62,843	\$ 64,729
2	Fringe Benefits	\$ 18,809	\$ 17,670	\$ 21,413	\$ 21,682
3	Materials and Supplies	\$ 6,000	\$ 6,500	\$ 28,500	\$ 7,500
4	Contractual Services	\$ 15,582	\$ 49,794	\$ 59,118	\$ 24,452
5	Third-Party Contract	\$ 5,983,207	\$ 5,736,178	\$ 5,864,931	\$ 5,880,879
		<u>\$ 6,083,142</u>	<u>\$ 5,869,840</u>	<u>\$ 6,036,805</u>	<u>\$ 5,999,242</u>

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Metro Link Narrative

Metro conducted a Comprehensive Operational Analysis in 2023 and one of the recommendations was to implement a microtransit service. Metro Link began operations on April 15, 2024, with VIA Transportation, Inc. Metro Link passengers book rides on an app in three zones and the vehicle shows up within 30 minutes. The app gives riders options of taking Metro Link, using the fixed-route bus system or using both to get anywhere in the Metro system. Microtransit brings transportation options to passengers who do not live directly on the fixed-route system.

Metro Link was awarded an Equitable Mobility Challenge grant through the Michigan Department of Transportation in June of 2024 for three years in the amount of \$2,091,105. This grant is being used to expand the Metro Link zones, add vehicles to the service and address gaps in service in the microtransit zones.

The contract with VIA expired on December 31, 2025, and Metro extended the contract from January 1, 2026 until September 30, 2027, to bring it in line with Metro's fiscal year and to write and bid an RFP to comeingle Metro Link with Metro Connect.

Service Measures

Type	2025 Actual	2026 Projected	2027 Projected	2028 Projected
Ridership	75,069	116,651	122,484	128,608
Revenue Miles	359,967	537,948	564,845	593,087
Revenue Hours	27,639	35,529	37,320	39,186
Metro Link App Downloads	4,328	5,246	5,771	6,060

METRO LINK BUDGET SUMMARY

	DESCRIPTION	2026 Budget	2026 Projected	2027 Budget	2028 Budget
1	Salaries/Wages	\$ 59,544	\$ 59,415	\$ 62,843	\$ 64,729
2	Fringe Benefits	\$ 17,529	\$ 17,921	\$ 20,460	\$ 20,704
3	Materials and Supplies	\$ 500	\$ 2,000	\$ 6,000	\$ 2,000
4	Contractual Services	\$ 13,000	\$ 38,500	\$ 32,000	\$ 5,000
5	Third-Party Contract	\$ 3,036,384	\$ 2,982,015	\$ 3,150,704	\$ 3,252,777
		<u>\$ 3,126,957</u>	<u>\$ 3,099,851</u>	<u>\$ 3,272,007</u>	<u>\$ 3,345,210</u>

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Metro Share Program Narrative

Metro Share is a specialized service program sponsored by the Michigan Department of Transportation. Metro Share provides vans for approved non-profit and government agencies within Kalamazoo County for passenger trips at no cost to the agency. There are nine accessible vehicles in the Metro Share fleet; there are eight available for approved agencies to reserve at Metro; one located in Vicksburg for South County Community Services. Drivers are trained and certified by Metro staff. New driver training courses are scheduled periodically, with mandatory annual refresher courses offered multiple times a year.

Metro Share provides service for seniors and individuals with disabilities. The Michigan Department of Transportation Specialized Services program reimburses a portion of the cost of Metro Share for each passenger that is transported. The program is also funded in part through a voter approved Central County Transportation Authority millage which contributes to the operation of the public transit system. Capital costs for vehicle purchases are currently funded by Federal Highway Administration funds which are utilized by Metro as part of the Kalamazoo Area Transportation Study.

