



CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY

**FISCAL YEAR 2016 Operating & Capital Budget
& 5 Year Capital Improvement Plan
Adopted November 4, 2015**



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To the Citizens of the CCRTA Service Area and the Board of Directors

In 2016 CCRTA will be celebrating its 30-year anniversary, an opportunity to reflect on the progression of our growth. Over the years the Agency has become a viable presence in the community with a sustainable transportation network that has assisted in connecting a generation of customers to their daily lives. We believe our successful journey rests on three core values: **Customer Service**, **Safety**, and **Security**. These core values have defined our organizational culture and continue to guide our decision making throughout the Agency.

Since the inception of the Agency, CCRTA has also focused on increasing the accessibility and availability of services to all riders. Through a network of 45 bus routes, 1,450 bus stops, 5 transfer stations and 123 buses, we now connect nearly 6,000,000 passenger trips in the 840 square miles of service area to jobs, schools, and healthcare destinations annually. Approximately 40% of our riders use our services for commutes to and from work while an additional 20% use our services for academic purposes with the remaining ridership using our services to maintain health, for recreation or general transportation. On an annual basis, CCRTA assists over 200,000 rides with disabilities, including over 100,000 wheelchair boardings, and carrying over 85,000 bicycles on buses.

Tantamount to these accomplishments is the ability to keep up with the technological demands from millenniums and our industry. Our technological infrastructure now offers digital applications that include trip planning, real time route information and on-line purchases of selected passes. Our buses are now equipped with electronic fare boxes, Wi-Fi service, improved on-road communications systems, and are more fuel efficient and ergonomically designed to enhance comfort and transportation experiences.

In 2015, CCRTA completed 28 capital projects at a cost of \$ 21,777,014. The majority of the investment was for the purchase of 52 CNG (Compressed Natural Gas) buses costing \$17,996,145, funded federally with \$15,296,723 and \$2,699,422 from local funds; an 85/15 grant mix. This purchase allowed CCRTA to successfully transition the entire Para-transit fleet as well as all of the supervisory vehicles to CNG. We also finalized a multi-year project that spanned over three (3) years which added ADA improvements to approximately 100 bus stops utilizing funds from an 80% federal grant.

In addition, CCRTA partnered with Texas A&M University to construct two new bus stops to meet the transportation demands of the new Momentum Campus. Investments were also made in bus stop amenities, maintenance equipment including bus wash renovations, parking lot expansions and several technological enhancements that will bring next-generation capabilities to the Agency. Moreover, CCRTA has generously contributed funds annually over the years for repairs and maintenance of streets, curbs, and sidewalks in our service area. Through a Street Improvement Program that has been expanded to nine participating regional communities, the Agency has returned over \$ 30,000,000 in sales tax revenues to these communities.

Importantly, this Agency acknowledges that all these milestones could have only been accomplished with the proper funding and fiscal discipline of its leaders and the dedication and hard work of our employees. Our continued success remains in upholding our financial position through our commitment to accountability and transparency. As Chief Executive Officer, I will continue to look at services and operations from a long-term perspective to remain in tune with the changing demographics and regional trends while operating the most optimal transit services and maintaining continued financial stability. Equally as important to the success of our Agency is the continued training and development of our personnel.

As a result of our financial discipline, I am pleased to report that a surplus of \$1,300,765 is projected for FY2015. This is commendable considering the FY2015 budget did not project a surplus and that sales tax collections indicated a shortfall trend of approximately 3%. Thanks to the responsive actions of our management team, the shortfall will be absorbed by cost savings from several departments.

The FY 2016 budget maintains current services and includes new initiatives for enhancing services and building the infrastructure needed to support the region's growth. Resources have been allocated to support the Board's budget priorities that have remained constant over the years and continue to place heavy emphasis on customer service and satisfaction. Some of the significant budget items include:

- Continuing the CNG program to convert all vehicles to CNG with the purchase of new buses.
- Continuing service expansion to student campuses.
- Adding security hours at stations and other facilities to increase safety for our customers and employees.
- Continuing technological enhancements to make transit information more accessible and improve on-board experiences.
- Continuing acquisition of software for asset management and State of Good Repair program in compliance with MAP-21.
- Completing the four-year bus stop accessibility program to ensure all customers have equal access to our service.
- Continuing efforts to improve passenger amenities.
- Continuing pursuit of grants to enhance cycling activities to promote healthy lifestyles.
- Continuing with Comprehensive Operational Analysis Study to help propel the Agency into the future, ensure sustainability and increase service efficiency.
- Continuing to update and refine the 20-year long range financial plan to ensure that CCRTA is fiscally responsible and financially sound.

One of our challenges continues to be the reliance of sales tax revenues which accounts for approximately 83% of the Agency's funding. In the last two years, the budgets have been formulated in the expectation that the Eagle Ford Shale will continue expansion of operations thus supporting a level of sales tax revenues that would cover inflationary pressures on expenses. However, because of the results from some key economic indicators, we have projected a 1% decrease in our sales tax revenues for FY 2015, from a 3.5% increase to a conservative 2.5%. Another challenge involves the numerous street construction projects that will continue throughout the entire FY 2016. Approximately 45% of CCRTA's daily routes will be affected. One major construction project involves the Six Points Transfer Station. Because of the uncertainty of the construction timelines we need to be prepared to consider two options: a temporary transfer station or reconstruct a brand new one at a different location. One more significant challenge is present in FY 2016 and that is the logistics involving the completion of the new Staples Street Center. The series of processes associated with the move can be quite challenging, however with the comprehensive relocation plan that is in place along with the leadership of our staff we expect a smooth transition.

Once again, CCRTA has developed a balanced budget calling for a combined budget total of \$51,097,499 of which \$44,091,940 will fund operations and \$7,005,559 will fund new capital projects. The operating budget represents an increase in expenses of \$2,689,628 or 6.54% from the FY 2015 budget and an increase in revenues of \$2,815,015 or 6.82%: projecting a budget surplus of \$125,386. The Capital Budget represents an increase of \$2,953,529 in projects over FY 2015. The budget does not require a fare increase, maintains the current valued services, supports new service levels necessary to meet the growing demands of the community and places emphasizes on Customer Service and Safety and Security.

We are excited about the upcoming budget year and look forward to implementing the services and projects. Let us know how we are doing.

Thank you.

Sincerely,

Jorge G. Cruz-Aedo
Chief Executive Officer

Organization of the Budget Document

This document is the approved annual budget for the Corpus Christi Regional Transportation Authority (CCRTA) for the period January 1, 2016 to December 31, 2016. A budget is a formal plan of action, expressed in monetary items, for a specific period of time. This document details CCRTA’s plan for fiscal year (FY) 2016.

Major Sections of the Budget Document

CCRTA’s budget document is divided into five (5) sections: Introduction; Organizational Structure, Processes, and Financial Policies; Financial and Budgetary Summary; Department Operating Budgets and Glossary and Supplemental. Each section contains information related to the budget process for the approved budget. An index is included for ease of reference.

	Starting on Page
Section 1 -Introduction.....	5
<p style="padding-left: 40px;">This section provides information about the history of CCRTA and a short description of the City of Corpus Christi that is home to the Agency.</p>	
Section 2 – Organizational Structure, Processes and Financial Policies.....	22
<p style="padding-left: 40px;">This section provides information describing: governance, management and employee structure, budget calendar, strategic plan, and a strategic plan flowchart.</p>	
Section 3 -Financial and Budget Summary.....	42
<p style="padding-left: 40px;">This section of the budget document includes a summary of the annual budget, financial highlights and detailed information including service levels for each type of service provided. This section also includes financial statements and explains factors affecting revenues, expenses, twenty-year financial plan and the capital budget.</p>	
Section 4 – Operating Detail Budget By Departments.....	73
<p style="padding-left: 40px;">The operating budget is presented by individual departmental overviews. The individual budgets include a definition of that department’s functions and responsibilities along with the accomplishments from the past year, planned initiatives for FY 2016 and a summary of the number of employees in that department.</p>	
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About the City of Corpus Christi

History

In 1519, the Spanish explorer Alonzo Alvarez de Pineda discovered a semi-tropical bay on what is now the southern coast of Texas. From that discovery, the city sprung up and took the name of the “Body of Christ” in celebration of the Roman Catholic Feast Day.

