

# FY 2027

## FY2027 Proposed Operating and Debt Service Budget FY2027 – FY2031 Proposed Capital Investment Plan



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The Resolution adopting the FY2027 Budget will be displayed here upon adoption of the FY2027 Budget.

Resolution excluded in FY2027 Proposed version of Budget; properly executed Resolution included within FY2027 Adopted Budget version only.

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March 24, 2026

To: The Chair and Members of the Metropolitan Transit Commission and Metropolitan Public Transit Authority,

On behalf of the Charlotte Area Transit System (CATS), I am pleased to submit the **FY2027 Preliminary Operating and Capital Budget** for your review. This budget strengthens the foundation of our existing system while positioning CATS to advance the region's long-term mobility vision. It reflects our commitment to **People, Assets, and Safety**, and reinforces our mission of **Moving People Forward** through reliable, accessible, and equitable transit service.

## Supporting Current Service and Enhancing Safety

The FY2027 budget prioritizes the essential daily operations our riders depend on. It increases investment in operator and passenger safety by **\$10 million**, continuing the CMPD off-duty coverage, growing our security contract workforce, adding dispatch and telecom capacity, and deploying fare inspectors and transit ambassadors. These changes build on measurable progress. For example, operator assaults have declined from 15 in 2023 to 8 in 2025. We also strengthen State of Good Repair efforts, including a **\$7 million** increase for bus, rail, and facilities maintenance, continuing to reduce the average fleet age and improve system reliability.

## Expanding Service and Delivering Better Bus

FY2027 invests in meaningful service improvements that customers will feel immediately. The budget supports **30,500 additional bus service hours**, upgrades frequency to **15-minute service** on four additional routes, expands express trips, and funds **approximately 100 bus stop improvements**. MicroTransit expands into two new zones with extended hours, building on strong performance and growing demand. ParaTransit funding supports increased trips and maintains improved on-time performance. These investments translate the work of the Better Bus program into expanded and more dependable mobility options.

## Advancing Major Capital Investments

The FY2027 to FY2031 capital program provides significant planned investment in long-term assets supporting a regional transit network. This includes advancing **30% design and environmental documentation** for both the **Red Line** and the initial segment of the **Silver Line**, as well as key station and facility improvements. Projects such as **South End Station** and the **Hambright Park & Ride** enhance access, safety, and multimodal connectivity in rapidly growing areas. We also begin a multi-year modernization of CATS' core technology infrastructure—critical to operational safety, resilience, and our future transition to an authority.

## Responsible Financial Management


FY2027 revenues total **\$571.7 million**, supported by Article 34 and 43 sales taxes, state and federal grants, and planned vehicle-related debt issuance. Importantly, this budget includes **no fare increase** and does **not** draw from fund balance, allowing CATS to rebuild reserves and reinforce long-term financial stability.

## Looking Ahead

The FY2027 budget is a deliberate and strategic step forward. It strengthens daily operations, delivers customer-focused improvements, invests in workforce and organizational resilience, and positions CATS to advance corridor development that will shape mobility for decades.

I appreciate the Metropolitan Transit Commission's and Metropolitan Public Transit Authority's continued partnership and guidance as we finalize this budget through the March - June adoption process. We look forward to working closely with you to deliver a transit system that is safer, more reliable, and better connected for all.

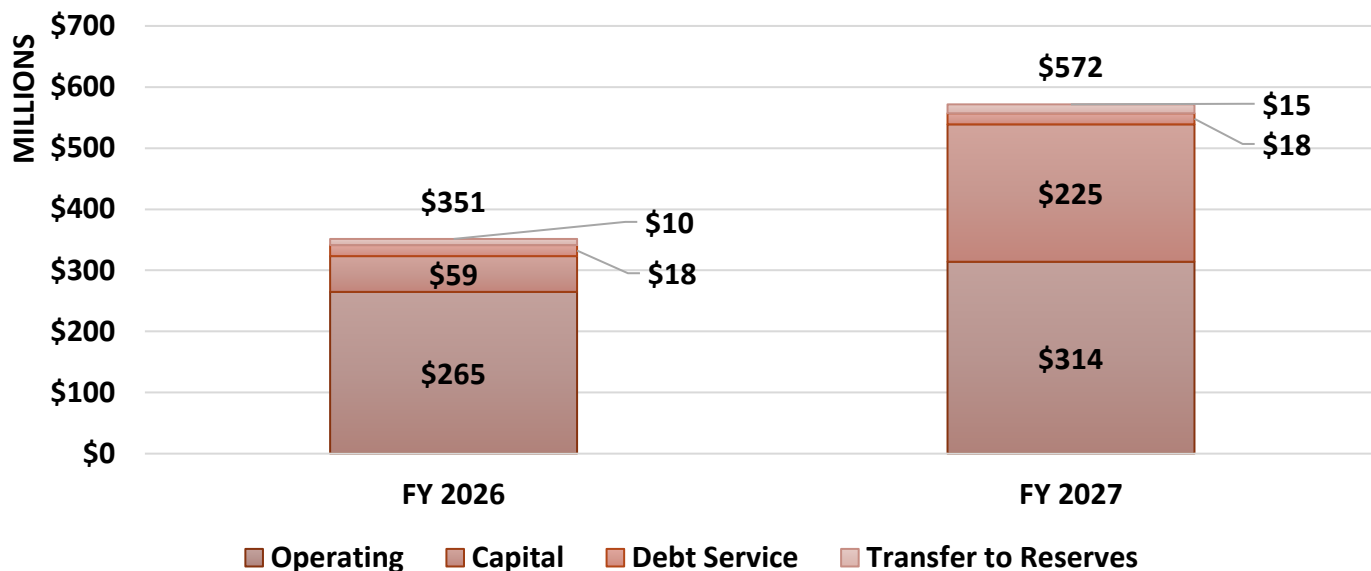
Respectfully Submitted,



Brent Cagle  
Interim Chief Executive Officer, Charlotte Area Transit System  
City of Charlotte Deputy City Manager

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# Executive Summary



Reference: Appendix 1

The FY2027 Preliminary Budget advances CATS’ mission of **Moving People Forward** by strengthening core operations, improving safety, expanding service, and investing in long-term infrastructure. It reflects a strategic focus on **People, Assets, and Safety**, ensuring the system we operate today remains reliable while laying the groundwork for tomorrow’s regional mobility network.

The budget includes major investments in **customer safety**, adding **\$10 million** for continued CMPD off-duty support, expanded security staffing, dispatch capacity, fare inspectors, ambassadors, and upgraded surveillance systems. These investments build on measurable results. For example, operator assaults declining from 15 in 2023 to 8 in 2025.

CATS continues to improve the reliability and condition of its system with a **\$7 million increase** in **State of Good Repair**, supporting rail, bus, and facility maintenance. Bus fleet age has already improved from 10 years to 7 years, with additional overhauls and facility upgrades planned.

FY2027 delivers significant **service improvements**, including **30,500 new bus service hours**, 15-minute weekday service on routes 5, 7, 16, and 21, more express trips, and approximately **100 upgraded bus stops**. Microtransit expands into two new zones with extended service hours, complementing strong performance to date. STS growth is supported with additional resources to meet rising demand and maintain 87% on-time performance.

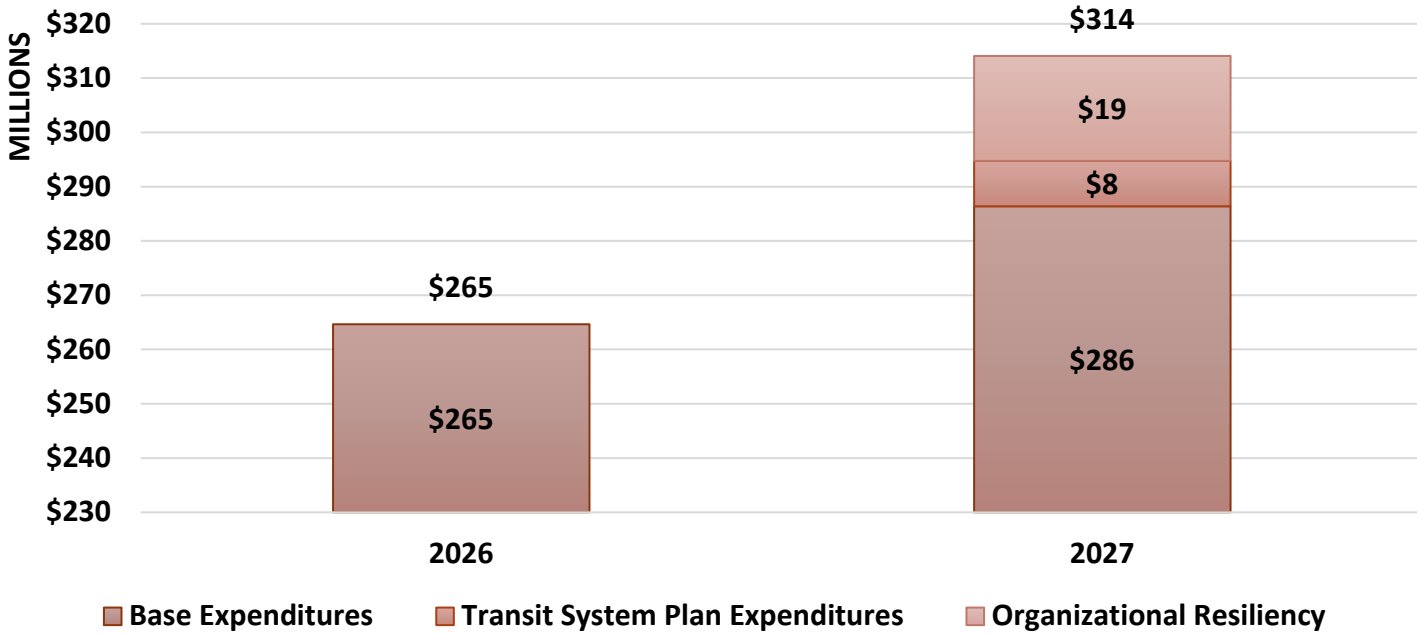
The multiyear capital program advances major strategic projects. This includes **30% design and environmental work** for both the **Red Line** and the first segment of the **Silver Line**, construction of the **South End Station**, development of the **Hambright Park & Ride**, and modernization of CATS’ technology infrastructure to support future authority operations.

FY2027 revenues total **\$571.7 million**, driven by local sales taxes, state and federal grants, and planned vehicle-related debt. Importantly, the budget includes **no fare increase** and does **not** use fund balance, allowing CATS to rebuild reserves and maintain long-term financial stability.

This budget strengthens daily service, enhances rider experience and safety, and moves forward the major capital initiatives needed to build a more connected, more equitable, and more resilient regional mobility system.

## I. OPERATING BUDGET

The FY2027 Operating Budget is \$314.1 million.

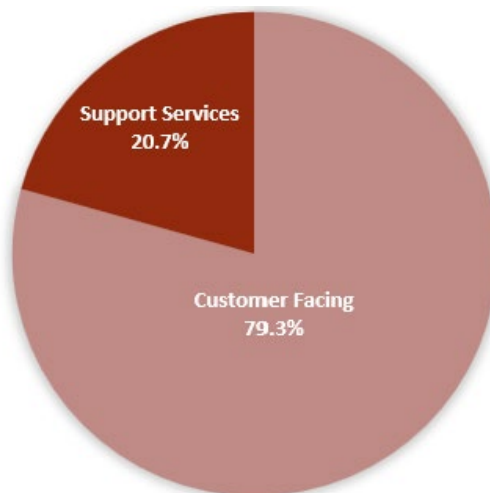


*Reference: Appendix 1*

The FY2027 Operating Budget covers cost for transit provided by the City of Charlotte and contracted employees. Approximately 60.3% (or \$159.6 million) of the Operating Budget includes Personnel Services with the remaining 39.7% covering other operating expenses (or \$105.1 million).