Service Measures

Type	2025 Actual	2026 Projected	2027 Projected	2028 Projected
Ridership	29,227	21,772	22,861	24,004
Revenue Miles	58,678	51,552	54,130	56,837
Revenue Hours	2,998	2,582	2,711	2,847
Participating Agencies	23	28	30	32
Registered Drivers	69	70	74	78

METRO SHARE PROGRAM BUDGET SUMMARY

DESCRIPTION		2026 Budget	2026 Projected	2027 Budget	2028 Budget
1	Salaries/Wages	\$ 20,489	\$ 19,977	\$ 21,373	\$ 22,014
2	Fringe Benefits	\$ 7,350	\$ 7,650	\$ 8,347	\$ 8,435
3	Contractual Services and Supplies	\$ 15,715	\$ 24,265	\$ 19,122	\$ 19,144
4	Fuel	\$ 16,000	\$ 10,000	\$ 13,000	\$ 13,000
		<u>\$ 59,553</u>	<u>\$ 61,892</u>	<u>\$ 61,842</u>	<u>\$ 62,593</u>

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Mobility Management Narrative

The Mobility Management program provides training to those looking to learn how to use Metro's public transit services (Metro line-haul bus and Metro Connect) using a travel trainer who can assist in educating about Metro's services. Outreach includes meetings with agencies such as public schools and organizations who work with students and individuals with disabilities to provide application assistance, route planning, and general overview information about the system. The travel trainer also works with agencies to train their employees to teach agency participants how to ride the bus. This training enables agencies to have information on all Metro services without having one-on-one training required from the travel trainer. The one-on-one training provided by a travel trainer can provide individualized attention on how to ride the fixed route or Metro Connect systems, including filling out applications for reduced fare.

Mobility Management**Service Measures**

Type	2025 Actual	2026 Projected	2027 Projected	2028 Projected
Contact Organizations	31	37	43	49
Organization Training	49	50	58	66
One-on-One or Small Group Trainings	253	303	348	400
Applications for Reduced Fare	770	874	1005	1156

MOBILITY MANAGEMENT BUDGET SUMMARY

	DESCRIPTION	2026 Budget	2026 Projected	2027 Budget	2028 Budget
1	Salaries/Wages	\$ 51,336	\$ 40,155	\$ 59,637	\$ 61,426
2	Fringe Benefits	\$ 20,818	\$ 20,870	\$ 24,277	\$ 24,494
4	Services	\$ -	\$ -	\$ -	\$ -
5	Advertising	\$ 1,000	\$ 500	\$ 1,000	\$ 1,000
		<u>\$ 73,154</u>	<u>\$ 61,525</u>	<u>\$ 84,914</u>	<u>\$ 86,920</u>

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Capital Improvement Project Summary

Capital Improvement Projects (CIP) are typically funded by 80% Federal funds with a State of Michigan match of 20%. Sources for Federal funding are derived from the following:

- Urbanized Area Formula Program Section 5307
- Enhanced Mobility of Seniors and Individuals with Disabilities Program Section 5310
- Bus and Bus Facilities Program Section 5339
- Surface Transportation Program (STP) Funds flexed from Federal Highway

The main source of on-going capital funding is the Urbanized Area Formula Program Section 5307 funds. There is a requirement that at least 25% of 5307 funds are spent on capital projects.

Accessing federal funds involves coordination and approval in many steps and the process starts locally before going through State of Michigan and federal approvals. A key part of the process is the Transportation Improvement Program (TIP), which is the regionally agreed upon list of priority transportation projects as required by Federal Law (ISTEA, TEA-21, SAFETEA LU, MAP-21, and FAST). The TIP document must list all projects that intend to use federal funds, along with all non-federally funded projects that are regionally significant. The projects are multi-modal, that is, they include bicycles, pedestrians, information technology systems (ITS), and freight-related projects, as well as the more traditional highway and public transit projects.

The TIP, as presented in the following pages, is approved by the Kalamazoo Area Transportation Study (KATS) Transportation Improvement Program Subcommittee, KATS Technical Committee, and KATS Policy Committee. On the following pages you will see projects that are included in the TIP

In December 2025, Metro was awarded the largest competitive grant in the history of the organization. The two FTA Section 5339 grants include a Low or No Emission (LONO) emission consortium grant in partnership with MDOT for \$10,490,424 for the replacement of up to eight (8) gas-electric hybrid Fixed Route Buses and \$972,000 to support the purchase of up to nine (9) Cutaway Buses.