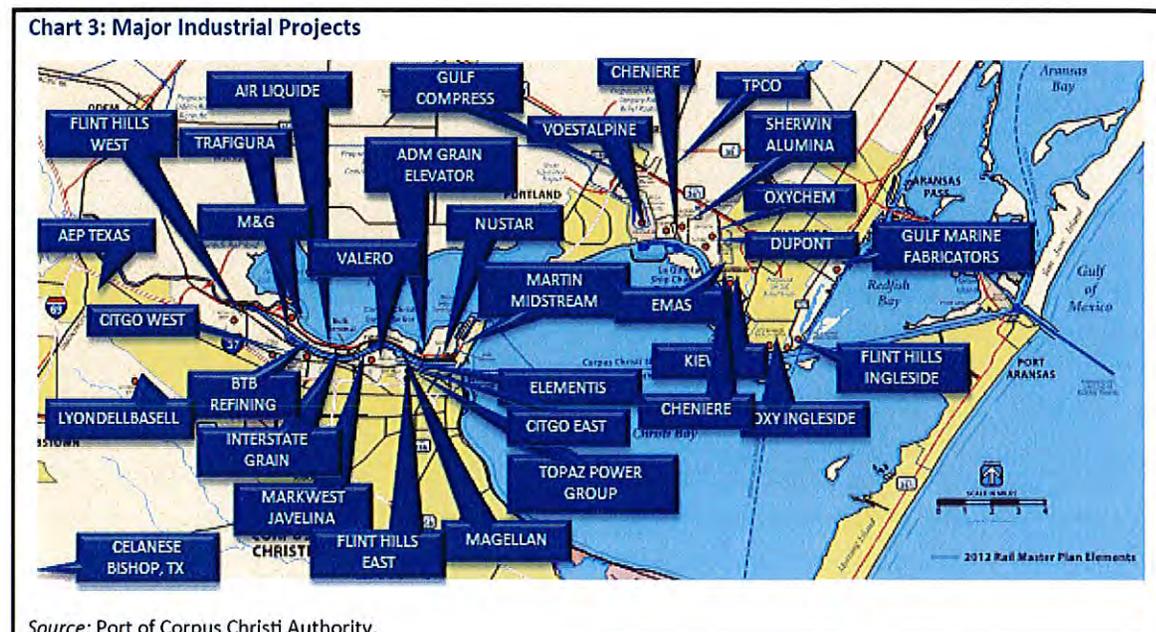
A series of historical events took the city from a frontier trading post in 1838 to small settlement in July 1845 when U.S. troops under General Zachary Taylor set up camp in preparation for the war with Mexico. The Army remained until March 1846, when it marched southward to the Rio Grande to enforce it as the southern border of the United States. Shortly thereafter, the city took the name Corpus Christi and was incorporated on September 9, 1852. Residents elected a city council and a mayor form of government. Corpus Christi now has a home-rule form of government with single-member districts.

ECONOMY

Since 1852, Corpus Christi has become the largest city on the Texas Coast and is the sixth largest port in the nation. The economy in Corpus Christi is as vibrant as it is diverse. Key industries include petrochemical, tourism, health care, retail, education, shipping, agriculture, government services and higher education.

The varied base has been instrumental in maintaining the relative stability of employment with the unemployment rate remaining below the national average for 105 consecutive months. The estimated unemployment rate is expected to reach 4.9% at the end of 2015.

In 2015 a new game changer entered the regional economy. The demand for skilled and hi-tech jobs began to surface as a result of the industrial construction activities from the nearby cities of Gregory and Ingleside. Although the city of Corpus Christi is distant from these construction sites, local economists remain confident that the activity may be strong enough to offset job losses from the oil industry. The chart below depicts the various construction sites that consist of an approximately 115 construction projects, \$32 billion in investments, and 1700 permanent jobs.



The top ten industries in the Corpus Christi economy are listed below.

Rank	Business	Type of Product Service	Employment 2015	% of Total Employment
1	Corpus Christi Army Depot	Helicopter Repair	5,800	2.73%
2	Corpus Christi ISD	School District	5,178	2.44%
3	CHRISTUS Spohn Systems	Hospital	5,144	2.42%
4	H.E.B.	Grocery Company	5,000	2.35%
5	City of Corpus Christi	City Government	3,171	1.49%
6	Naval Air Station Corpus Christi	Flight Training	2,822	1.33%
7	Bay, Ltd.	Industrial Construction	2,100	0.99%
8	Driscoll Children's Hospital	Hospital	1,800	0.84%
9	Del Mar College	Junior College	1,542	0.72%
10	Corpus Christi Medical Center	Hospital	1,300	0.61%

2015 Labor Force = 211,884 (Texas Workforce Commission)

History of the Corpus Christi Regional Transportation Authority

The Corpus Christi Regional Transportation Authority (CCRTA), or “The B” as it is locally known, was established by referendum on August 10, 1985, as a political subdivision of the State of Texas, to develop, maintain and operate a public mass transportation system, principally within Nueces County, Texas and certain neighboring communities. Operations commenced on January 1, 1986.

CCRTA provides bus, paratransit, and other services to nine (9) municipalities across an 840 square mile service area with a population of approximately 394,472: this includes the cities of Agua Dulce, Banquete, Bishop, Corpus Christi, Driscoll, Gregory, Port Aransas, Robstown and San Patricio City. CCRTA has operated bus service since it started operations in 1986. Other services include assisting citizens in creating vanpools and rideshare programs, and providing demand-response curb-to-curb service for qualified individuals with a disability. Our transit services connect nearly 6,000,000 passengers to a variety of destinations within our service area.



The “B” Logo

When the Corpus Christi Regional Transportation Authority was first formed in 1985, the “B” was chosen as a symbol which would uniquely identify the CCRTA and exemplify our mission. The “B” stands for “Bus”.

The logo design has since been rebranded but the mission remains on providing quality services to our customers.

Under state law, CCRTA is authorized to collect 0.5% sales and use tax on certain transactions for transit purposes, including both capital improvement and operating expenses. The 0.5% sales tax rate is collected from nine (9) participating cities and communities which include the cities of Corpus Christi, Agua Dulce, Banquete, Bishop, Driscoll, Gregory, Port Aransas, Robstown, San Patricio and the unincorporated areas of Nueces County.

Reporting Entity: The Financial Reporting Entity, as defined in Section 2100 of GASB Codification of Governmental Accounting and Financial Reporting Standards, is comprised of the primary government and its component units. The primary government includes all departments and operations of the Authority that are not legally separate organizations. Component units are legally separate organizations that are fiscally dependent on the Authority or for which the Authority is financially accountable. An organization is fiscally dependent if it must receive the Authority’s approval for its budget, the levying of taxes or the issuance of debt. The Authority is financially responsible for an organization if it appoints a majority of the organization’s board and either (a) has the ability to impose its will on the organization or (b) there is a potential for the organization to provide a financial benefit to or impose a financial burden on the Authority. The Reporting entity of the Authority consists only of the primary government. There are no component units. *The Authority is not included as part of another governmental reporting entity.*

CCRTA may issue debt in the form of bonds backed by both operating and non-operating revenues, subject to referendum. The Authority has no policy for debt, but would follow guidelines established by statute. There are no statutory limits to the amount of debt the Authority may undertake; however, the debt service must be affordable. On November 20, 2013, the Authority issued revenue bonds, in the amount of \$22,025,000. The purpose of the bonds was to fund the construction of a new Customer Service Center and the remodeling of the Staples Street bus transfer station.