Customer facing services such as Bus, Rail, Streetcar, ParaTransit, MicroTransit, and Vanpool operations, Vehicle and Track Maintenance, Facilities, Planning and Scheduling, Customer Service, Revenue collections and Safety and Security account for 79.3% (or \$249.1 million) of the Operating Budget. Support services such as Administrative, Marketing, Technology, Human Resources, Civil Rights, Development, and other indirect services account for 20.7% or (\$64.9 million) of the Operating Budget.

**Total \$314.1 million**



# Budget Summary

## A. Operating Revenues: \$314.1 million

In FY2027, Operating Revenues are projected at \$314.1 million, an increase of \$49.3 million compared to the FY2026 Adopted Budget, which represents an increase of 18.6%.

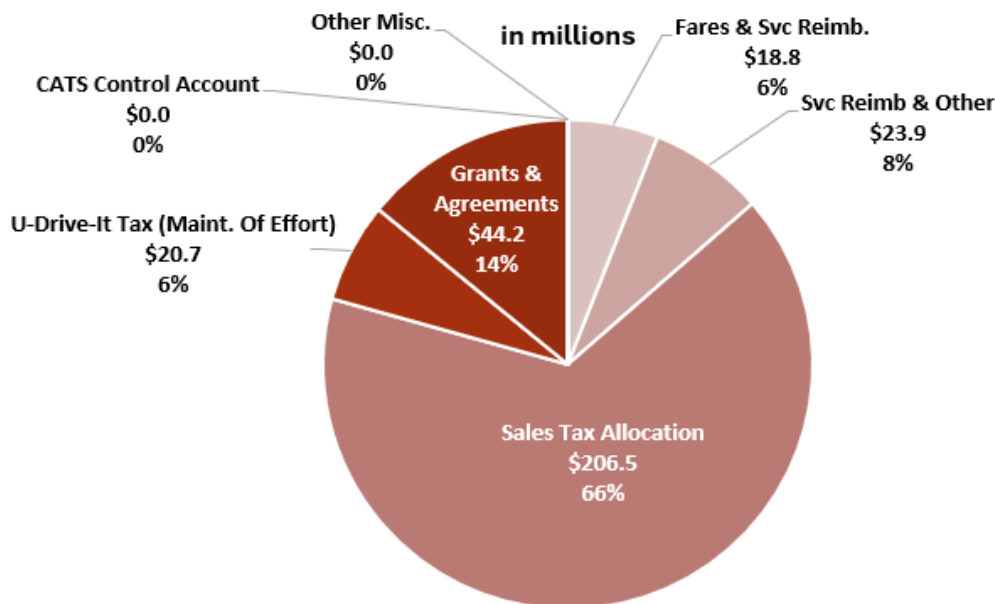
Most of the growth comes from a substantial increase in sales tax revenues, which rise by \$63.6 million and now make up almost two-thirds of the entire revenue base, due to the additional of Article 34 Sales Tax Revenues. FY2027 also introduces the U-Drive-It tax, adding another \$20.1 million, giving the budget a significant new revenue stream. At the same time, several other categories move in the opposite direction: federal and state grants decrease, advertising revenue drops by more than \$3 million, and several smaller fees and lease revenues decline. Total fare revenue remains nearly flat and is not expected to reach pre-pandemic levels in FY2027.

Maintenance of Effort falls sharply, while interest income rises modestly due to higher investment returns. The resulting FY2027 revenue structure is more heavily dependent on sales-tax-based funding, and less supported by grants, advertising, and miscellaneous income sources. Overall, the budget shows strong growth driven by tax revenues but also highlights some areas that may require attention in future budgets.

The following chart identifies the sources of the \$314.1 million in revenue that will fund the FY2027 operating programs.

## FY2027: Where the Money Comes From

**Total \$314.1 million**



# Budget Summary

Key changes in revenue in the FY2027 Operating Budget versus the FY2026 Operating Budget are as follows:

Revenue Source	FY2026 Adopted Budget (millions)	FY2027 Proposed Budget (millions)	Variance (millions)	Variance (%)
<b><u>Sales Tax Operating Allocation</u></b>	\$ 142.6	\$ 206.5	\$ 63.9	44.8%
The Operating Allocation increase reflects an updated sales tax trendline due to a significant growth in sales tax revenue.				
<b><u>Fare Revenues</u></b>	\$ 18.5	\$ 18.8	\$ 0.3	1.6%
Fares are projected to increase as demand for service increase. Despite the slight increase, Fare Revenue has not returned to pre-pandemic levels.				
<b><u>All Access Pass &amp; Service Reimbursements</u></b>	\$ 2.0	\$ 2.0	\$ -	0.0%
Overall passes and service reimbursements are expected to remain flat in FY2027.				
<b><u>U-Drive-It Tax (formerly Maintenance of Effort)</u></b>	\$ 27.1	\$ 20.1	\$ (7.0)	-26%
Maintenance of Effort were funds received from the City of Charlotte in compliance with state law. Effective FY2027, Maintenance of Effort funds were replaced by U-Drive-It Tax. The City of Charlotte decreased its annual contribution by -25.8%.				
<b><u>Federal Grants, State Grants, and Other Agreements</u></b>	\$ 49.8	\$ 44.4	\$ (5.4)	-10.8%
Total operating grant funding decreased largely because of the shift of some rail certain maintenance related expenditures from the operating fund to the capital fund.				
<b><u>Other (Miscellaneous)</u></b>	\$ 19.7	\$ 22.3	\$ 2.6	13.2%
Other Miscellaneous revenues include advertising, lease agreements and interest earned.				
<b><u>Contribution from Control Account</u></b>	\$ 5.0	\$ -	\$ (5.0)	-100.0%
Pursuant to Section 3.3 of MTC-01 - Financial Policies - The Transit CEO may recommend use of Control Account funds, for operating or capital programs. This year there is no sales tax transfer to the Control Account - for operating expenditures.				
<b>Total Operating Budgetary Increases (Decreases)</b>	\$ 264.7	\$ 314.1	\$ 49.4	18.7%

### **B. Operating Expenses: \$314.1 million**

In FY2027, Operating Expenses are projected at \$314.1 million, an increase of \$49.3 million compared to the FY2026 Adopted Budget, which represents an increase of 18.6%.

Personnel Services cost increased by \$5.2 million due to number of positions required to operate the FY2027 budgeted service levels and support strategic readiness as CATS advances toward becoming an independent authority governance.

Facilities steady budget increased by \$4.0 million supporting state of good repair efforts meeting safety and performance standards. Transit Security increased by \$10.0 million continuing the Charlotte-Mecklenburg Police Department off-duty coverage, adding dispatch and telecom capacity, deploying fare inspectors and transit ambassadors, and growing our security contractual services for police and security, safety and security services along the Rail alignment, Bus Routes, City Lynx Gold Line, and Charlotte Transportation Center (CTC). MicroTransit increased \$2.0 million expanding into new zones with extended hours. A \$19.0 million increase strengthens our organization's capacity and resilience, the foundation of our existing system in maintenance of facilities, fleet, and staff supporting service, reliability, and growth.

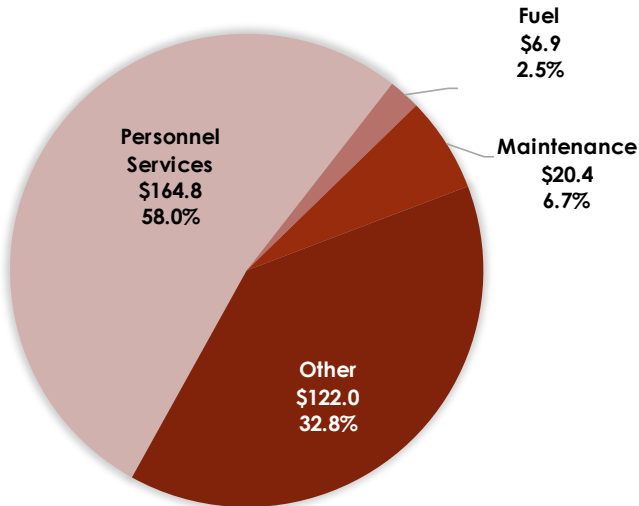
Maintenance cost for Bus, Paratransit services, and Rail increased by \$7.0 million due to new buses being added, efforts to reduce the average fleet age, improve system reliability, and staffing increases to expand current service levels and meet growing demands.

### **C. Operating Transfers to Capital: \$129.1 million**

The Operating Balance is transferred to the capital program and provides a portion of the 'matching fund' dollars required by federal and/or state grants, as well as being programmed to fund capital projects where grant funds are not available. In FY2027, the department will have a \$129.1 million operating balance and will shift this amount to the City's capital account.

## FY2027: Where the Money Goes To

**Total \$314.1 million**



# Budget Summary

Key changes in expenses in the FY2027 Operating Budget versus the FY2026 Adopted Operating Budget are as follows:

<b>Expenditures</b>	<b>FY2026 Adopted Budget (millions)</b>	<b>FY2027 Proposed Budget (millions)</b>	<b>Variance (millions)</b>	<b>Variance (%)</b>
<b>Personnel Services</b>	\$ 159.6	\$ 164.8	\$ 5.2	3.3%
<p>Net Personnel Services increased due to the following:</p> <ul style="list-style-type: none"> <li>-Increases for Annual Merit</li> <li>-Overtime for Bus and Rail Operators due to the national shortage of operators</li> </ul>				
<b>Fuel</b>	\$ 6.3	\$ 6.9	\$ 0.6	9.5%
<p>Recent petroleum market prices have altered FY2027 fuel expenditure planning. The impact of diesel price increases would have been more significant if not for the steady decrease in diesel fuel consumption during recent years, attributable to the introduction of hybrid (diesel/electric) and battery electric buses to Bus Operations Division.</p> <p>Diesel fuel is hedged through early FY2027 (920,000 gallons @ \$3.4288). It is anticipated that the remainder of the year will show moderated diesel prices (1,280,000 gallons @ \$2.85), resulting in a target expenditure of \$6,866,500.</p>				
<b>Maintenance</b>	\$ 13.4	\$ 20.4	\$ 7.0	52.2%
<p>Maintenance cost for Bus, ParaTransit Services, and Rail increased by \$7.0 million due new buses being added, efforts to reduce the average fleet age, improve system reliability, and staffing increases to expand current service levels and meet growing demands.</p>				
<b>Other Operating Expense</b>	\$ 85.4	\$ 122.0	\$ 36.6	42.9%
<p>Facilities steady budget increased by \$4.0 million supporting state of good repair efforts meeting safety and performance standards. Transit Security increased by \$10.0 million continuing the Charlotte-Mecklenburg Police Department off-duty coverage, adding dispatch and telecom capacity, deploying fare inspectors and transit ambassadors, and growing our security contractual services for police, safety, and security along the Rail alignment, Bus Routes, City Lynx Gold Line, and Charlotte Transportation Center (CTC). MicroTransit increased \$2.0 million expanding into new zones with extended hours. A \$19.0 million increase strengthens our organization's capacity and resilience, the foundation of our existing system in maintenance of facilities, fleet, and staff supporting service, reliability, and growth. CATS is also responsible for paying City Shared Costs at \$8.9 million, a portion of City of Charlotte costs related to centralized Administrative, Finance, Budget, Procurement, Legal, Communications, and Technology support. Internal Services Provider (ISP) costs increased by \$0.5 million. CATS pays the City of Charlotte ISPs for risk insurance, fleet maintenance, landscaping, and radio services.</p>				
<b>Total Operating Budgetary Increases (Decreases)</b>	<b>\$ 264.7</b>	<b>\$ 314.1</b>	<b>\$ 49.4</b>	<b>18.7%</b>