With the award of these large competitive grants and more complete information on projects that were originally developed over several years, Metro will adjust the TIP that was originally approved in 2024 to reflect current funding availability and more accurate project scope and costs before submitting FTA and MDOT grant applications. Items identified as "Pending TIP Amendments" on the following pages, are those TIP amendments currently identified. TIP amendments go to the KATS Technical Committee and KATS Policy Committee for approval.

Metro is in the process of applying for the FY 2025 and 2026 capital grants through the Federal Transit Administration Grant System.

Capital Improvement Project Summary (cont.)

2025 TIP	FTA Funds	MDOT Funds	Total Funds	Funding Source	Estimated Completion
Facility Improvements/Equipment Replacement					
KTA - Remodel Dispatch Drivers Lounge & Admin Bathrooms	240,000	60,000	300,000	5307	Complete June 2027
Replace Forklift	56,000	14,000	70,000	5307	Completed Aug 2026
Technology					
Avail System Hardware/Software Upgrades & Maintenance	208,000	52,000	260,000	5307	Ongoing System Upgrades
Vehicle Replacements					
Replace up to Four (4) Line Haul Buses	2,092,000	523,000	2,615,000	5307	Delivered March 2026
Replace up to One (1) Line Haul Bus	400,000	100,000	500,000	5339	Delivery Sept 2029
Replace up to One (1) Medium Duty Bus - VanBuren County Per Contract	19,454	4,863	24,317	5307	Delivered Feb 2025
Replace up to Eight (8) Demand Response Vans	464,586	116,146	580,732	5310	Delivery Sept 2029

Note that all FY 2025 federal funding for capital projects listed above are planned to be applied for in Summer 2026.

Capital Improvement Project Summary (cont.)

2026 TIP	FTA Funds	MDOT Funds	Total Funds	Funding Source	Estimated Completion
Facility Improvements/Equipment Replacement					
KTA – HVAC Improvements	160,000	40,000	200,000	5307	Complete Sept 2028
KTC – Replace Storm Water Basins / Downspouts	80,000	20,000	100,000	5307	Complete Sept 2029
Bus Fare Collection Upgrades (Based on Fare Study)	800,000	200,000	1,000,000	5307	Complete Dec 2029
Upgrade Bus Stop at WMU Campus Loading Zone	0	200,000	200,000	SSSG	Complete Sept 2026
Technology					
Avail System Hardware/Software Upgrades & Maintenance	208,000	52,000	260,000	5307	Ongoing System Upgrades
Vehicle / Vehicle Equipment Replacements					
Replace up to Two (2) Line Haul Buses	880,000	220,000	1,100,000	5307	Delivery Nov 2029
Replace up to One (1) Line Haul Bus	400,000	100,000	500,000	5339 (a)	Delivery Nov 2029
Replace up to Three (3) Demand Response Vans	160,000	40,000	200,000	5310	Delivery Sept 2029
Purchase up to Six (6) Hybrid / EV Mini Vans	365,407	91,352	456,759	CMAQ	Delivery Dec 2030
Replace Capital Bus Parts	160,000	40,000	200,000	5307	Delivery June 2028
***Replace up to Eight (8) Hybrid / Electric Line Haul Buses	8,210,442	1,454,939	9,665,381	5339 (c) LoNo	Delivery Sept 2028

***included in MDOT STIP (Metro is a subrecipient)

2026 Pending Tip Amendments	FTA Funds	MDOT Funds	Total Funds	Funding Source	Estimated Completion
Facility Improvements/Equipment Replacement					
Bus Fare Collection Upgrades (Based on Fare Study)	240,000	60,000	300,000	5307	Complete Dec 2029
Replace up to Nine (9) Medium Duty Buses	972,000	243,000	1,215,000	5339 (b) Competitive	Delivery June 2027

Note that all FY 2026 federal funding for capital projects listed above are planned to be applied for in Summer 2026.

Capital Improvement Project Summary (cont.)