Mission Statement – CCRTA’s mission statement defines the purpose for which the Agency was created:

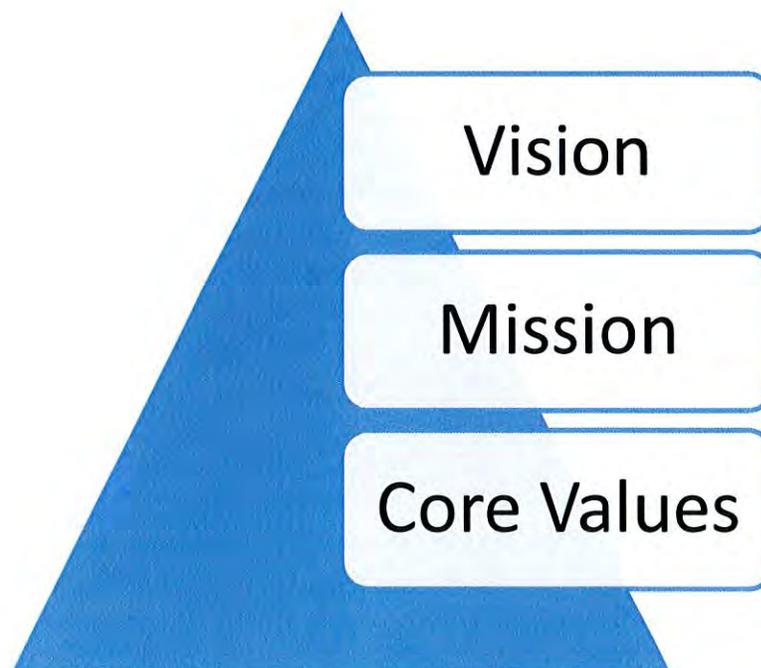
The Regional Transportation Authority was created by the people to provide quality transportation and enhance the regional economy in a responsible manner consistent with its financial resources and the diverse needs of the people.

Vision Statement – CCRTA’s vision statement provides the inspiration and motivation for striving to become the preferred choice of transportation for our community.

Provide an integrated system of innovative, accessible and efficient public transportation services that increase access to opportunities and contribute to a healthy environment for the people in our service area.

Core Values – CCRTA believes that we may not always have all the answers, particularly with the challenges and complex situations that face the transit industry. We do however know that the best answers evolve in an environment that cultivates and supports ethical sound behavior. Embodied in every policy throughout CCRTA is the core values listed below that defines our Agency.

- *Accountability and Transparency*
- *Honesty and Integrity*
- *Decisiveness*
- *Commitment*
- *Team Work*
- *Courtesy*
- *Safe environment for both employees and riders*



Environmental stewardship has long been the focus of CCRTA. We realize the importance of this responsibility and aim to articulate our vision, mission, and goals in planning strategies designed for the preservation of our environment. Through greening of our fleets and promoting environmental mobility options, CCRTA has been able to move forward in contributing to a better quality of life in our community.

Concertedly, CCRTA also realizes its responsibility to offer mobility options that will increase the use of public transportation in an effort to minimize the health and environmental effects from the heavy use of automobiles. Transit studies over the years continue to reveal certain benefits of public transportation. Accordingly, the four key economic and health benefits of public transportation, as identified by the American Public Transportation Association, are being presented as follows.

Benefits of Public Transportation

1. Saves Money:

A two-person household can save, on the average, over \$10,100 a year by downsizing to one car and using public transportation instead. CCRTA's fees are affordable and are the lowest fares in the nation.

2. Protects the Environment and Improves Air Quality:

Car transportation alone accounts for nearly half of the carbon footprint of a typical American family with two cars and represents by far the largest source of household emissions and as such the largest target for potential reductions.

The average passenger car in the U.S. produces just less than one pound of carbon dioxide per mile traveled. Switching to riding public transportation would significantly reduce the annual carbon footprint of a typical American household and improve the air quality that affects us all.

3. Improves Our Health:

Studies have shown that regular transit riders tend to be healthier because of the exercise they get when walking to and from bus stops. Other health benefits include the reduction of stress levels that improves physical as well as mental health. Riding transit also increases the opportunity for social connections which have been shown to have a positive correlation with physical and mental wellbeing. Statistics also show that riding transit is safer. Traveling by bus carries 23 times less risk of fatal injury and five times less risk of non-fatal injury than those traveling by automobiles.

4. Manages Traffic Congestion:

Transit agencies play a vital role in reducing congestion by providing transportation options and supporting land use patterns that reduce vehicle travel. Based on the most recent Travel and Transit Industry (TTI) report on congestion, public transportation saved travelers 541 million hours in travel time and 340 million gallons of fuel. During rush hour, a full 40-foot bus takes 35 cars off the road.

Community Information and CCRTA Involvement

CCRTA is invested in the City of Corpus Christi and the neighboring communities within our service area. The Authority has adopted a Community Involvement Policy that guides its efforts to engage in meaningful relationships that match with the mission and vision statements and that promote expansion of our customer base.

CCRTA also works with two advisory committees as well as one ad-hoc committee that provide recommendations and feedback on planning, operations and services and other specific topics. All committee members are board-appointed. In addition, CCRTA partners with various stakeholder organizations throughout the region to ensure that their voices are considered in agency decisions.

In addition, CCRTA partners with various nonprofits, cultural, business and social service organizations to serve the community. Aside from the monetary contributions made to sponsor the various events and functions of local organizations, CCRTA has invested significantly through the volunteer efforts of its staff. Events such as the Junior Achievement Program which mentors to school children, Stuff-The-Bus *with Toys For Tots* and food bank drives which have collected food equivalent to hundreds of meals for our neighbors in need have become an integral part of the community involvement over the years.

At least once a year, the Agency holds a Customer Appreciation Day where riders are provided with bottled water, nutritional bars, and various products to show appreciation, especially during inclement weather, and during major re-routing of services due to street repairs.

For several years, CCRTA has supported annual community events by providing display buses, park-n-rides, and other special services. In coordination with city officials our participation has played a significant role in facilitating traffic and alleviating congestion. Among the annual events are:

- Art Walk (First Friday of each month, Shuttle Services)
- Martin Luther King Jr. Day (January, Shuttle Services)
- Earth Day/Bay Day (April, Display Services)
- Buc Days (May – Parade participation and Shuttle Services)
- Fiesta de la Flor (May, Park-n-Ride Services)
- Beach to Bay (May, Shuttle Services)
- Hurricane Evacuation Conference (May, Display Services)
- Mayors July 4th Celebration (Park-n-Ride & parade)
- Jazz Fest (October, Park-n-Ride Services)
- Dia de los Muertos (October, Park-n-Ride Services)
- Bike & Kite Fest (November, Display and Park-n-Ride Services)
- Gregory Holiday Parade (December, Parade)
- Feast of Sharing (December, Park-n-Ride Services)

CCRTA also supports emergency response operations within the service area when requested and in cooperation with the City of Corpus Christi Office of Emergency Management to provide the necessary services during emergency situations which include transporting the public within the service area to evacuation locations.

Moreover, CCRTA has maintained a Street Improvement Program for the purpose of reconstructing, rebuilding, and rehabilitating streets within its region. Each year funds are distributed using a formula-driven allocation process to each of our participating regional communities. Over the years, over \$30,000,000 in sales tax revenues have been returned to these communities for street repairs.