# Budget Summary

## D. Service Level Changes

The FY2027 Operating Budget includes service level changes totaling \$6,444,202 in additional personnel cost for 76 additional City full-time equivalent (FTE) positions

Program	Position Title	FTE	Additional Budget
411010 - Administration Division	Payroll Manager	1	\$ 86,175
411010 - Administration Division	Revenue Planning Analyst	1	69,856
411010 - Administration Division	Deputy Financial Officer	1	147,518
411010 - Administration Division	Board Liaison/Administrator	1	86,175
411040 - Executive Division	Chief Counsel	1	183,595
411060 - Treasury/Revenue	Director of Treasury & Financial Planning	1	118,758
412020 - Facilities	Facilities Crew Member	1	69,712
413001 - Development Administration	Director Capital Program Management	1	118,758
413001 - Development Administration	Art In Transit Program Manager	1	77,553
413001 - Development Administration	Project Controls Specialist, II	1	62,983
413001 - Development Administration	Transit Asset Management Analyst	1	104,783
413002 - Quality Assurance	Quality Assurance Projects Manager	1	129,262
413002 - Quality Assurance	Quality Assurance Inspector/Analyst	1	94,474
413003 - Development Engineering	Engineering Program Manager	1	95,831
413004 - Corridor Development	Engineer III	1	86,175
413004 - Corridor Development	Transportation Planner II	1	69,856
413005 - Development Real Estate	Director of Real Estate and Transit Oriented Development	1	118,758
413005 - Development Real Estate	Real Estate Portfolio Manager	1	86,175
414020 - Customer Service & Information	Community Outreach Specialist	3	209,567
414020 - Customer Service & Information	Ambassador Program Supervisor	1	94,474
414030 - Technology	Development	1	118,758
414030 - Technology	Application Administrator II	4	349,278
414030 - Technology	Operations	1	118,758
414030 - Technology	Cyber Security Manager	1	106,646
414030 - Technology	ITSM Platform Manager	1	86,175
414030 - Technology	Network Engineer	1	77,553
414030 - Technology	Cyber Security Analyst I	1	69,856
414030 - Technology	Innovation & Optimization Manager	1	106,646
414030 - Technology	IT Program Manager	1	95,831
414030 - Technology	IT Infrastructure Library Supervisor	1	86,175
414030 - Technology	ITIL Incident & Change Management Administrator	1	69,856
414040 - Performance Management/Business Analytics	Business Analyst II	2	139,711
415050 - ParaTransit	ParaTransit Field Operations Supervisor	1	56,846
415050 - ParaTransit	ParaTransit Driver	12	836,541
415060 - MicroTransit	Assistant Director MicroTransit	1	86,175
415510 - Training Administration	Development Program Administrator	1	94,474
415520 - Training Operations	Bus Operations Training Manager	1	116,330
415530 - Training Maintenance	Rail Car Maintenance Instructional Specialist	1	104,783
416010 - Light Rail Operations	Assistant Director of Rail Maintenance	1	106,646
416010 - Light Rail Operations	Assistant Manager of Rail Dispatch	1	69,856
416010 - Light Rail Operations	Assistant Manager of Rail Blue Line	1	69,856
416011 - Light Rail Administration	Executive Assistant	1	62,983
416013 - Light Rail MOW Maintenance	Rail Maintenance of Way Maintainer	2	170,538
417010 - Safety & Security	Charlotte-Mecklenburg Police Department Liaison Supervisor	1	77,553
417010 - Safety & Security	Police Dispatcher	4	185,898
418010 - Planning & Scheduling	Transportation Planner I	1	56,846
419010 - Human Resources	Director of People & Culture	1	132,324
419010 - Human Resources	Assistant Director of Human Resources	1	106,646
419010 - Human Resources	Payroll, Compensation, Benefits & Leave of Absence Manager	1	77,553
419010 - Human Resources	Risk & Employee Relations Manager	1	77,553
419010 - Human Resources	HRIS Data Analyst	1	69,856
419010 - Human Resources	Human Resource Supervisor	1	69,856
419010 - Human Resources	Recruitment Supervisor	1	69,856
419010 - Human Resources	Human Resource Business Partner	2	209,567
	<b>TOTALS</b>	<b>76</b>	<b>\$ 6,444,202</b>

Funding for only one-half of the 76 above positions' salaries is included in our FY2027 budget. Positions are being requested to allow for flexibility as CATS leadership works to develop the right mix of new FTE positions with short-term or long-term contract services. As the right mix is identified, positions will be added throughout FY2027.

## E. Staffing

The FY2027 Operating Budget provides for 1,466 full-time equivalent (FTE) positions, which includes 76 additional City full-time equivalent (FTE) positions, reflecting the number of positions required to operate the FY2027 budgeted service levels and supporting strategic readiness as CATS advances toward becoming an independent authority. A staffing summary by program can be found in Appendix 3.

## II. DEBT SERVICE BUDGET

### A. Debt Service Revenues: \$18.1 million

New debt Issuances of approximately \$77 million are planned FY2027; however, the first new debt service payments will be budgeted in FY2028; therefore, the debt service payments for FY2027 will remain \$18.1 million. Key sources of revenue for payment of the current debt expenses are federal and state grants, the transit sales tax (local), and prior year savings in the debt service fund.

Debt financing proceeds are utilized to fund CATS' capital investment projects.

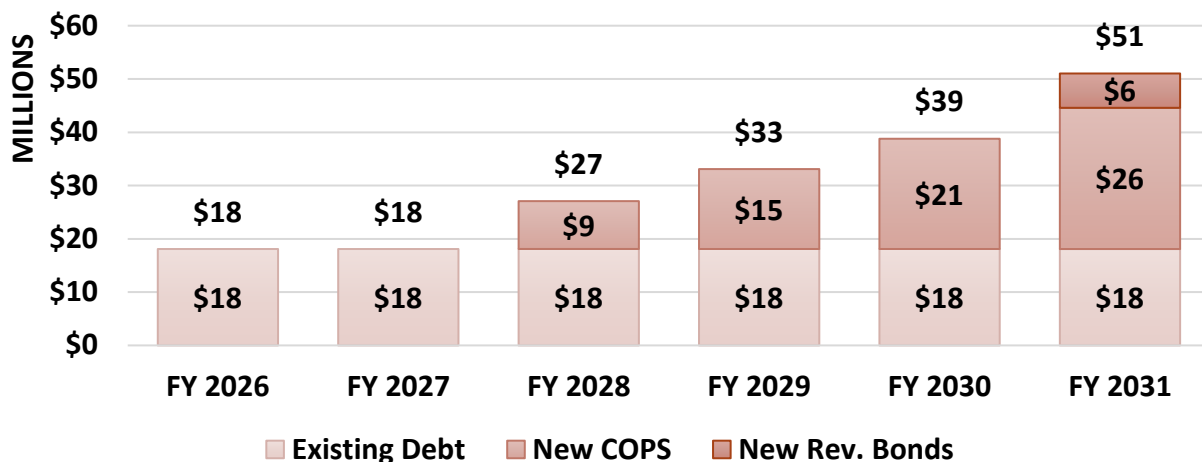
### B. Debt Service Expenses: \$18.1 million

Debt service expenses include principal and interest costs on project financings, together with fees and miscellaneous costs associated with capital financings.

In the FY2027 Budget, debt service expenses are as follows:

- \$18.0 million is for principal and interest payments.
- \$ 0.1 million covers miscellaneous fees.

See Appendix 5 for additional detail.



## III. REVENUE RESERVE FUND

In 2016, the MTC approved the revision of CATS' Financial Policies, which created a CATS Control Account. This account receives sales tax revenue in excess of the sales tax trend line only when the balance in the Revenue Reserve Fund has exceeded the maximum required balance of \$30 million.

The Revenue Reserve Fund (RRF) reached the required balance of \$30 million in FY2017. Therefore, the projected FY2027 \$10.0 million of sales tax dollars that would have been deposited into this fund will transfer directly to the CATS Control Account. In accordance with Section 3.3 of MTC Financial Policies MTC-01, "the Transit CEO may recommend use of such funds, for operating or capital programs, to the Metropolitan Transit Commission as a part of the CEO Recommended Budget in January of each year."

## IV. CAPITAL INVESTMENT PLAN (CIP)

CATS' \$1.447 billion five-year CIP is prioritized to continue the system's State of Good Repair by replacing vehicles, facility upgrades and enhancements, and technology upgrades. The breakout of CIP revenues and expenses over five years is shown below:

Sources of Funds	Prior Year Carryover Budget	FY2027 Proposed Budget	FY2028 Plan	FY2029 Plan	FY2030 Plan	FY2031 Plan	Total
Grants - Federal	\$ 96,149,932	\$ 17,529,750	\$ 4,412,000	\$ 20,339,360	\$ 163,779,091	\$ 148,354,204	\$ 450,564,337
Grants - State	-	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
City of Charlotte	-	1,300,000	1,365,000	-	-	-	2,665,000
PAYGO to Capital Projects	110,389,100	129,113,878	123,701,919	112,506,125	67,305,120	46,397,347	589,413,489
Red Line Capital Cost Reimbursements	-	-	322,456	6,627,168	789,539	7,763,141	15,502,304
Debt Issuance (COPS)	-	76,946,755	51,696,030	48,706,254	149,843,791	53,650,988	380,843,818
<b>Total</b>	<b>\$ 206,539,032</b>	<b>\$ 224,890,383</b>	<b>\$ 183,497,405</b>	<b>\$ 190,178,907</b>	<b>\$ 383,717,541</b>	<b>\$ 258,165,680</b>	<b>\$ 1,446,988,948</b>

Expenditures by Function	Prior Year Carryover Budget	FY2027 Proposed Budget	FY2028 Plan	FY2029 Plan	FY2030 Plan	FY2031 Plan	Total
Purchase and Maintain Transit Vehicles	\$ 3,113,437	\$ 75,796,755	\$ 50,546,030	\$ 47,556,253	\$ 48,693,791	\$ 52,500,988	\$ 278,207,254
Purchase and Maintain Rail Vehicles	35,357,701	7,809,784	12,150,000	23,600,000	15,100,000	9,900,000	103,917,485
Maintain Transit Facilities	10,797,549	13,429,005	12,426,517	8,022,617	7,649,637	5,447,140	57,772,465
Enhance Safety and Security on Transit	3,828,236	2,791,474	3,475,974	1,543,824	985,750	740,000	13,365,258
Develop Transit Systems	17,168,904	36,224,500	20,330,000	9,918,000	5,910,000	3,195,000	92,746,404
Purchase New Transit Equipment	136,273,205	88,838,865	84,568,884	99,538,213	305,378,363	186,382,552	900,980,082
<b>Total</b>	<b>\$ 206,539,032</b>	<b>\$ 224,890,383</b>	<b>\$ 183,497,405</b>	<b>\$ 190,178,907</b>	<b>\$ 383,717,541</b>	<b>\$ 258,165,680</b>	<b>\$ 1,446,988,948</b>

*Includes prior year appropriations funding on-going capital projects and initiatives*

### **A. Capital Revenues: \$1.447 billion\***

Revenues for CATS' five-year capital program include funds from federal and state grants, transit sales tax, PAYGO, and Debt Issuance through Certificates of Participation (COPS).