2027 TIP	FTA Funds	MDOT Funds	Total Funds	Funding Source	Estimated Completion
Facility Improvements/Equipment Replacement					
Replace KTA HVAC Ventilation in Maintenance Area	240,000	60,000	300,000	5307	Complete June 2028
Replace Vehicle Platform Lift Hoist	120,000	30,000	150,000	5307	Complete Dec 2028
Replace Scissor Lift	40,000	10,000	50,000	5307	Complete Dec 2028
Technology					
Avail System Hardware/Software Upgrades & Maintenance	216,000	54,000	270,000	5307	Ongoing System Upgrades
Vehicle / Vehicle Equipment Replacements					
Replace up to Two (2) Line Haul Buses	1,280,000	320,000	1,600,000	5307	Delivery Nov 2029
				5339	
Replace up to Three (3) Demand Response Vans	400,000	100,000	500,000	5310	Delivery Sept 2030

2027 Pending TIP Amendments	FTA Funds	MDOT Funds	Total Funds	Funding Source	Estimated Completion
Facility Improvements/Equipment Replacement					
Technology					
Upgrade Board Room Audio / Visual System	136,000	34,000	170,000	5307	Complete Oct 2027
Other					
Micro Operational Analysis Study	0	120,000	120,000	State Service Initiatives	Complete March 2028

Note that all FY 2027 federal funding for capital projects listed above are planned to be applied for in Summer 2027.

Capital Improvement Project Summary (cont.)

2028 TIP	FTA Funds	MDOT Funds	Total Funds	Funding Source	Estimate Completion
Facility Improvements/Equipment Replacement					
KTA-HVAC Improvements-KTA (Front Office)	240,000	60,000	300,000	5307	2029
Replace (3) Units-Welder Fabrication System in Shop Area	48,000	12,000	60,000	5307	2029
Replace Air Compressor/Dryer System in Maintenance	24,000	6,000	30,000	5307	2029
Technology					
Avail System Hardware/Software Upgrades & Maintenance	216,000	54,000	270,000	5307	Ongoing System Upgrades
Vehicle / Vehicle Equipment Replacements					
Up to Four (4) Line Haul 40' Buses	1,280,000	320,000	1,600,000	5307	Delivery Nov 2029
				5339	
Up to Four (4) Demand Response Vehicles – Transit Vans	280,400	70,100	350,500	5307 STP Rural	2031
Up to Four (4) Demand Response Vehicles – Transit Vans	160,000	40,000	200,000	5310	2031
Up to Four (4) Demand Response Vehicles – Hybrid Electric Passenger Vans	376,681	94,170	470,851	CMAQ	2031
Replace Capital Bus Parts	160,000	40,000	200,000	5307	Complete June 2029

Note that all FY 2028 federal funding for capital projects listed above are planned to be applied for in Summer 2028.

Transit Asset Management Plan

A Transit Asset Management (TAM) Plan is a requirement for all public transit systems receiving federal funds from the Federal Transit Administration (FTA). The TAM requirement was originally identified as part of the Federal Surface Transportation Program established in 2012 (MAP-21). TAM is an FTA business model that uses the condition of assets to guide the optimal prioritization of funding at transit properties to keep the transit networks in a State of Good Repair (SGR).