GOVERNANCE

Chapter 451 of the Texas Transportation Code is the enabling legislation that sets forth the governing structure of the Authority. Because of the population size of the principal municipality, an eleven-member board, serving overlapping two-year terms, is required to govern all the activities of the Authority. The Chief Executive Officer is charged with the day-to-day operations while the board's role is to:

- Set forth operating and financial policy
- Provide management with direction through strategic guidance
- Provide legal and judiciary oversight
- Focus on good stewardship and accountability of public funds
- Advocate customer representation

Regulated by the same legislation, the board composition requires board member appointments to follow a specific selection process as listed below.

- Five members are appointed by the City of Corpus Christi
- Three members are appointed by the Nueces County Commissioners
- Two members are appointed by majority of the participating small cities.
- One presiding officer is appointed by the ten board members.

Board Member	Title	Appointing Body	Term Expires
Vangie Chapa	Board Chair	City of Corpus Christi	01-13-2016
Lamont Taylor	Board Vice-Chair	Nueces County	09-30-2015
Mary Saenz	Board Secretary	City of Corpus Christi	06-30-2016
George Clower	Board Member	City of Corpus Christi	06/30/2016
Thomas Dreyer	Board Member	City of Corpus Christi	06/30-2016
Tony Elizondo	Board Member	City of Corpus Christi	06-30-2016
Angie Flores-Granada	Board Member	Nueces County	09/30/2017
Ray Hunt	Board Member	Committee of Small City Mayors	09/30/2015
Eddie Martinez	Board Member	City of Corpus Christi	06/30/2016
Mike Reeves	Board Member	Committee of Small City Mayors	09/30/2017
Curtis Rock	Board Member	Nueces County	09/30/2017

The Board also utilizes two (2) standing committees and five (5) subcommittees in matters that require special knowledge and or technical judgement. Members of the committees are appointed by the Board Chair subject to confirmation by the Board. All policy issues and operational matters must first pass through the Administration Committee or the Operations Committee before action can be taken by the Board. The subcommittees consist of: Rural Affairs Subcommittee; Governmental Relations Subcommittee; Audit, Finance, Health & Pension Subcommittee; Development Subcommittee and the Disadvantage Business Enterprise Subcommittee. In addition, there is the RCAT Ad hoc Committee that advises the Board on issues primarily related to services to persons with disabilities and special needs.

To effectuate the Authority's priorities, the board and standing committees meet once a month while the subcommittees meet on as-needed basis.

System Facility Characteristics

Since CCRTA's inception in 1986, the focus of the capital improvement program has primarily been on the replacement of buses, garage facilities, amenities and Park & Ride facilities. Continuing this focus with a stronger emphasis on customer service and efficiency is the construction of our new Customer Service Center that will be completed in mid-year 2016. This project is a result of the Board's long-term planning for the future growth of our community and our organization. The site for this new location was strategically chosen to align with the expected transit growth in the uptown and downtown areas and provide a pivotal point for connecting the two districts. CCRTA plans to lease out space to organizations that serve similar customer needs and will provide the public with convenient access to other necessary services. Since the City of Corpus Christi is the county seat of Nueces County, this concept further complements the decision to site the new building in the civic district of the city which already houses other public offices.

The new building which is 168,450 square feet in garage and office facilities will consolidate two departments that are currently located at opposite ends of the City. This will allow for greater efficiency by bringing together the Customer Service Department along with the administrative support offices that will enhance development of responsive transportation services for the next 25 years. Transit operations will also experience consolidation benefits from this strategy. Operations units located in multiple work sites will move into the offices that are being vacated by the move, providing a long-term solution to future expansion needs.

CCRTA's Facilities

Administrative & Operations Building
5658 Bear Lane
Corpus Christi, Texas 78405
(To house all operational departments)

Customer Service Center
1024 Leopard Street Suite C
Corpus Christi, Texas 78401
(Lease Agreement will terminate when relocation to new building occurs)

New Customer Service Center
600 N. Staples
Corpus Christi, Texas 78401
(To house Customer Service Center & Administrative Offices)

Park & Ride Locations

CCRTA utilizes four (3) Park & Ride lots around the service area. Passengers park their privately owned vehicles and ride the Authority's buses to various destinations.

Gregory Park & Ride
Located off I-37 at the Interchange of Hwy. 181 & Hwy. 35
Gregory, Texas

Calallen Park & Ride
(Calallen is a district of the City of Corpus Christi)
Located off I-37 on Leopard Street at Rehfield Road
Corpus Christi, Texas

Robstown Park & Ride
Located on Avenue A at 4th Street
Robstown, Texas

Transfer Stations

CCRTA offers five transfer stations centrally located throughout its service area to provide passengers with convenient transfer opportunities for connecting to their destinations. Each transfer station provides covered waiting areas and seating for customers. Transit buses meet up at these locations to allow the safe transfer of passengers from one route to another, allowing riders to complete a one-way trip on a single fare even if a trip involves a route change.

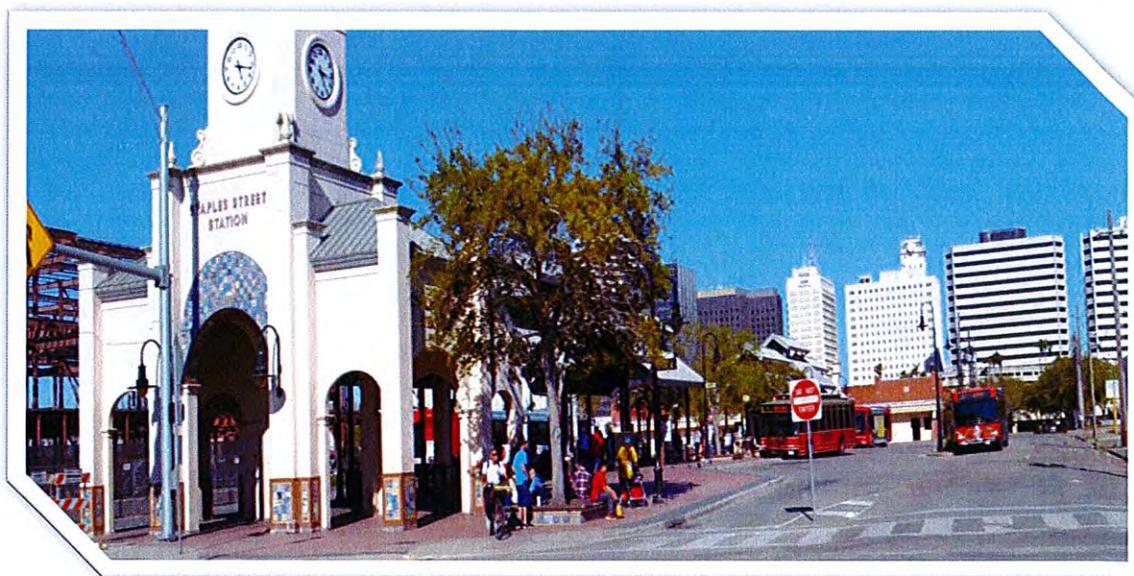
Transfer stations vary in terms of age, accessibility, capacity and usage. A brief description is being provided below:

Station	Year Built	Bus Capacity	Park-and-Ride Capacity	Routes Served Weekday	Routes Served Saturday	Routes Served Sunday
Staples Street Station	1994	9	N/A	14	13	7
Southside Station	2003	9	5	9	9	7
Port Ayers Station	1991	5	N/A	7	7	5
Six Points Station	Renovated 1991	3	N/A	4	4	3
Robstown Station	2014	2	33	3	3	1

Over the years our transfer stations have been consistently renovated to increase efficiency and quality of service to our customers. In the process, we have pursued partnerships with local agencies and citizens for creative input on unique designs and artwork. As a result, the transformation of some of our transfer stations reflects the motif of neighboring communities. Evidence of these successful partnerships is the awarding of the Pedestrian Award from the National Endowment of the Arts for the Staples Street Station project.