The FY2027 through FY2031 CATS' capital program consists of the following:

- **\$450.6** million from federal grants including Federal Formula, Coronavirus Response & Relief Supplemental Act (CRRSAA), State of Good Repair, and Bus and Bus Facilities.
- **\$8** million from state grants including the Urban State Matching funds for vehicle purchases.
- **\$988.4** million from transit sales tax (transfer of PAYGO, CATS Control Account, and CATS Fund Balance).

**B. Capital Expenditures: \$1.447 billion**

CATS' five-year capital investment plan key expenses include the following:

Capital Program/Project	FY2027 - FY2031 Total
<b><u>Purchase and Maintain Transit Vehicles</u></b>	\$ 278,207,254
Replacement and expansion of revenue service vehicles that have reached the end of their useful life. Replacements include 40 FT transit vehicles and paratransit vehicles.	
<b><u>Purchase and Maintain Rail Vehicles</u></b>	103,917,485
Preventive maintenance and overhaul of rail vehicles, including Series I, II, III, and IV (Streetcar), drainage improvements, and Maintenance of Way efforts.	
<b><u>Maintain Transit Facilities</u></b>	57,772,465
Replacement, upgrades or repair of transit assets including renovations and repairs of transit facilities to comply with federal Transit Asset Management guidelines.	
<b><u>Enhance Safety and Security on Transit</u></b>	13,365,258
Programs and projects to advance safe, reliable, and equitable transit service throughout the system including camera replacements, dispatch upgrades, and enhancements to light rail crossing gates.	
<b><u>Develop Transit Systems</u></b>	900,980,082
Design services for rapid transit, rail, bus, streetcar, and facility improvements to better serve the region. Projects include ADA enhancements, Silver Line and Red Line corridor planning activities, land acquisitions, Charlotte Transportation Center Design services, and platform upgrades.	
<b><u>Purchase New Transit Support Systems and Equipment</u></b>	92,746,404
The purchase of new equipment and technology upgrades essential for more efficient transit operations.	
<b>Total 5-year Capital Investment Plan <sup>1</sup></b>	<b>\$1,446,988,948</b>

<sup>1</sup> Excludes Grant-Funded Operating Projects totaling \$45.3 million for FY2027 – FY2031

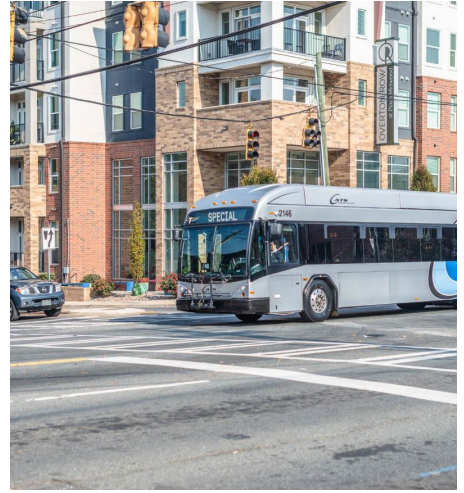
## BETTER BUS

Transform bus service into a faster, more frequent, more reliable, and more equitable network establishing buses as the backbone of CATS' regional transit system.

Core Elements of the Better Bus Program:

- Major service improvement
- Enhanced rider experience
- Faster, more reliable trips
- Expanded coverage
- Equitable outcomes

FY2027 will see CATS begin the process of purchasing buses for future expansion of services and improvements to approximately 100 bus stops.



## RED LINE COMMUTER RAIL PROJECT



The Red Line is a 25-mile commuter rail corridor linking Uptown Charlotte with Huntersville, Cornelius, and Davidson, with possible extension to Mt. Mourne. It will connect to Charlotte Gateway Station for seamless transfers to Amtrak, the Gold Line, and bus services. Stations will serve as mobility hubs with first-mile/last-mile options and park-and-rides supporting transit-oriented development, providing faster, more reliable regional travel for residents.

FY2027 will see CATS begin 30% design and environmental documentation, safety and security planning, and railroad review and coordination with Norfolk Southern and CSX railways.

## SILVER LINE LIGHT RAIL PROJECT

The initial segment of the proposed Silver Line is a 10-mile, 10 station light rail line from Charlotte-Douglas International Airport in the West, through Uptown Charlotte, and then east to Bojangles Coliseum/Ovens Auditorium. Designed to deliver fast, reliable east west mobility, the project integrates with the Blue and Gold Lines, Charlotte Gateway Station, major employment centers, and key activity centers.

During FY2027, CATS will advance 30% design and environmental documentation, safety and security planning, and coordination with the North Carolina Department of Transportation and Norfolk Southern Railway.



## FINANCIAL PERFORMANCE OBJECTIVES

CATS Financial Policies provide guidelines on how financial resources shall be utilized to fulfill the mission of the transit system, meet obligations, and to protect the public's interest.

## CATS TRAX SCORECARD OBJECTIVES

CATS Trax is a quarterly performance scorecard that provides employees, customers, elected officials, and the public with a snapshot of how we are doing at a high level. Metrics are aligned with CATS' goals and customer satisfaction index.

Customer Satisfaction Index:

- Measures how well we are doing as related to customers' top drivers of satisfaction.
- Allows customers to choose and prioritize what is most important to them.
- Gauges performance relative to the customers' priorities and perceptions.
- Helps highlight priorities for improvement.

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CATS anticipates providing approximately 18.2 million rides in FY2027 on its Bus, Light Rail, City LYNX Gold Line, Vanpool, MicroTransit, and ParaTransit vehicles.

Following a drop in ridership in FY2026, ridership for rail and bus services are expected to recover in FY2027, as CATS expands service with its Better Bus program, development around the alignment continues to grow, and more employees commute for work.

The FY2027 budget reflects an increase in revenue hours due to an anticipated increase in utilization of ParaTransit, Vanpool, and MicroTransit services. Service levels for Bus will increase as CATS implements its Better Bus program. Rail modes are remaining stable in FY2027.

Mode	Ridership			Revenue Service Hours		
	FY2025	FY2026	FY2027	FY2025	FY2026	FY2027
	Actuals	Projected	Projected	Actuals	Projected	Projected
Bus	9,375,182	9,304,200	10,518,536	673,867	663,524	706,240
Light Rail	6,225,751	5,817,630	6,569,724	54,239	53,793	54,367
City LYNX Gold Line	725,103	685,355	765,165	22,276	23,344	24,444
ParaTransit	221,898	238,780	256,292	123,543	125,112	142,692
Vanpool	40,148	42,756	46,371	9,248	9,284	10,681
MicroTransit	13,084	68,990	71,694	7,729	25,496	27,195
<b>Total</b>	<b>16,601,166</b>	<b>16,157,711</b>	<b>18,227,782</b>	<b>890,902</b>	<b>900,553</b>	<b>965,619</b>

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# CATS AT A GLANCE

## CHIEF EXECUTIVE OFFICE

Sets strategic direction for the department and manages the overall operation and administration, including budgeting, training, coordinating with City Manager’s office and support of the Metropolitan Transit Commission.

### BUS/PARATRANSIT/MICROTRANSIT



Provides transit services in the City of Charlotte, and in the Towns of Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville.

### LIGHT RAIL/STREETCAR



Provides a light rail service with over 19 miles and 26 stations from just north of the town of Pineville to the UNC Charlotte campus. CityLYNX Gold Line Phase 2 provides services through Center City Charlotte.

### FACILITIES AND OPERATIONS



Manage and maintain light rail stations, park & ride lots, parking decks, bus garages, light rail facilities, transit centers, and bus stops.

### CUSTOMER SERVICE, ANALYTICS, MARKETING, TECHNOLOGY, COMMUNICATIONS AND PARTNERSHIPS



Manage public relations, customer service requests, trip planning assistance and technology for transit operations.

### FINANCE AND PROCUREMENT



Manage all fiscal aspects and procurements for transit operations and capital projects including budget, grants, debt financing, revenue collections & financial reporting.

### DEVELOPMENT, PLANNING, QUALITY ASSURANCE, ENGINEERING AND REAL ESTATE



Responsible for planning and construction of transit projects including quality control and assurance of all project developments.

### SAFETY AND SECURITY



Responsible for safety & security of all CATS amenities, facilities and individuals that come in contact with CATS.

### HUMAN RESOURCES, TRAINING, CIVIL RIGHTS, GOVERNMENT AFFAIRS, ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY



Oversee compliance with federal, state & local guidelines to ensure fair and equal treatment of customers and employees.

CATS receives from the City and provides additional support to the City of Charlotte through a City Cost Allocation Plan.

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## Appendix 1 – Operating Budget Summary

	FY2023 Actuals	FY2024 Actuals	FY2025 Actuals	FY2026 Adopted Budget	FY2027 Proposed Budget
<b>Sales Tax Allocation</b>					
Sales Tax Receipts (Article 43 Sales Tax)	\$ 154,638,000	\$ 155,805,413	\$ 161,999,346	\$ 167,333,658	\$ 165,757,380
Sales Tax Receipts (Article 34 Sales Tax)	-	-	-	-	198,896,856
Less Sales Tax Trendline	(120,000,475)	(129,091,257)	(155,022,903)	(157,333,658)	(350,068,067)
<b>Net Difference</b>	<b>\$ 34,637,525</b>	<b>\$ 26,714,156</b>	<b>\$ 6,976,443</b>	<b>\$ 10,000,000</b>	<b>\$ 14,586,169</b>
Transfer to Capital Fund	\$ -	\$ -	\$ -	\$ 191,941	\$ 194,830
Transfer to Debt Service Fund	15,168,881	14,437,556	12,084,106	14,500,000	15,161,392
Transfer to Operating Fund (Operating Alloc)	104,831,594	129,091,257	142,938,797	142,641,717	334,711,845
CATS Control Account	34,637,525	12,276,600	6,976,443	10,000,000	14,586,169
<b>Sales Tax Allocation to Other Funds</b>	<b>\$ 154,638,000</b>	<b>\$ 155,805,413</b>	<b>\$ 161,999,346</b>	<b>\$ 167,333,658</b>	<b>\$ 364,654,236</b>