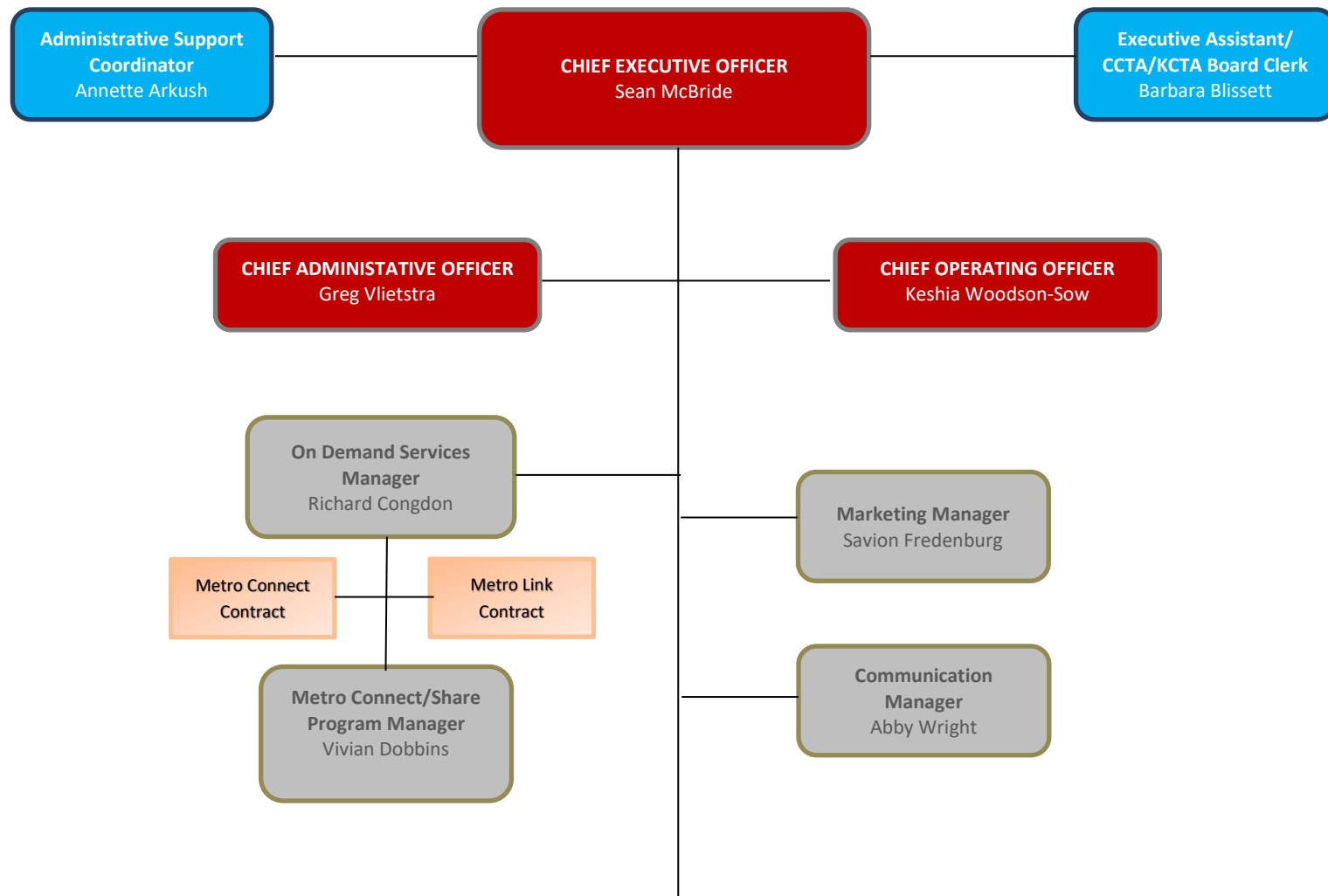
Fiscal Year 2027

Transit Asset Management

Metro Performance Targets and Measures

Asset	Asset Class	SGR Target	Current %	2027 SGR Target
Revenue Vehicles	Fixed Route Buses	ULB Benchmark 14 years	0%	10% exceed ULB
Revenue Vehicles	Medium Duty Buses (Connect)	ULB Benchmark 10 years	0%	12% exceed ULB
Revenue Vehicles	Medium Duty Buses (Metro)	ULB Benchmark 12 years	0%	10% exceed ULB
Revenue Vehicles	Vans (Metro Connect)	ULB Benchmark 6 years	5%	10% exceed ULB
Revenue Vehicles	Vans (Metro Share)	ULB Benchmark 9 years	0%	10% exceed ULB
Service Vehicles	-	ULB Benchmark 10 years	50%	10% exceed ULB
Facilities	-	-	0%	15% 2 or below on FTA TERM Scale

*UBL-Useful Life Benchmark



OPERATIONS

**Administrative
Support Coordinator**
Annette Arkush

CHIEF OPERATING OFFICER
Keshia Woodson-Sow

**Director
Fixed Route Operations**
Scott Robinson

**Safety and Security
Manager**
Jason Emig

**Operations Planning /
Customer Service Manager**
Vera Younger

**Operations
Scheduler/
Investigator**

Terecita
Potts

**Operations
Support
Specialist**

Michael
Clark

**Customer
Service
Team Lead**
Marianne
Ingersoll

**Customer
Service
Representatives**

Jean Rorick
Jackie Vernia
Desiree Casserly

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**Operation
Supervisor**
Naomi Gardner