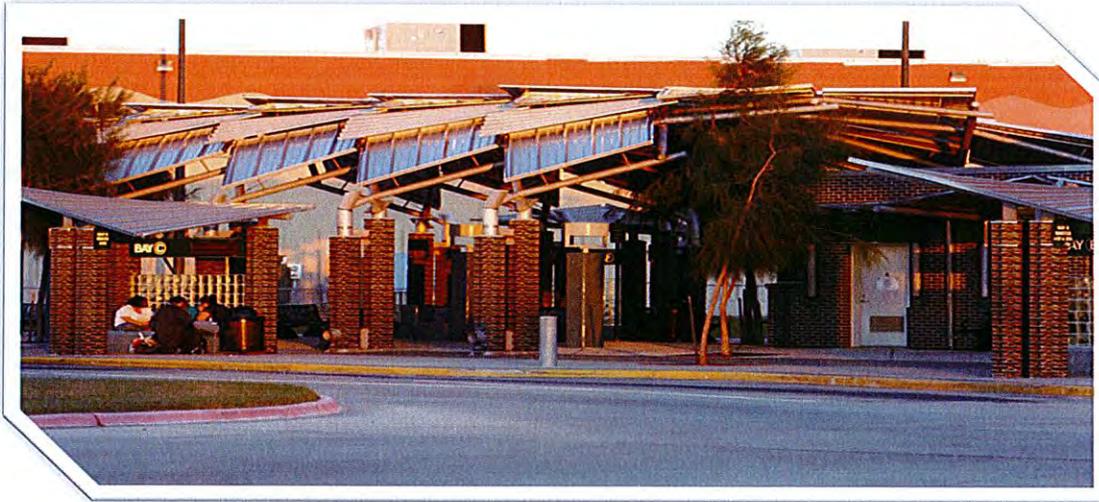
Staples Street Transfer Station



This transfer station is located conveniently within one block of Corpus Christi City Hall and Nueces County Courthouse. As the transportation hub, it is the *busiest transfer point* for CCRTA routes serving 14 routes and averaging 591 weekday boardings. A major travel generator of CCRTA since the station opened in 1994, it is currently being re-designed as part of the construction of the new Customer Service Center that is expected to be completed mid-year 2016. The new building is being constructed adjacent to the new designed Staples Street Transfer Station shown below. The eight bays will serve 20 bus routes and provide 7-day week service.

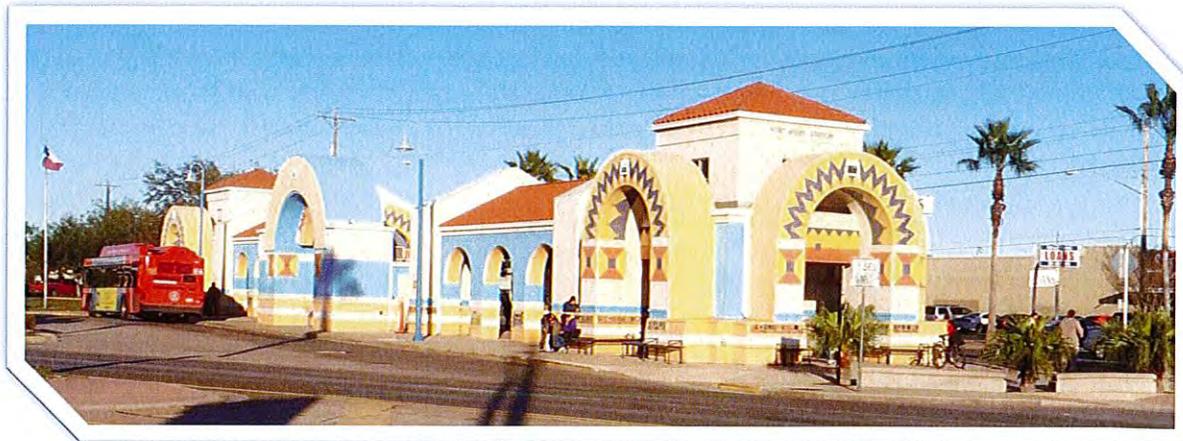


Southside Transfer Station



This transfer station is an off-street facility built in 2003 and conveniently located on McArdle Street across from La Palmera Mall, the largest retail destination in the Coastal Bend. The Southside Station is the *second busiest transfer station* in terms of bus activity and third highest in terms of ridership (after Staples Street and Port Ayers Stations) averaging 1,196 weekday boardings. It has become a major community destination connecting passengers to the retail center of the City which not only includes the nearby La Palmera Mall, but a variety of other retail outlets in the area. The design utilizes a custom tubular stainless steel lamella vault with structural stainless steel standing seam roof panels which gives this station its distinct identity. With nine bays servicing eight routes this location generates the 3rd highest level of activity in the transit system.

Port Ayers Station



The Port Ayers Station, built in 1995, is the *second highest ridership stop* in the CCRTA system, averaging 1,492 weekday boardings with three bays servicing six routes. The station is located at the intersection of two major streets: Ayers and Port and buses access the facility from a bus pull-out on Ayers and access lane on Port.

Six Points Transfer Station



The Six Points Transfer Station is a small triangular on-street transfer station located 1.6 miles south of the Staples Street Station and at the intersection of three major arterial streets: South Staples Street, South Alameda Street, and Ayers Street. A long standing transfer station it reopened after renovations in 1991. This station is planned to close in early 2016 due to the street constructions resulting from the City of Corpus Christi bond projects. Reconstruction of the street projects is anticipated to take two years to complete. CCRTA is currently coordinating with the City of Corpus Christi to phase construction in a manner that minimizes impact on vital bus services which will require either a temporary station or re-routing of buses prior to the temporary closure. Currently four weekday routes serve this station with three bays and 7 routes.

Robstown Transfer Station



The Robstown Transfer station serves also as a park-and-ride for the City of Robstown which is a western suburb of Corpus Christi. This station opened in 2014 as one of the first climate-control facilities in the state and occupies a quarter of a block in downtown Robstown and is adjacent to an H-E-B store that is a major full service grocery chain. The facility includes an indoor waiting area and a two-bus bay. Features include, restroom facilities, wireless internet, a television, passenger announcement system, operator breakroom, automatic security systems, bike racks, and are illuminated with energy efficient lighting.

SERVICE AREA

Located in Corpus Christi, Texas on the coast of the Gulf of Mexico, CCRTA is a regional provider of mass transportation services to an area that encompasses Nueces County (except Petronilla), the City of Gregory, and the City of San Patricio. Either directly or through contracts with various entities, CCRTA provides virtually all transportation services in this area. These services include fixed route, para-transit, vanpool, and contracted services.

Specifically, CCRTA consists of nine (9) member jurisdictions in a service area that is approximately 838 square miles and has an estimated population of 342,412 according to the 2010 Census.

Service Area Population (Source: 2010 US Census)

City	Population 2010 Census	Population 2015 Estimate	Population Change	% Change
Agua Dulce	812	842	30	3.69%
Bishop	3,134	3,180	46	1.46%
Corpus Christi	305,215	355,477	50,262	16.46%
Driscoll	739	767	28	3.78%
Gregory	1,907	2,318	411	21.55%
Nueces County	15,243	15,913	670	4.39%
Port Aransas	3,480	3,880	400	11.49%
Robstown	11,487	11,700	213	1.85%
San Patricio	395	395	-0-	0.00%
Total	342,412	394,472	52,060	15.20%

SERVICES TYPES

CCRTA provides a wide variety of service types to meet different transportation needs across participating jurisdiction within the Coastal Bend including Corpus Christi, Port Aransas, Robstown, and Gregory areas. While the majority of the transit services are operated by CCRTA, there are specialized service programs that are outsourced. In outsourcing these services, the responsibility remains with CCRTA and contractors are required to maintain the same performance standards through performance based contracts and an aggressive management program that monitors and audits contract compliance.