<b>Operating Fund</b>					
<b>Revenues:</b>					
<b>Operating Revenues:</b>					
Sales Tax Operating Allocation	\$ 104,831,594	\$ 129,091,257	\$ 142,938,797	\$ 142,641,717	\$ 334,711,845
Fares and Service Reimbursements	12,725,289	14,600,170	13,779,207	18,500,000	18,784,300
Maintenance of Effort - Charlotte	25,430,130	25,307,400	26,234,000	27,057,920	-
U-Drive-It Tax	-	-	-	-	20,131,290
Operating Assistance	8,000,000	17,208,761	10,036,856	17,280,761	12,485,000
CATS Control Account	12,806,859	3,308,242	23,232,456	5,000,000	-
Other (Advertising, Misc)	8,380,885	19,364,842	11,225,371	21,770,939	15,430,999
<b>Subtotal</b>	<b>\$ 172,174,757</b>	<b>\$ 208,880,672</b>	<b>\$ 227,446,687</b>	<b>\$ 232,251,337</b>	<b>\$ 401,543,434</b>
<b>Non-Operating Revenue</b>	<b>\$ 29,924,502</b>	<b>\$ 34,175,699</b>	<b>\$ 38,792,254</b>	<b>\$ 32,487,305</b>	<b>\$ 41,050,269</b>
<b>Total Operating Revenues</b>	<b>\$ 202,099,259</b>	<b>\$ 243,056,371</b>	<b>\$ 266,238,941</b>	<b>\$ 264,738,642</b>	<b>\$ 442,593,703</b>
<b>Expenditures:</b>					
<b>Operating Expenditures</b>					
Transportation Services	\$ 175,103,701	\$ 187,439,456	\$ 195,748,211	\$ 220,573,607	\$ 249,141,794
Transit Development	3,775,997	4,916,210	5,838,372	7,820,473	10,758,832
Marketing and Communications	6,525,413	7,818,769	11,564,617	14,226,551	16,022,548
Executive and Administration	16,086,037	17,760,758	24,012,712	21,926,071	37,957,046
<b>Subtotal</b>	<b>\$ 201,491,148</b>	<b>\$ 217,935,193</b>	<b>\$ 237,163,912</b>	<b>\$ 264,546,701</b>	<b>\$ 313,880,220</b>
Transfers to Eligible CIP Projects	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Net Operating Expense</b>	<b>\$ 201,491,148</b>	<b>\$ 217,935,193</b>	<b>\$ 237,163,912</b>	<b>\$ 264,546,701</b>	<b>\$ 313,880,220</b>
Transfer from Operating to Other Funds	\$ 608,111	\$ 84,447	\$ 184,447	\$ 191,941	\$ 194,830
<b>Total Operating Expenditures</b>	<b>\$ 202,099,259</b>	<b>\$ 218,019,640</b>	<b>\$ 237,348,359</b>	<b>\$ 264,738,642</b>	<b>\$ 314,075,050</b>

## Appendix 2 – Performance Objectives

Performance Measure Highlights				
OBJECTIVE	MEASURE	FY2025 ACTUALS	FY2026 TARGET	FY2027 TARGET
<b>Strategic Priority Area: Transportation and Planning</b>				
Financial stability <sup>1</sup>	Percent of Total Operating Costs subsidized by taxpayers	89.7%	≤80%	≤80%
	Net Debt Service Coverage Ratio	1.55	≥1.15	≥1.15
Provide transportation choices	Ridership (Light Rail, Bus, City LYNX Gold Line, Vanpool, and ParaTransit) <sup>2</sup>	16,601,166	≥17,079,129	≥17,602,407
	On-time Performance (Bus) <sup>3</sup>	82%	≥85%	≥88%
Provide effective service <sup>2</sup>	Passengers per Revenue Hour (Bus)	13.9	≥13.6	≥14.9
	Passengers per Revenue Hour (Light Rail)	114.8	≥126.5	≥120.8
Customer focused	Overall Customer Satisfaction <sup>3</sup>	84%	≥88%	≥88%
	Willingness to Recommend <sup>1</sup> (Formerly Net Promoter Score)	88%	≥58%	≥58%
Measures the percent of low-income and minority populations within our service area that have access to 20 minute or better service, annually.	Service Equity <sup>3</sup> (Formerly Percent of riders with 15-minute or better service frequency)	39%	≥40%	≥40%

**Data Sources:**

<sup>1</sup> CATS Finance – Financial Reporting and Controls Team

<sup>2</sup> CATS Planning and Scheduling Team

<sup>3</sup> FY2025 Q4 CATS TRAX Scorecard

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## Appendix 2 – Performance Objectives (continued)

FY2025 CATS Performance Objectives						
Strategy	Metric	Performance Goal	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Exceptional Customer Experience <sup>1</sup>	Overall Customer Satisfaction	≥ 88.0%	70.00%	83.70%	83.70%	83.70%
	Willingness to Recommend	≥ 58.0%	87.80%	87.80%	87.80%	87.80%
	Overall On-Time Performance	≥ 88.3%	92.00%	90.80%	90.60%	88.70%
	Service Equity	≥ 34.4	38.80%	38.80%	38.80%	38.80%
	Ridership - Systemwide (Millions)	≥ 3.0	4.4	4.3	4.0	4.3
	Scheduled Service Delivery	97.30%	99.50%	99.20%	98.90%	98.60%
Employee Success <sup>1</sup>	Employee Satisfaction/Engagement	≥ 70.0%	64.00%	64.00%	64.00%	64.00%
	Employee Net Promoter Score <sup>2</sup>	≥ -20%	-40.00%	-40.00%	-40.00%	-40.00%
	Customer Satisfaction with CATS Employees <sup>4</sup>	≥ 89%	68.00%	70.00%	70.00%	70.00%
	Customer Satisfaction with Call Center Interactions <sup>4</sup>	≥ 83%	72.00%	72.00%	72.00%	72.00%
	Advancement & Succession Opportunities <sup>3</sup>	≥ 10%	21.0	7.0	35.0	37.0
	Vacancy Rate	≤ 10%	5.00%	5.40%	7.30%	5.40%
	Attrition Rate	≤ 10%	5.00%	3.50%	5.70%	4.50%
Positive Community Impact <sup>1</sup>	Economic Development/Growth/Impact (in billions)	\$11.1	\$11.9	\$12.5	\$12.8	\$13.5
	Perceived Value to the Community	≥ 83.0%	85.00%	84.00%	84.00%	84.00%
Financial Stability <sup>2</sup>	Taxpayer Subsidy Percentage	≤ 80.0%	89.82%	88.74%	90.46%	89.67%
	Administrative Overhead	≤ 14.5%	16.67%	17.92%	17.90%	25.07%
	Revenue Exceeds Operating Expenses	2%	36%	15%	4%	2%
	Net Debt Service Coverage Threshold	≥ 1.15	14.71	6.71	3.12	1.55
	Overall Operating Cost/Revenue Hour	≤ 190.30	\$142.27	\$170.84	\$165.20	\$177.81
	Overall Customers/Revenue Hour	≥ 15	18.6	18.7	20.9	22.5
	Directly Generated Revenue	≥ 3%	9.72%	6.53%	9.61%	9.15%

**Data Sources:**

- <sup>1</sup> FY25 Q4 CATS TRAX Scorecard
- <sup>2</sup> CATS Finance – Financial Reporting and Controls Team
- <sup>3</sup> CATS Human Resources Team
- <sup>4</sup> FY24 Q4 CATS TRAX Scorecard

## Appendix 3 – Staffing Summary

FY2027 Positions Full-time Equivalent (FTE) Staffing Level Changes (SLC)					
	FY2026	Transfers	Reductions	FY2027 SLC	TOTAL FTEs
<b>BUS OPERATIONS DIVISION (BOD) POSITIONS</b>					
<u>Transportation Services</u>					
415010 BOD - Bus Operations	546.00	-	-	-	546.00
415011 BOD - Bus Administration	16.00	-	-	-	16.00
415012 BOD - Bus Maintenance	155.00	-	-	-	155.00
415013 BOD - ParaTransit Maintenance	9.00	-	-	-	9.00
<b>Subtotal BOD Contracted Positions</b>	<b>726.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>726.00</b>
<b>CITY OF CHARLOTTE - CATS POSITIONS</b>					
<u>Transportation Services</u>					
415050 ParaTransit Services	139.00	-	-	13.00	152.00
411060 Treasury/Revenues	12.00	-	-	-	12.00
412020 Facilities	21.00	-	-	1.00	22.00
414020 Customer Svc & Information	18.00	-	-	4.00	22.00
416010 Light Rail Operations	94.00	-	-	3.00	97.00
416011 Light Rail Administration	22.00	-	-	1.00	23.00
416012 Light Rail Maintenance	71.00	-	-	-	71.00
416013 Maintenance of Way	55.00	-	-	2.00	57.00
416020 CityLYNX GoldLine	38.00	-	-	-	38.00
417010 Transit Safety & Security	26.00	-	-	5.00	31.00
415001 Bus General Management	4.00	-	-	-	4.00
418010 Planning & Scheduling	13.00	-	-	1.00	14.00
415060 MicroTransit	1.00	-	-	1.00	2.00
415510 Training Administration	4.00	-	-	1.00	5.00
415520 Training Operations	11.00	-	-	1.00	12.00
415530 Training Maintenance	6.00	-	-	1.00	7.00
<u>Transit Development</u>					
413001 Development Administration	4.00	-	-	4.00	8.00
413002 Quality Assurance	7.00	-	-	2.00	9.00
413003 Engineering	6.00	-	-	1.00	7.00
413004 Corridor Development	11.00	-	-	2.00	13.00
413005 Real Estate	5.00	-	-	2.00	7.00
<u>Marketing, Business Partnerships, Communications, Advertising, &amp; Technology</u>					
414010 Marketing	9.00	-	-	-	9.00
414011 Business Partnerships	2.00	-	-	-	2.00
414015 Communications	8.00	-	-	-	8.00
414030 Technology	28.00	-	-	14.00	42.00
414040 Transit Advertising	1.00	-	-	2.00	3.00
<u>Executive &amp; Administration</u>					
411010 Administration Division	25.00	-	-	4.00	29.00
411040 Executive Division	6.00	-	-	1.00	7.00
411060 Treasury/Revenues	-	-	-	1.00	1.00
419010 Human Resources	9.00	-	-	9.00	18.00
419011 Workforce & Organizational Development	4.00	-	-	-	4.00
419020 Civil Rights	4.00	-	-	-	4.00
<b>Subtotal City of Charlotte - CATS Positions</b>	<b>664.00</b>	<b>0.00</b>	<b>0.00</b>	<b>76.00</b>	<b>740.00</b>
<b>TOTAL POSITIONS</b>	<b>1,390.00</b>	<b>0.00</b>	<b>0.00</b>	<b>76.00</b>	<b>1,466.00</b>

\*FY2027 Positions reflect the number of positions required to operate the FY2027 budgeted service level and supports strategic readiness as CATS advances toward becoming an independent authority.

Funding for only one-half of the 76 above positions is included in our FY2027 budget. Positions are being requested to allow for flexibility as CATS leadership works to develop the right mix of new FTE positions with short-term or long-term contract services. As the right mix is identified, positions will be added throughout FY2027.