Robert Ware
Jeff Hamilton
Shawn Messenger
Travis McPherson
Rose Weatherby
Robin Jones
William Adams
Linda Williams
Jeffery Sanders
Bobby Spencer
DeMario Reid
Salena Parker
Dakota Martin

**Operation
Supervisor**
Shirley Russell

Bryant English
Tinie Slater
Amanda Timbs
George Smith
Michael Jackson
Antonio Walker
Andre Mitchell
Veronica Coleman
Chetera Cox
Charles Brunett
Tatianna Batton
Bryan Jones
Angela Moses
Kirsten Hill

**Operation
Supervisor**
Fred Blackwell

Santana Rawls
Earl Cox
Kevin Martin
Romeo Little
Michael Hughes
Raul DeLeon-Garton
Carmesia Hubbard
Angela Rorick
Lolita Brown
Don West
Destiny Brown
Sharon Burnett
Walter Hall, Jr.
Erma Thomas

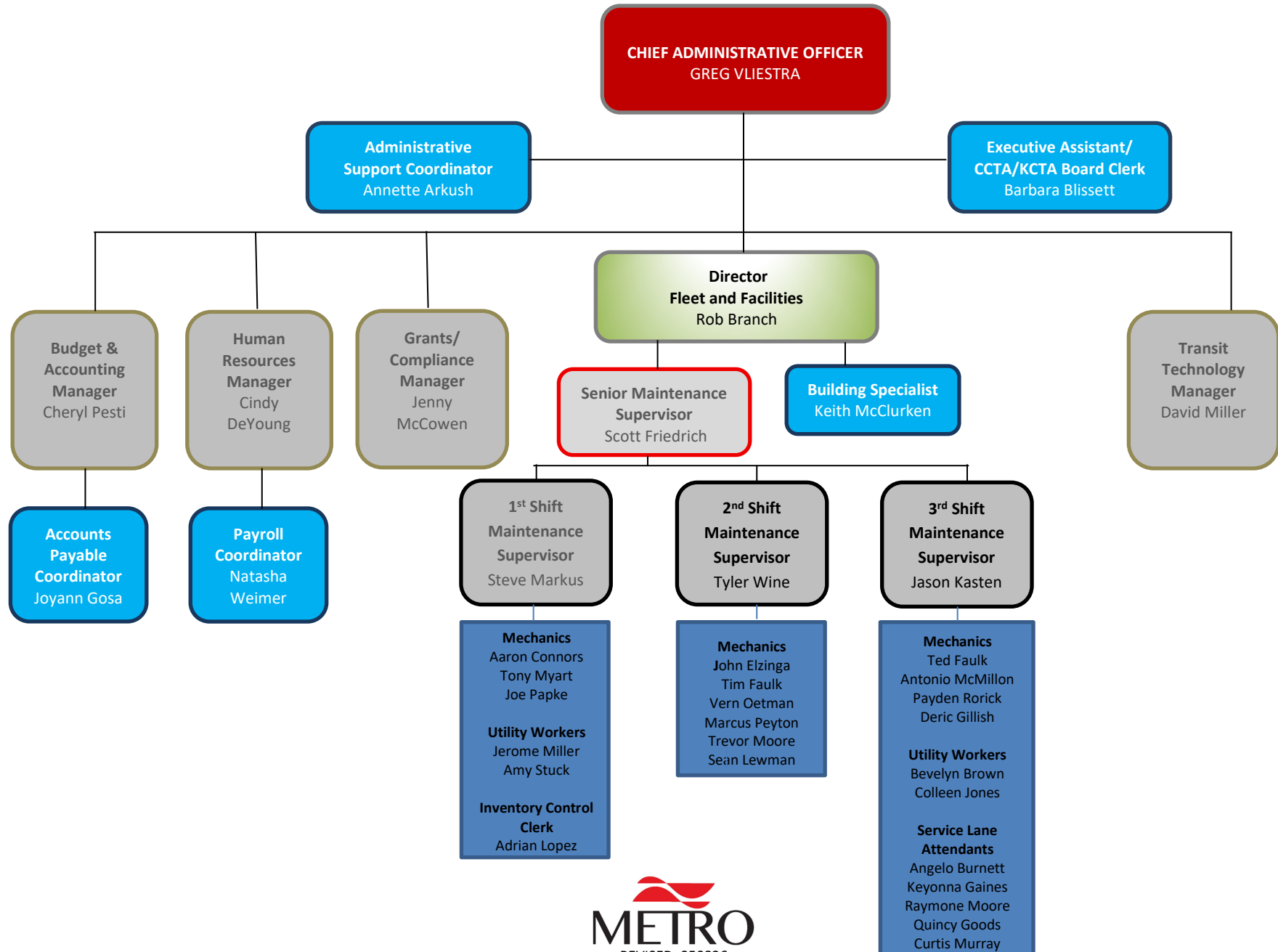
**Operation
Supervisor**
David Rogers

Warren Hamilton
Renee Whitfield
Anthony Harp
Crystal Abimbowo
Charta Battle
Norene DeVries
Ryan Reese
Victoria Clarke
Tunisha Johnson
Keyunta Williams
Jeanetta Walker
Amerriel Cegers
Linda Joseph
Dirk Westbury

**Operation
Supervisor**
Devin Warren

Adrian Lindsey
Batrina Stroud
Darrell Taylor
Larry Gray
Chere McMillon
Greg Gruley
Parris O'Connor
Shaquice Jackson
Jesse White
Javon Johnson
Travis Kellum
Terri Stewart
Tamika Weekly

SUPPORT SERVICES



Position Allocations

	2026	2027	2028
Administration			
Chief Executive Officer	1	1	1
Chief Administrative Officer	1	1	1
Budget and Accounting Manager	1	1	1
Communications Manager	1	1	1
Grants and Compliance Manager	1	1	1
Human Resources Manager	1	1	1
Marketing Manager	1	1	1
Transit Technology Manager	1	1	1
Accounts Coordinator	1	1	1
Administrative Support Coordinator	1	1	1