- **Fixed-Route** - CCRTA operates 31 fixed routes on weekdays, 24 routes on Saturdays, and 15 routes on Sunday. These are the buses that are directly operated by CCRTA and represent the majority of services provided.



- **Contract Fixed-Route** – Some of the fixed-route services are operated by contractors. This category includes Park & Ride routes, the Texas A&M University-Corpus Christi (TAMU-CC) Shuttle, the Corpus Christi Beach Tram, the Port Aransas Trolley (operated by the City of Port Aransas) and other miscellaneous services.
- **B-Line Paratransit:** The B-Line service is a “complementary paratransit” transportation service for persons with disabilities or medical conditions that limits or prevents them from independently using accessible bus service some or all of the time as defined by ADA. Rides on this curb-to-curb demand response service are available with 24-hour advance reservations for persons certified by CCRTA under this program. Persons certified by CCRTA under this program may ride the B-Line within ¼ miles of CCRTA's non-commuter fixed route bus service on the same days and during the same hours as the fixed route service in the rider's area.
- **Contract Demand-Response:** Other demand-responsive services open to the general public and operated by contractors, including the Flexi-B (operated by the City of Port Aransas), and the #67 - Bishop/Driscoll service.

- Vanpool: This includes the standard vanpools as well as the special Job Access/Welfare to Work vanpools that have been arranged through the Workforce Development Board. The Authority contracts with a private firm to provide the van and related services.
- CCRTA also provides Park-and-Ride routes specifically designed for riders commuting to and from the Corpus Christi Army Depot/Naval Air Station (CCAD/NAS). Passengers park their privately owned vehicles and ride buses to various destinations. Each Park-and-Ride provides a drop-off area, lighting, and parking for automobiles and vanpools. Park and Rides are located in Gregory, Calallen, and Robstown.

Park-and-Ride	Location	Parking Spaces	Routes Served
Calallen Park-and Ride	Leopard and Rehfeld	60	50 Calallen
Gregory Park-and-Ride	SH 35 and US 181	50 (approx.)	51 Gregory
Robstown Station	Avenue A and 4 th Street	33	27 Leopard 34 Robstown Circulator 53 Robstown/Walmart

Executive Management and Organizational Structure

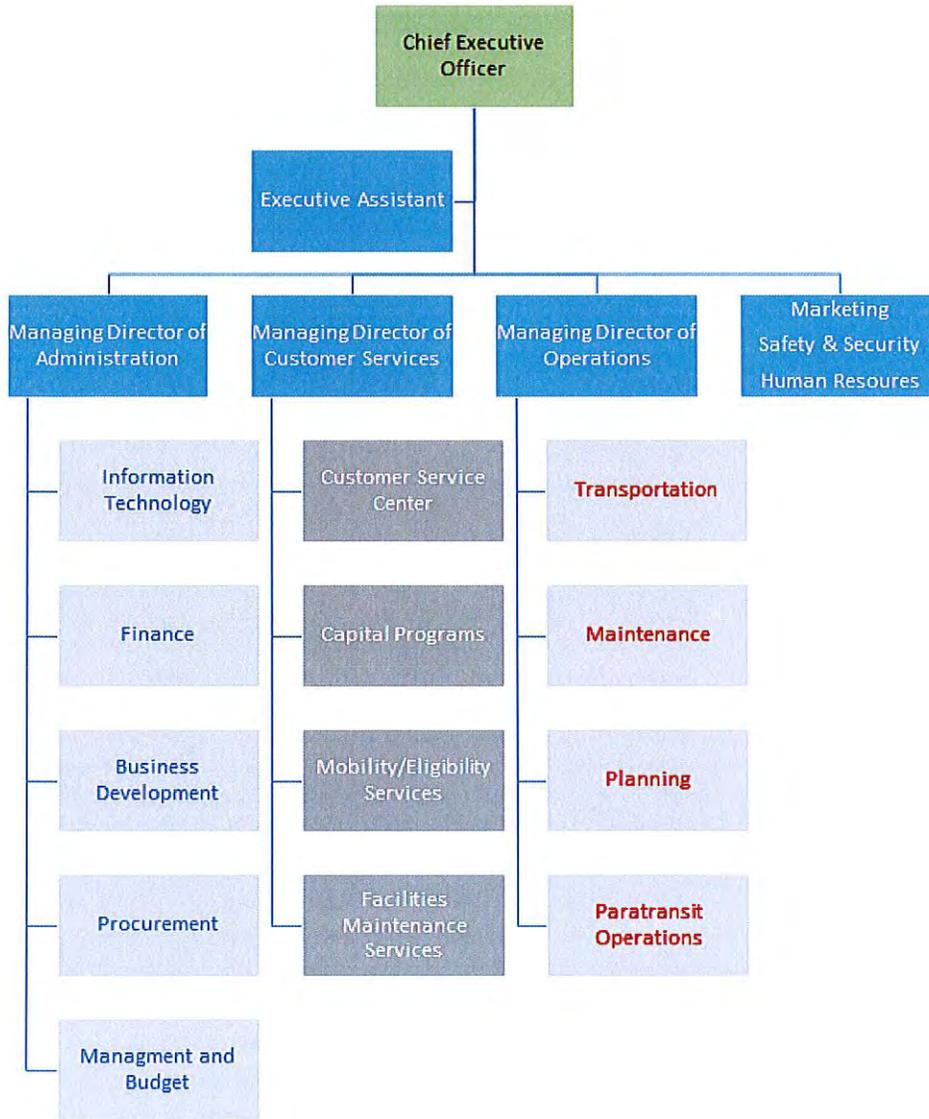
The Board hires the Chief Executive Officer (CEO) who is responsible for managing all facets of the Agency. The primary function of the CEO is to carry out the goals and objectives of the Board and to ensure that optimum transportation services are provided to the community. The duties include:

- Overseeing the daily operations, including the hiring, compensation, and removal of employees,
- Awarding contracts for services, supplies, capital acquisitions, real estate and construction if the amount of any such contract does not exceed \$50,000,
- Presiding over the growth of our transit system,
- Providing regional leadership and visibility regarding the transportation needs in our community.

CCRTA Executive Management	
Title	Name
Chief Executive Officer	Jorge G. Cruz-Aedo
Managing Director of Administration	Vacant
Managing Director of Operations	Rosa Villarreal
Managing Director of Capital Programs	Sharon Montez
Director of Finance	Cindy O'Brien
Director of Maintenance	Vacant
Interim Director of Marketing	Vacant
Director of Planning	Gordon Robinson
Interim Director of Procurement	William Laridis
Director of Human Resources	Angelina Gaitan
Director of Transportation	Robert Saldana

Additionally, there are department heads and staff that support these core functions. The following organizational chart provides the functional structure of CCRTA.

Organizational Chart



Employees and Employee Relations

There are 281.85 salaried and hourly positions included in the FY 2016 Annual Budget. Thirteen (13) positions have been added to meet the demands of the upcoming year, increasing the total number of approved positions from 268.85 to 281.85.

The majority of the positions are for staffing the new Customer Service Center which will require six (6) new ETF's: one (1) office manager, one (1) office clerk, two (2) facility custodians and two (2) facility maintenance technicians. The Transportation Department requires five (5) additional FTE's. The Service Development and the Finance Department will each add one FTE to their departments.

The Amalgamated Transit Union, Local 1769, represents the majority of our operators, and mechanics. As a Texas governmental entity, we are not legally permitted to collectively bargain or sign labor contracts with these employee representatives. However, we do meet and confer with representatives on hourly employee issues, compensation and benefits.