## Appendix 4 – Operating Budget

Operating Revenues	FY2023 Actuals	FY2024 Actuals	FY2025 Actuals	FY2026 Adopted Budget	FY2027 Proposed Budget
<b>Service Passenger Fares</b>					
Bus	\$ 9,457,434	\$ 10,592,703	\$ 7,954,233	\$ 13,638,500	\$ 14,094,800
Light Rail	1,924,578	1,688,904	2,705,534	4,063,100	3,660,100
City LYNX Gold Line	-	-	-	-	-
Vanpool	208,692	190,533	204,326	143,000	143,000
ParaTransit	618,927	367,553	571,161	655,400	655,400
<b>Subtotal</b>	<b>\$ 12,209,631</b>	<b>\$ 12,839,693</b>	<b>\$ 11,435,254</b>	<b>\$ 18,500,000</b>	<b>\$ 18,553,300</b>
<b>All Access Pass</b>					
Charlotte Mecklenburg Gateway Station	\$ 515,658	\$ 532,224	\$ 547,470	\$ 530,000	\$ -
Lowe's Agreement	-	-	31,250	-	-
UNCC Pass Purchases	1,333,625	1,445,743	1,408,225	1,400,000	1,400,000
<b>Subtotal</b>	<b>\$ 1,849,283</b>	<b>\$ 1,977,967</b>	<b>\$ 1,986,945</b>	<b>\$ 1,930,000</b>	<b>\$ 1,400,000</b>
<b>Service Reimb &amp; Funding Partners</b>					
Union County Express 74x	123,699	102,892	93,740	180,000	150,000
Rock Hill Express Commuter Bus	8,331	111,371	129,628	300,000	250,000
Gastonia Express Commuter Bus	(73,071)	100,000	105,432	250,000	200,000
Ramsey Creek Beach Park	(34,694)	(2,979)	27,533	12,000	12,000
<b>Subtotal</b>	<b>\$ 24,265</b>	<b>\$ 311,284</b>	<b>\$ 357,008</b>	<b>\$ 742,000</b>	<b>\$ 612,000</b>
<b>Service Income</b>					
Charlotte Transit Center	\$ 545,092	\$ 788,031	\$ 377,031	\$ 450,000	\$ -
Advertising	2,742,473	4,481,569	3,632,933	6,800,000	3,700,000
Parking - BLE Decks	-	-	522,738	-	-
Parking - Charlotte Gateway Station	369,979	-	968,962	-	356,000
Volkswagen Parking Lease	17,500	42,500	30,000	-	-
Interest Earnings	3,746,846	4,833,153	5,325,723	7,727,212	9,000,000
Agreements/Leases	431,593	1,704,719	8,737	101,000	55,000
User Fees for Development Reviews	145,497	122,863	-	105,000	-
Miscellaneous	(1,484,759)	2,741,156	262,768	642,447	308,002
<b>Subtotal</b>	<b>\$ 6,514,221</b>	<b>\$ 14,713,991</b>	<b>\$ 11,225,372</b>	<b>\$ 15,825,659</b>	<b>\$ 13,419,002</b>
<b>Sales Tax Revenue</b>					
Operating Allocation	\$ 104,831,594	\$ 129,091,257	\$ 142,938,797	\$ 142,649,211	\$ 206,454,189
CATS Control Account	-	3,308,242	-	5,000,000	-
<b>Subtotal</b>	<b>\$ 104,831,594</b>	<b>\$ 132,399,499</b>	<b>\$ 142,938,797</b>	<b>\$ 147,649,211</b>	<b>\$ 206,454,189</b>
<b>Maintenance of Effort</b>					
City of Charlotte	\$ 25,430,130	\$ 25,307,400	\$ 26,234,000	\$ 27,057,920	\$ -
U-Drive-It Tax	-	-	-	-	20,131,290
<b>Subtotal</b>	<b>\$ 25,430,130</b>	<b>\$ 25,307,400</b>	<b>\$ 26,234,000</b>	<b>\$ 27,057,920</b>	<b>\$ 20,131,290</b>
<b>Operating Assistance</b>					
Federal CMAQ (for Service Expansions)	\$ -	\$ 31,398	\$ -	\$ 1,234,021	\$ 1,200,000
City of Charlotte - GoldLine Phase 1	4,000,000	5,000,000	5,036,856	5,000,000	9,085,000
COVID-19	4,000,000	1,309,032	5,000,000	2,234,913	2,200,000
<b>Subtotal</b>	<b>\$ 8,000,000</b>	<b>\$ 6,340,430</b>	<b>\$ 10,036,856</b>	<b>\$ 8,468,934</b>	<b>\$ 12,485,000</b>
<b>Transfer From Other Funds</b>					
Transfers From Other Funds	\$ 273,966	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 273,966</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Non-Operating Revenue</b>					
Grant Funded Operating Expenses - Fed	\$ 15,541,149	\$ 15,405,029	\$ 29,095,855	\$ 28,585,555	\$ 25,000,000
Grant Funded Operating Expenses -COVID 19	4,780,902	24,158,625	-	6,239,094	6,600,000
Grant Funded Operating Expenses - State	-	182,182	9,484,891	320,000	-
State Maintenance Assist. Prog. (SMAP)	9,390,943	9,208,761	-	9,208,761	9,208,761
Mecklenburg County	192,942	192,942	192,942	192,942	192,942
Town of Huntersville	18,566	18,566	18,566	18,566	18,566
<b>Subtotal</b>	<b>\$ 29,924,502</b>	<b>\$ 49,166,105</b>	<b>\$ 38,792,254</b>	<b>\$ 44,564,918</b>	<b>\$ 41,020,269</b>
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 189,057,592</b>	<b>\$ 243,056,369</b>	<b>\$ 243,006,486</b>	<b>\$ 264,738,642</b>	<b>\$ 314,075,050</b>

## Appendix 4 – Operating Budget (continued)

Operating Expenditures		FY2023 Actuals	FY2024 Actuals	FY2025 Actuals	FY2026 Adopted Budget	FY2027 Proposed Budget
<b>Transportation Services</b>						
411060	Treasury/Revenues	\$ 1,380,936	\$ 1,522,851	\$ 1,301,955	\$ 1,744,572	\$ 1,784,658
412010	Transit Decks Operations	1,230,363	957,468	1,106,529	1,421,729	1,421,729
412020	Facilities	8,687,394	10,016,611	12,781,602	12,064,964	15,934,116
414011	Business Partnerships	-	-	-	962,940	645,040
414020	Customer Svc & Information	1,821,228	1,947,177	1,767,126	2,305,405	7,380,990
415001	Bus General Management	595,803	1,548,274	2,094,606	2,334,068	2,430,746
415010	BOD - Operations	64,319,605	68,313,501	70,895,676	79,982,567	90,336,781
415011	BOD - Administration	3,863,390	2,816,772	2,934,717	3,951,338	3,734,435
415012	BOD - Maintenance	22,840,332	26,707,942	23,435,135	25,422,974	28,258,702
415013	BOD - ParaTransit Maintenance	193,186	(64,837)	727,708	2,363,421	2,487,002
415020	County Human Svc Transp	192,942	241,914	407,058	275,000	275,000
415040	Vanpool Division	683,993	682,422	799,071	263,247	-
415050	ParaTransit	9,917,228	11,945,782	13,941,425	13,886,966	14,666,524
415060	MicroTransit	-	-	-	4,890	1,254,059
415510	Training Administration	-	-	695,636	1,175,110	1,191,976
415520	Training Operations	-	-	1,371,493	1,556,114	1,608,883
415530	Training Maintenance	-	-	749,356	921,722	947,566
416010	Light Rail Operations	13,316,220	15,568,223	17,085,194	19,885,826	20,713,113
416011	Light Rail Administration	3,018,049	4,253,573	2,249,446	2,067,846	2,137,899
416012	Light Rail Maintenance	23,755,467	15,196,126	11,282,701	11,208,707	11,581,908
416013	Maintenance of Way	5,470,745	7,382,476	7,104,267	7,838,762	9,042,059
416020	CityLYNX Gold Line	3,288,322	4,430,935	5,221,784	5,889,488	6,543,435
417010	Transit Safety & Security	9,570,167	11,882,826	14,670,464	19,141,790	20,231,906
418010	Planning & Scheduling	958,330	2,089,421	3,126,575	3,904,160	4,533,265
<b>Subtotal</b>		<b>\$ 175,103,701</b>	<b>\$ 187,439,456</b>	<b>\$ 195,749,525</b>	<b>\$ 220,573,606</b>	<b>\$ 249,141,792</b>
<b>Executive &amp; Administration</b>						
411010	Administration Division	\$ 2,948,623	\$ 4,502,860	\$ 4,769,538	\$ 5,018,023	\$ 21,476,323
411020	Procurement Services	114,283	110,884	136,750	168,568	170,151
411040	Executive Division	1,184,348	1,517,781	1,780,562	2,321,318	3,256,309
411050	MTC & Committees Division	65,860	51,662	77,716	140,000	140,000
411070	City Support Costs	9,594,488	9,063,483	10,144,663	10,685,246	9,773,657
419010	Human Resources	1,015,009	1,633,665	1,407,215	1,676,677	1,723,660
419011	Workforce & Organizational Development	-	-	772,287	1,096,720	1,119,786
419020	Civil Rights	1,163,425	728,109	1,450,746	286,432	297,160
419030	Sustainability & Governmental Affairs	-	152,315	310,545	540,581	-
<b>Subtotal</b>		<b>\$ 16,086,037</b>	<b>\$ 17,760,758</b>	<b>\$ 20,850,021</b>	<b>\$ 21,933,565</b>	<b>\$ 37,957,046</b>
<b>Transit Development</b>						
413001	Development	\$ 2,932,112	\$ 3,933,354	\$ 1,900,970	\$ 2,661,141	\$ 5,709,860
413002	Quality Assurance	843,885	982,856	1,550,871	1,504,357	1,545,738
413003	Engineering	-	-	997,113	1,383,767	1,426,141
413004	Corridor Development	-	-	1,145,337	1,528,756	1,574,065
413005	Real Estate	-	-	244,081	742,452	503,029
<b>Subtotal</b>		<b>\$ 3,775,997</b>	<b>\$ 4,916,210</b>	<b>\$ 5,838,372</b>	<b>\$ 7,820,473</b>	<b>\$ 10,758,833</b>
<b>Marketing &amp; Technology</b>						
414010	Marketing & Communications	\$ 2,726,641	\$ -	\$ -	\$ -	\$ -
414010	Marketing	-	3,388,938	2,824,021	2,275,001	2,317,271
414015	Communications	-	-	753,591	856,531	875,344
414030	Technology	3,798,772	4,429,831	7,986,982	9,416,399	11,151,314
414040	Transit Advertising	-	-	23	1,678,620	1,678,620
<b>Subtotal</b>		<b>\$ 6,525,413</b>	<b>\$ 7,818,769</b>	<b>\$ 11,564,617</b>	<b>\$ 14,226,551</b>	<b>\$ 16,022,549</b>
<b>Transfer to Capital</b>						
		\$ 608,111	\$ 84,447	\$ 184,447	\$ 184,447	\$ 194,830
<b>Total Operating Expenditures</b>		<b>\$ 202,099,258</b>	<b>\$ 218,019,640</b>	<b>\$ 234,186,982</b>	<b>\$ 264,738,641</b>	<b>\$ 314,075,050</b>

## Appendix 5 – Debt Service Summary

<b>REVENUES</b>					
Fiscal Year:	2027 Proposed	2028 Projection	2029 Projection	2030 Projection	2031 Projection
<b>Blue Line Extension</b>					
Federal Grants - Principal	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Grants - Interest	-	-	-	-	-
State Grants - Principal	-	-	-	-	-
State Grants - Interest	-	-	-	-	-
<b>BLE Federal/State Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Non-Blue Line Extension</b>					
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -
5307 Federal Grants for DS	2,929.5	3,600.0	3,600.0	3,600.0	3,600.0
State Grants	-	-	-	-	-
<b>Non-BLE Federal/State Subtotal</b>	<b>\$ 2,929.5</b>	<b>\$ 3,600.0</b>	<b>\$ 3,600.0</b>	<b>\$ 3,600.0</b>	<b>\$ 3,600.0</b>
Local Sales Tax Transfer for Debt Service	15,161.4	23,478.0	29,498.0	35,186.0	47,442.0
Debt Service Fund Balance	-	-	-	-	-
Interest on Investments	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 18,090.9</b>	<b>\$ 27,078.0</b>	<b>\$ 33,098.0</b>	<b>\$ 38,786.0</b>	<b>\$ 51,042.0</b>