Payroll/HR Coordinator	1	1	1
Executive Assistant (PT)	1	1	1
Vacant	1	1	1
Administration Full Time Positions	12	12	12
Administration Part Time Positions	1	1	1
Total Administration Positions	13	13	13
Maintenance			
Director of Fleet and Facilities	1	1	1
Senior Maintenance Supervisor	1	1	1
Maintenance Supervisor	3	3	3
Master Mechanic	1	1	1
Class A Mechanic	6	6	6
Class B Mechanic	5	5	5
Body Repair Mechanic	1	1	1
Inventory Control Clerk	1	1	1
Building Specialist	1	1	1
Utility Worker	4	4	4
Service Lane Attendant	4	4	4
Total Maintenance Full Time Positions	28	28	28
Operations			
Chief Operating Officer	1	1	1
Director of Fixed Route Operations	1	1	1
Safety and Security Manager	1	1	1
Operations Inspector and Scheduler	1	1	1
Operations Supervisor	5	5	5
Operations Planning and Customer Service Manager	1	1	1
Operations Support Specialist	1	1	1
Bus Driver (FT)	70	70	70
Bus Driver (PT)	10	10	10
Operations Full Time Positions	81	81	81
Operations Part Time Positions	10	10	10
Total Operations Positions	91	91	91

Position Allocations (cont.)

	2026	2027	2028
Kalamazoo Transportation Center (KTC)			
Customer Service Team Lead	1	1	1
Customer Service Representatives	3	3	3
Total KTC Full Time Positions	4	4	4
On Demand Services (MC/MS/ML)			
On Demand Services Manager	1	1	1
Program Manager	1	1	1
Michigan Mobility Fellow*		1	
Total MC Full Time Positions	2	3	2
Grand Total Full Time Positions	127	128	127
Grand Total Part Time Positions	11	11	11
Grand Total Positions	138	139	138

*The Michigan Mobility Fellow is funded by the Community and Economic Development Association of Michigan (CEDAM)