<b>EXPENDITURES</b>					
Fiscal Year:	2027 Proposed	2028 Projection	2029 Projection	2030 Projection	2031 Projection
<b>Blue Line Extension</b>					
2013B Prin (Note Principal)	\$ -	\$ -	\$ -	\$ -	\$ -
2013F Prin (Note Principal)	-	-	-	-	-
2015D TIFIA Prin	-	-	-	-	-
2021A COPS (TIFIA REF PORTION)	4,093.5	4,301.3	\$ 4,305.0	\$ 4,305.0	4,305.0
<b>Principal Subtotal</b>	<b>\$ 4,093.5</b>	<b>\$ 4,301.3</b>	<b>\$ 4,305.0</b>	<b>\$ 4,305.0</b>	<b>\$ 4,305.0</b>
2013B Int	-	-	-	-	-
2013F Int	-	-	-	-	-
2015D TIFIA Int	-	-	-	-	-
2021A COPS (TIFIA REF PORTION)	4,218.5	4,012.9	4,007.0	4,007.0	4,007.0
<b>Interest Subtotal</b>	<b>\$ 4,218.5</b>	<b>\$ 4,012.9</b>	<b>\$ 4,007.0</b>	<b>\$ 4,007.0</b>	<b>\$ 4,007.0</b>
<b>Non-Blue Line Extension</b>					
2008A Prin	\$ -	\$ -	\$ -	\$ -	\$ -
2013C Prin	2,790.0	2,875.0	3,115.0	3,115.0	3,115.0
2015B Prin	2,990.0	3,085.0	3,320.0	3,320.0	3,320.0
2021A COPS (2008A REF PORTION)	906.5	953.7	1,405.0	1,405.0	1,405.0
<b>Principal Subtotal</b>	<b>\$ 6,686.5</b>	<b>\$ 6,913.7</b>	<b>\$ 7,840.0</b>	<b>\$ 7,840.0</b>	<b>\$ 7,840.0</b>
2008A Int	-	-	-	-	-
2013C Int	871.9	788.2	550.1	550.1	550.1
2015B Int	1,172.4	1,078.9	840.7	840.7	840.7
2021A COPS (2008A REF PORTION)	934.2	889.8	441.2	441.2	441.2
<b>Interest Subtotal</b>	<b>\$ 2,978.4</b>	<b>\$ 2,756.9</b>	<b>\$ 1,832.0</b>	<b>\$ 1,832.0</b>	<b>\$ 1,832.0</b>
<b>Subtotal New Debt Service</b>	<b>0.0</b>	<b>8,979.0</b>	<b>15,000.0</b>	<b>20,688.0</b>	<b>32,944.0</b>
Other Payments	114.0	114.0	114.0	114.0	114.0
Transfers to Fund Balance	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 18,090.9</b>	<b>\$ 27,077.8</b>	<b>\$ 33,098.0</b>	<b>\$ 38,786.0</b>	<b>\$ 51,042.0</b>

## Appendix 6 – Capital Revenue & Expenditure Summary

CAPITAL REVENUES	Prior Year Carryover Budget	FY2027 Proposed Budget	FY2028 Plan	FY2029 Plan	FY2030 Plan	FY2031 Plan	Total
<b>Federal Funding</b>							
Formula Apportionment	\$ 71,886,152	\$ 17,129,750	\$ 3,000,000	\$ 5,915,000	\$ 160,342,000	\$ 139,904,000	\$ 398,176,902
Coronavirus Response Grants	23,702,827	-	1,000,000	14,000,000	3,000,000	8,000,000	49,702,827
Various Prior Year Federal	560,953	400,000	412,000	424,360	437,091	450,204	2,684,608
<b>Total Federal Funding</b>	<b>\$ 96,149,932</b>	<b>\$ 17,529,750</b>	<b>\$ 4,412,000</b>	<b>\$ 20,339,360</b>	<b>\$ 163,779,091</b>	<b>\$ 148,354,204</b>	<b>\$ 450,564,337</b>
<b>State Funding</b>							
Urban Match State Grants	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 8,000,000
<b>Total State Funding</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 8,000,000</b>
<b>Local Funding</b>							
City of Charlotte	\$ -	\$ 1,300,000	\$ 1,365,000	\$ -	\$ -	\$ -	\$ 2,665,000
PAYGO to Capital Projects	110,389,100	129,113,878	123,701,919	112,506,125	67,305,120	46,397,347	589,413,489
Red Line Capital Cost Reimbursement	-	-	322,456	6,627,168	789,539	7,763,141	15,502,304
CATS Debt Issuance	-	76,946,755	51,696,030	48,706,254	149,843,791	53,650,988	380,843,818
<b>Total Local Funding</b>	<b>\$ 110,389,100</b>	<b>\$ 207,360,633</b>	<b>\$ 177,085,405</b>	<b>\$ 167,839,547</b>	<b>\$ 217,938,450</b>	<b>\$ 107,811,476</b>	<b>\$ 988,424,611</b>
<b>Total Capital Revenues<sup>1</sup></b>	<b>\$ 206,539,032</b>	<b>\$ 224,890,383</b>	<b>\$ 183,497,405</b>	<b>\$ 190,178,907</b>	<b>\$ 383,717,541</b>	<b>\$ 258,165,680</b>	<b>\$ 1,446,988,948</b>

CAPITAL EXPENDITURES	Prior Year Carryover Budget	FY2027 Proposed Budget	FY2028 Plan	FY2029 Plan	FY2030 Plan	FY2031 Plan	Total
Purchase and Maintain Transit Vehicles	\$ 3,113,437	\$ 75,796,755	\$ 50,546,030	\$ 47,556,253	\$ 48,693,791	\$ 52,500,988	\$ 278,207,254
Purchase and Maintain Rail Vehicles	35,357,701	7,809,784	12,150,000	23,600,000	15,100,000	9,900,000	103,917,485
Maintain Transit Facilities	10,797,549	13,429,005	12,426,517	8,022,617	7,649,637	5,447,140	57,772,465
Enhance Safety and Security on Transit	3,828,236	2,791,474	3,475,974	1,543,824	985,750	740,000	13,365,258
Develop Transit Systems	136,273,205	88,838,865	84,568,884	99,538,213	305,378,363	186,382,552	900,980,082
Purchase New Transit Equipment	17,168,904	36,224,500	20,330,000	9,918,000	5,910,000	3,195,000	92,746,404
<b>Total Capital Expenditures<sup>1</sup></b>	<b>\$ 206,539,032</b>	<b>\$ 224,890,383</b>	<b>\$ 183,497,405</b>	<b>\$ 190,178,907</b>	<b>\$ 383,717,541</b>	<b>\$ 258,165,680</b>	<b>\$ 1,446,988,948</b>

<sup>1</sup> Excludes Grant-Funded Operating Projects totaling \$45.3 million for FY2027 – FY2031

## Appendix 7 – Capital Expenditure Details

	Prior Year Carryover Budget	FY2027 Proposed Budget	FY2028 Plan	FY2029 Plan	FY2030 Plan	FY2031 Plan	TOTAL
<b>Purchase and Maintain Transit Vehicles</b>							
Bus Replacements	\$ 1,241,666	\$ 44,046,019	\$ 19,463,298	\$ 18,150,651	\$ 22,443,061	\$ 44,550,988	\$ 149,895,713
Bus Expansion	-	26,550,736	28,532,732	26,855,602	23,700,730	-	\$ 105,639,800
Paratransit Bus Replacements	1,871,741	5,200,000	2,550,000	2,550,000	2,550,000	7,950,000	\$ 22,671,741
<b>Total Purchase and Maintain Transit Vehicles</b>	<b>\$ 3,113,407</b>	<b>\$ 75,796,755</b>	<b>\$ 50,546,030</b>	<b>\$ 47,556,253</b>	<b>\$ 48,693,791</b>	<b>\$ 52,500,988</b>	<b>\$ 278,207,254</b>
<b>Purchase and Maintain Rail Vehicles</b>							
Rail	\$ -	\$ 1,800,000	\$ 2,400,000	\$ 2,850,000	\$ 800,000	\$ 400,000	\$ 8,250,000
Gold Line Streetcar Equipment - Series IV	3,606,623	1,000,000	-	-	-	-	\$ 4,606,623
Maintenance Of Way Projects	29,628,534	-	1,750,000	15,750,000	4,500,000	9,500,000	\$ 61,128,534
Light Rail Midlife Overhaul - Series I & II	-	600,000	3,000,000	5,000,000	8,500,000	-	\$ 17,400,000
Light Rail Preventive Maintenance - Series I & II 90DK	-	3,500,000	4,000,000	4,000,000	4,000,000	-	\$ 15,900,000
Light Rail Preventive Maintenance - Series III	2,122,544	909,784	1,000,000	-	1,000,000	-	\$ 5,032,328
Drainage Improvements	35,357,701	7,809,784	12,150,000	23,600,000	15,100,000	9,900,000	\$ 103,917,485
<b>Total Purchase and Maintain Rail Vehicles</b>	<b>\$ 35,357,701</b>	<b>\$ 7,809,784</b>	<b>\$ 12,150,000</b>	<b>\$ 23,600,000</b>	<b>\$ 15,100,000</b>	<b>\$ 9,900,000</b>	<b>\$ 103,917,485</b>
<b>Maintain Transit Facilities</b>							
Archdale Elevator Repair Project	200,000	-	-	-	-	-	\$ 200,000
Retrocommissioning Study	1,613,884	2,000,000	-	-	-	-	\$ 3,613,884
Blue Line Misc/Ianeous Repairs	-	2,000,000	-	-	-	-	\$ 2,000,000
Stair Repair / Replacement Project	400,000	-	-	-	-	-	\$ 400,000
Carpet Replacement Project	-	-	-	-	-	-	\$ -
S. Tryon & S. Boulevard Light Rail Facility Boiler Replacement	-	80,000	800,000	-	-	-	\$ 880,000
N. Davidson AC Replacement	-	60,000	600,000	-	-	-	\$ 660,000
N. Davidson BOD Complex Roof Replacement	-	100,000	1,000,000	-	-	-	\$ 1,100,000
S. Tryon VME HVAC Replacement	-	120,000	1,200,000	-	-	-	\$ 1,320,000
S. Tryon BOD Complex Roof Replacement	-	80,000	800,000	-	-	-	\$ 880,000
Concrete /Asphalt Repair	500,000	250,000	-	-	-	-	\$ 750,000
HVAC System Repairs and Upgrades	166,051	-	-	-	-	-	\$ 166,051
Contingency - Facility Projects	29,731	-	-	-	-	-	\$ 29,731
Parking Deck Inspections & Repair	2,495,141	400,000	460,000	529,000	608,350	699,603	\$ 5,192,094
Bridge Repair Program	533,626	800,000	920,000	1,058,000	1,216,700	1,399,205	\$ 5,927,591
Gold Line Platform Resurfacing	-	1,300,000	1,365,000	-	-	-	\$ 2,665,000
Community Transit Center Renovations	276,045	-	-	1,464,100	1,610,510	-	\$ 3,350,655
ADA 5310 Transition Plan	768,042	414,005	421,517	421,517	421,517	421,517	\$ 2,868,115
ADA Transition Plan	2,615,028	1,325,000	1,210,000	1,300,000	1,450,000	350,000	\$ 8,250,028
Facility Condition Assessments, Repairs, & Lighting Upgrades	-	6,500,000	3,150,000	3,250,000	2,342,560	2,576,836	\$ 17,819,376
<b>Total Maintain Transit Facilities</b>	<b>\$ 10,797,548</b>	<b>\$ 13,429,005</b>	<b>\$ 12,426,517</b>	<b>\$ 8,022,617</b>	<b>\$ 7,649,637</b>	<b>\$ 5,447,141</b>	<b>\$ 57,772,465</b>
<b>Enhance Safety and Security on Transit</b>							
Fixed Camera Upgrade	412,742	400,000	400,000	400,000	400,000	400,000	\$ 2,412,742
Mobile Video Replacement	1,013,298	396,000	1,343,500	961,350	495,750	100,000	\$ 4,309,898
Portable Radios	105,959	350,000	350,000	-	-	-	\$ 805,959
Guard Shards	136,711	-	-	-	-	-	\$ 136,711
Safety & Security Miscellaneous Equipment	941,876	13,000	-	-	-	-	\$ 954,876
Solar Powered Mobile Cameras	75,000	90,000	90,000	90,000	90,000	90,000	\$ 525,000
Solar Powered Light Towers	75,000	67,474	67,474	67,474	-	-	\$ 277,422
Threat/Vulnerability and Staffing Analysis	-	400,000	-	-	-	-	\$ 400,000
Fire Control Equipment	7,650	25,000	25,000	25,000	-	-	\$ 82,650
Corridor Lighting Upgrades	600,000	500,000	500,000	500,000	500,000	-	\$ 1,600,000
Access Control System Upgrade	210,000	-	500,000	-	-	150,000	\$ 860,000
Blue Line & Blue Line Extension Crossing Case	-	300,000	200,000	-	-	-	\$ 500,000
Sugar Creek Safety Improvements	250,000	-	-	-	-	-	\$ 250,000
Pedestrian Rail Coasting Safety Study	-	250,000	-	-	-	-	\$ 250,000
<b>Total Enhance Safety and Security on Transit</b>	<b>\$ 3,828,236</b>	<b>\$ 2,791,474</b>	<b>\$ 3,475,974</b>	<b>\$ 1,543,824</b>	<b>\$ 985,750</b>	<b>\$ 740,000</b>	<b>\$ 13,865,258</b>

## Appendix 7 – Capital Expenditure Details (continued)

		Prior Year Carryover Budget	FY2027 Proposed Budget	FY2028 Plan	FY2029 Plan	FY2030 Plan	FY2031 Plan	TOTAL
<b>Develop Transit Systems</b>								
Development	Envision My Ride Bus Shelters	\$ 1,233,008	\$ 4,460,000	\$ 6,420,000	\$ 4,730,000	\$ 11,630,000	\$ 11,750,000	\$ 40,223,008
Development	Blue Line Extension / Northeast Corridor Project	87,132,403	20,879,400	7,002,000	-	-	-	\$ 115,013,803
Development	Charlone Gateway Station	17,045,216	-	-	-	-	-	\$ 17,045,216
Development	Silverline	-	20,283,000	11,030,000	25,080,000	69,350,000	89,120,000	\$ 222,574,578
Development	Red Line	7,711,578	-	-	-	-	-	\$ 7,711,578
Development	ART-in-Transit Conservation	8,396,578	19,905,000	50,488,902	58,082,713	183,322,863	74,829,051	\$ 395,035,107
Development	Hambright Park & Ride	-	200,000	-	400,000	-	500,000	\$ 1,100,000
Development	Woodlawn Park & Ride	1,111,239	11,723,045	-	-	-	-	\$ 12,834,284
Development	Land Acquisitions	28,335	-	-	-	-	-	\$ 28,335
Development	Platform Extensions	5,605,542	-	-	-	-	-	\$ 5,605,542
Development	Blue Line Platform Extensions	1,960,000	-	-	-	29,730,000	138,000	\$ 31,628,000
Development	North Yard Storage Area	264,500	-	-	-	-	-	\$ 264,500
Development	Charlotte Transportation Center Redevelopment	5,784,806	11,165,000	8,545,500	8,545,500	8,545,500	8,545,500	\$ 51,131,806
Development	Transit System Rebranding	-	223,420	1,072,482	2,700,000	2,800,000	1,500,000	\$ 8,295,902
<b>Total Develop Transit Systems</b>		<b>\$ 136,273,205</b>	<b>\$ 88,838,865</b>	<b>\$ 84,568,884</b>	<b>\$ 99,538,213</b>	<b>\$ 305,378,363</b>	<b>\$ 186,382,551</b>	<b>\$ 900,980,081</b>
<b>Purchase New Transit Support Systems and Equipment</b>								
Finance	Revenue Equipment	\$ -	\$ 32,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 57,000
Technology	CityRover AI	-	50,000	125,000	450,000	200,000	100,000	\$ 925,000
Technology	Ticket Vending Machine Credit Card Reader	34,405	-	-	-	-	-	\$ 34,405
Technology	Server Refresh	256,440	-	-	-	-	-	\$ 256,440
Technology	Network Refresh	-	175,000	2,500	2,500	2,500	175,000	\$ 182,500
Technology	Contingency for IT Projects	704,977	527,500	20,000	110,000	260,000	20,000	\$ 1,642,477
Technology	Blue Line Extension Network Refresh	117,838	-	-	-	-	-	\$ 117,838
Technology	Automatic Vehicle Location System	34,925	-	-	-	-	-	\$ 34,925
Technology	Modem Refresh	490,000	-	-	-	-	-	\$ 490,000
Technology	Fare Collection Hardware Upgrades	100,000	2,000,000	600,000	3,500,000	500,000	-	\$ 6,700,000
Technology	Blue Line Extension VMS Refresh	133,770	-	-	-	-	-	\$ 133,770
Technology	Blue Line PA Amplifier and SCU Refresh	-	1,150,000	-	-	-	-	\$ 1,150,000
Technology	Mobile Radio Refresh	-	250,000	-	-	-	-	\$ 250,000
Technology	CATS Pass Integration	50,000	500,000	200,000	300,000	-	-	\$ 1,050,000
Technology	HASTUS	-	80,000	-	-	-	-	\$ 80,000
Technology	UPS Refresh: Servers & Switches	1,672,531	605,000	180,000	400,000	300,000	200,000	\$ 3,357,531
Technology	Customer Relationship Management Implementation	100,000	-	-	-	-	-	\$ 100,000
Technology	Workday Implementation	-	9,000,000	-	-	-	-	\$ 9,000,000
Technology	Technology Software & Upgrades	3,000,000	20,155,000	16,807,500	2,907,500	2,002,500	50,000	\$ 44,922,500
BOD	Non-Revenue Vehicles	1,573,339	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	\$ 7,323,339
BOD	Bus Operations Division Miscellaneous Equipment	443,596	-	-	-	-	-	\$ 443,596
BOD	Paratransit Simulator	130,000	-	-	-	-	-	\$ 130,000
Rail	Vacuum System Truck	-	-	250,000	-	-	-	\$ 250,000
Rail	Rail Operations Control Center (ROCC) Radio Console	-	-	-	-	125,000	-	\$ 125,000
Rail	Rail Operations Control Center (ROCC) Console	-	-	-	-	-	-	\$ -
Rail	Mini Bond Replacement	-	-	270,000	270,000	270,000	-	\$ 810,000
Rail	Blue Line TPSS & Signal House Batteries	-	250,000	250,000	-	-	-	\$ 500,000
Rail	Contingency - Rail	285,620	-	-	-	-	-	\$ 285,620
Rail	Forklift	90,000	-	-	60,000	-	-	\$ 150,000
Rail	Rail Miscellaneous Equipment	196,195	300,000	450,000	768,000	1,100,000	1,500,000	\$ 4,314,195
Development	Electric Vehicle Chargers	7,675,269	-	-	-	-	-	\$ 7,675,269
Development	Automatic Passenger Counting Software	120,000	-	-	-	-	-	\$ 120,000
<b>Total Purchase New Transit Support Systems and Equipment</b>		<b>\$ 17,168,905</b>	<b>\$ 36,224,500</b>	<b>\$ 20,330,000</b>	<b>\$ 9,918,000</b>	<b>\$ 5,910,000</b>	<b>\$ 3,195,000</b>	<b>\$ 92,746,405</b>
<b>Capital Investment Plan Total</b>		<b>206,539,092</b>	<b>224,890,383</b>	<b>183,497,405</b>	<b>190,178,907</b>	<b>383,717,541</b>	<b>258,165,680</b>	<b>1,446,988,948</b>

## Appendix 8 – Grant-Funded Operating Projects

			FY2027 Proposed Budget
<b>Grant Funded Operating Projects- Federal Share Only</b>			
Enhanced Mobility Project Administration	Planning	Administrative & monitoring costs of the Enhanced Mobility Grant and subrecipient project expenses	\$ 1,041,958
Preventive Maintenance - Facilities, Bus, or ParaTransit	BOD and Facilities	Routine maintenance for facilities, bus, and paratransit vehicles	35,000,000
<b>Grant-Funded Federal Operating Projects Total</b>			<b>\$ 36,041,958</b>

<b>Grant Funded Operating Projects- State Share Only</b>			
Operating Assistance	Finance	State Maintenance Assistance Program (SMAP) operating assistance	\$ 9,208,761
<b>Grant-Funded State Operating Projects Total</b>			<b>\$ 9,208,761</b>
<b>GRAND TOTAL Grant Funded Operating Projects</b>			<b>\$ 45,250,719</b>

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## Appendix 9 – FY2027 Budget Schedule

FY2027 Budget Schedule			
Month	Date	Present/Deliver To	Details
Sept	11	CATS Budget Kick-Off	CATS initiated Department wide budget process
Nov	18	City Budget Kick-Off	Strategy & Budget initiated city-wide budget process
Dec	30	City Strategy & Budget Department	CEO Proposed Budget
Jan	24	Metropolitan Transit Commission (MTC)	Presentation of Proposed Budget: Overview
Feb	20	Citizens Transit Advisory Group (CTAG)	Presentation of Proposed Budget: Overview
Mar	6	MPTA Retreat Workshop- Budget Workshop	Budget Overview
	11	MPTA Business Meeting- Budget Workshop	Operating & Capital Budget Overview Capital Deep Dive
	24	MPTA Retreat Workshop- Budget Workshop	Operating Deep Dive
	25	MTC Business Meeting- Budget Workshop	Operating & Capital Budget
Apr	6	Charlotte City Council Budget, Governance and Intergovernmental Relations (BGIR) Committee	CATS Budget Presentation
	9	Public Transit Advisory Committee (PTAC)	Budget Presentation
	16	MPTA Business Meeting	Approve setting Public Hearing date for MPTA Budget and providing the City of Charlotte with a draft budget
	22	MTC Meeting	MTC CATS Budget Approval
	30	Submit CATS Budget to City of Charlotte Strategy & Budget	Fiscal Year Proposed Operating & Capital Budget
May	4	Charlotte City Council Meeting	City Manager's Budget Presentation to Charlotte City Council
	7	MTC Meeting	MTC Budget Public Hearing
	11	Charlotte City Council Meeting	City of Charlotte Budget Public Hearing (including CATS' Budget)
	13	MPTA Business Meeting	MPTA Budget Public Hearing
Jun	8	Charlotte City Council Meeting	Budget Approval by City Council (including CATS/MTC/MPTA Budget)
	10	MPTA Business Meeting	Budget Approval by MPTA

MPTA = Metropolitan Public Transportation Authority

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