Full-Time Equivalent Staffing Chart

Dept. #	Department	FY 2014 FTE Actual	FY 2015 FTE Budget	FY 2015 Staffing Changes	FY 2015 FTE Adjusted Budget	FY 2016 FTE Changes	2016 FTE Budget	Notes
01	Transportation	160.00	169.00	-	169.00	5.00	174.00	FY 2016 added 3 dispatchers and 2 bus operators: FY 2015 transferred 1 FTE to Dept.04 but received 1 FTE from Dept. 03
02	Customer Service Center	4.80	4.80	-	4.80	-	4.80	No Change
03	Purchased Transportation	3.00	3.00	(1.00)	2.00	-	2.00	FY 2015 transferred 1 FTE to Dept. 01
04	Service Deveopment	3.00	3.00	1.00	4.00	1.00	5.00	FY 2016 added 1 FTE and FY 2015 received 1 FTE from Dept. 01
07	MIS	3.00	3.00	-	3.00	-	3.00	No Change
11	Vehicle Maintenance	38.00	41.00	-	41.00	-	41.00	No Change
21	Facilities Management	15.00	15.00	-	15.00	-	15.00	No Change
40	Contracts & Grants	5.00	5.00	(1.00)	4.00	-	4.00	FY 2015 transferred 1 FTE to Dept. 01 - Board Support Manager Position
41	General Management	1.00	1.00	1.00	2.00	-	2.00	FY 2015 received 1 FTE from Dept. 40 - Board Support Manager Position
42	Finance and Accounting	5.55	5.55	-	5.55	1.00	6.55	FY 2016 added 1 FTE
43	Materials Management	3.00	3.00	-	3.00	-	3.00	No Change
44	Human Resources	3.00	3.00	0.50	3.50	-	3.50	No Change
45	Administration/DBE	5.00	5.00	-	5.00	-	5.00	No Change
49	Capital Projects	2.00	2.00	-	2.00	-	2.00	No Change
50	Marketing and Communication	3.00	3.00	-	3.00	-	3.00	No Change
52	Safety and Security	1.00	2.00	-	2.00	-	2.00	No Change
77	Staples Street Center	-	-	-	-	6.00	6.00	FY 2016 added 6 FTEs
80	Transfers to Other Funds	-	-	-	-	-	-	The remaining departments are for recording transactions only and do not have FTEs
85	Sub-Recipient Grant Agreements	-	-	-	-	-	-	
88	Street Improvement Program	-	-	-	-	-	-	
90	Depreciation	-	-	-	-	-	-	
	Total CCRTA FTEs	255.35	268.35	0.00	268.35	13.00	281.35	

Budget Process

Chapter 451 of the Texas Transportation Code mandates that the Authority's Board of Directors adopt an annual operating budget prior to the beginning of each fiscal year and before the Authority conducts any business for that year. The budget serves as a legal policy document and operations guide, a financial plan and a communication device. The Authority may not spend more than the approved operation budget, *and must approve increases to the total appropriations by a budget amendment*. The CEO may approve the movement of funds by using budget transfers within the approved budget. However, if these reallocations are significant, Board approval is obtained.

Governing legislation further provides that the Board of Directors shall hold a public hearing on the proposed operating budget prior to its adoption and shall, at least fourteen days before the date of such hearing, make the proposed budget available to the public. After adoption, the Board may amend the budget after similar public notice and hearing. *The Authority's budget would require an amendment if operating expenditures will exceed the budgeted amount or if significant new initiatives arise during the year.*

Annual Budget Calendar

Budget Event/Activity	Month
Management Team provides year-end analysis, Economic Trends, Budget key issues & challenges, key assumptions, Budget Calendar	January
Board of Directors review Agency policies, mission & vision statements, market plan, safety & security plan, annual service plan, long-range goals, capital improvement plan, and zero base budget approach guidelines	February
Board of Directors review preliminary year-end projections and assumptions, financial position, target goals, objectives, initiatives, & guidelines, set financial goals, set direction and budget priorities	March
Management team develops objectives and strategies to achieve organizational goals	April
Department managers develop business plans that support achievement of objectives	May
Board reviews strategic plan	June
Management review current mid-year financial status, CIP status, Capital & preventive maintenance grant status, finalized assumptions, Budget development process begins	July
Budget workshops begins	July
Preliminary department budgets due, departmental and CEO reviews, trim notifications are provided, budgets are revised and reviewed,	August
Draft Budget submitted to Board, Public hearing date and adoption date set, post public hearing, proposed budget document on line for public review, continue budget workshops	September
Board reviews proposed budget and holds public hearing on proposed budget, trim notifications given, and if applicable revise proposed budget for review, continue budget workshops if needed	October
Board review final board document, continue budget workshops if needed	November
Final Budget Adoption Deadline December 2, 2015	December
Approved budget document is published	December

Strategic Planning Process

The strategic planning process began in early January 2015 with a prior year-end financial performance analysis by the management team in preparation for the upcoming board retreats. This evaluation process continued with an assessment of the internal and external factors that affected expectations. During the next three months Board retreats were held whereby the Board and management met to discuss these findings along with a review of CCRTA's long-range vision and organizational mission and goals. It was through this process that the Vision Statement was revised to reflect the inspirational desires of the Board. The Vision Statement was changed to the following:

FROM

"By 2011, the Corpus Christi Regional Transportation Authority, serving the Coastal Bend, as an innovative organization, will have earned strong public support, created a better transportation environment, increasing ridership through enhanced customer service; become more fiscally responsible; established high employee moral; created a pedestrian friendly environment; and developed a master transportation plan."

TO

"Provide an integrated system of innovative, accessible and efficient public transportation services that increase access to opportunities and contribute to a healthy environment for the people in our service area."

The Board and management team worked together to develop the FY2016 Strategic Plan with the aim of continuing the focus on the four mainstay goal areas of the Authority:

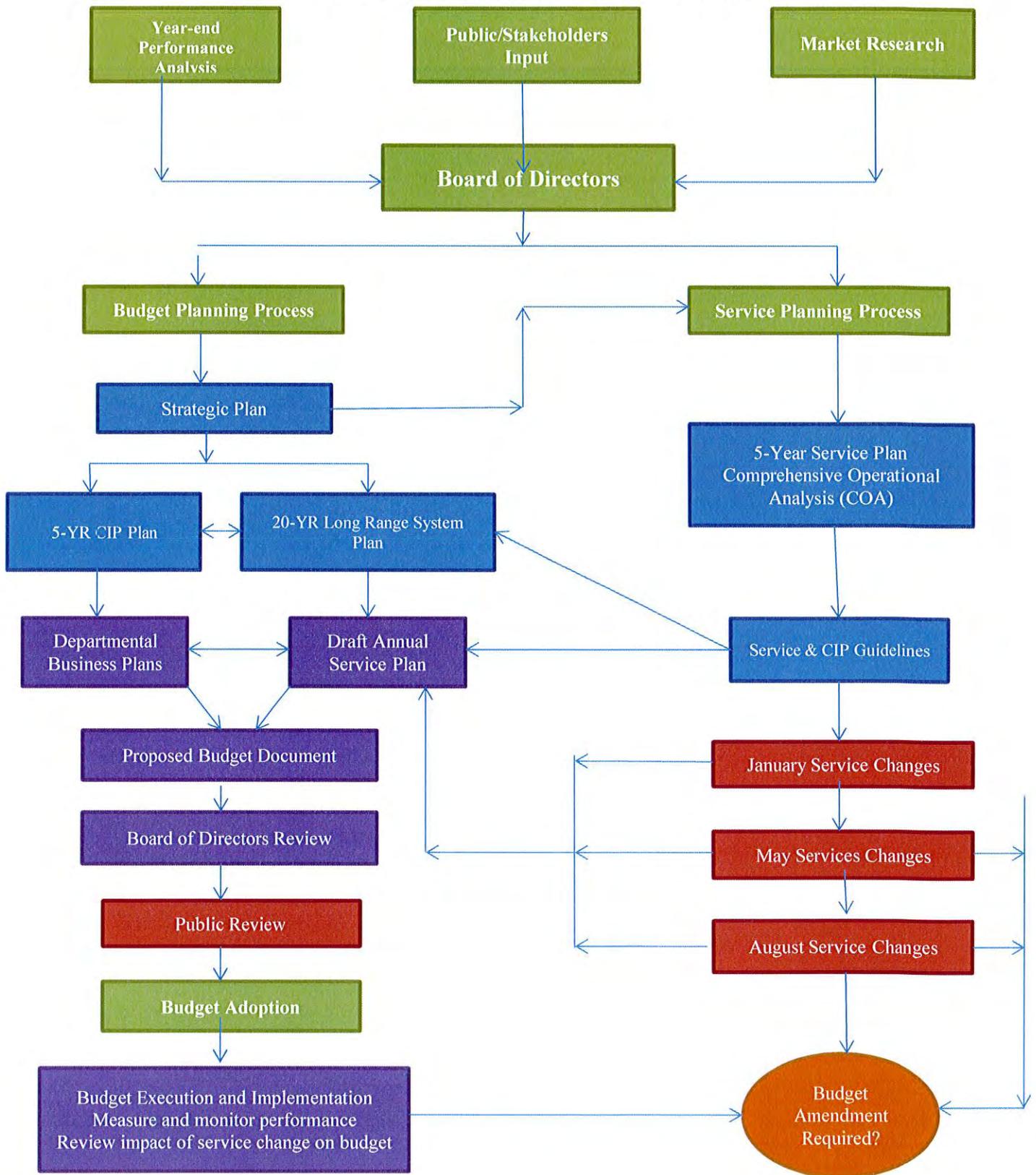
- Customer Service and Satisfaction
 - Deliver the Best Possible Customer Service
 - Efficient and Effective Service Delivery
 - Expansion of Service
 - Capital Projects
- Enhance awareness of Agency in the region
- Enhance awareness of the value of the transportation system in the community
- Improve organizational practices, develop staff, & engage Board

Annual service levels were developed based on these strategic objectives and goals. Each department develops a business plan and a budget that supports the service levels and the objectives in the strategic plan. Two short-term factors guided the development of the annual budget. One was the uncertainty of the regional economy and the other is the uncertainty of the street construction timelines. As a result a conservative approach was used to develop the budget. Service changes are provided in detail at the end of this document as a supplemental source of information.

The Board receives progress reports of the strategic plan periodically during the year.



Strategic Planning Process Flow Chart



FINANCIAL POLICIES AND PRACTICES

This section provides a summary of the financial policies that guide the operations of the Authority. These policies conform to the accounting principles generally accepted for local governmental units (GAAP) as prescribed in the statements issued by the Governmental Accounting Standards Board (GASB) and other authoritative sources.

The Authority's primary financial goal focuses around providing effective and efficient transportation services and systems to the public in a financially responsible manner. Recognizing long-term financial implications of current and proposed operating and capital budgets, budget policies, cash management and investment policies and assumptions, the Authority strives to increase operating efficiencies while living within its means and continuing a trend of advancing and enhancing services. In order to maintain public trust and to best utilize funds, a number of procedures are in place to safeguard and maximize available resources.

In short, the broad financial goals of the Authority are to:

- Operate under a balanced budget
- Safeguard and maximize resources

The following guidance and policies are in place in order to achieve these goals.

Budget and Financial Plans

State law requires that an annual operating budget be adopted prior to the commencement of a fiscal year. Before the budget is adopted, a public hearing and the proposed budget must be made available to the public at least 14 days prior to the hearing.

The Authority operates under a balanced budget. The Authority's definition of a balanced budget is in accordance with the Texas Transportation Code, Section 451.103, wherein a state transit authority may not spend operating money in excess of the total amount specified in the annual operating budget unless the Board amends the budget by order after a public hearing.

The Authority utilizes the zero-based budgeting concept. Developed in the 1970s, this concept causes an organization to prepare its operating budget from a zero base with all proposed expenditures starting at levels of zero. Each proposed line item expense must then be justified. This process does not assume former operating levels. Departmental reviews are conducted with the Executive Management staff. Each annual budget is performed in conjunction with long-range projections to determine the effects of decisions made in the current budget on future years' funding. The requested uses of one-time revenues are analyzed to determine the effects on future operations.

Use of Estimates

The preparation of the budget and financial statements, in conformity with accounting principles generally accepted in the United States of America, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Investments

The Authority utilizes investment strategies and procedures that most effectively accomplish the primary goals of preservation of capital and liquidity to meet all obligations in a timely manner. Earnings will be maximized as a subsidiary goal and from the full investment of all available funds.

Cash and Cash Equivalents – All Authority deposits with financial institutions are fully insured, or collateralized by securities held by a third party agent in the Authority's name. Cash and Cash Equivalents include: cash on hand, cash in banks, U.S. government issues with original maturities of less than 90 days.

Investments – The Authority reports all investments at fair value provided that the fair values of these investments are not significantly affected by the impairment of the credit standing of the issuer or by other factors. All changes in fair value are reported as unrealized gains and losses within the Statement of Revenues, Expenses, and Changes in Net Assets. For all investments stated at fair value, the Authority used Bloomberg and Unaffiliated Market Participants as the source for determining fair value.

The Authority is authorized to invest in "approved securities" as outlined in the Texas Government Code, Chapter 2256, otherwise known as the "Public Funds Investment Act" (Act). These securities include repurchase agreements and direct and indirect obligations of the United States of America, certificates of deposit of state or national banks, savings and loan associations or credit unions which have membership in the FDIC, FSLIC or CUNA, commercial paper fully secured by an irrevocable letter of credit issued by a bank organized and existing under the laws of the United States, bankers' acceptances, SEC-regulated, no load money market funds and local government investment pools. Certificates of deposit in amounts greater than \$100,000 may be placed with banks, savings and loan associations, or credit unions provided they are secured by collateral pledged directly to the Authority. Investments are held in safekeeping in the name of the Authority.

The Authority's investment policy applies to operating, reserve, and capital funds and is fully compliant with the Public Funds Investment Act. The policy is required to be approved by the Board annually. It is the policy of the Authority that all available funds shall be invested in conformance with legal and administrative guidelines.

Investments shall be made with the primary objectives of:

- ◆ **Preservation** and safety of principal
- ◆ **Liquidity** to meet operating needs
- ◆ **Diversification** of investments to minimize risks
- ◆ **Maximization** of return on the portfolio

The standard of prudence used by the Authority is the "prudent person rule" and shall be applied in the context of managing the overall portfolio within the applicable legal constraints.

Inventories

Inventory consists of repair parts and fuel. Parts are valued using a weighted average cost method and fuel is valued using the first-in first-out method. Items are systematically identified and periodically audited. Inventory of capital assets is audited on a biennial basis as required by the FTA. Parts inventory is audited annually using cycle counts.

Capital Assets and Depreciation

Fixed assets for capitalization and financial reporting purposes are all items purchased that have a useful life of at least two years, are of a tangible nature (land, building, bus) or intangible (patent, copyright) and have a value of \$5,000 (not including trade-ins or any taxes, government licenses, training, etc.). Items of less than \$5,000 are not considered fixed assets unless they form an integral and essential part of another piece of equipment or structure considered to be a fixed asset or a part of a Capital Project.

Individual assets that cost less than \$5,000, but that operate as part of a network system (i.e., telephone system, computer system) will be capitalized in the aggregate, using the group method, if the estimated average useful life of the individual asset is at least two years. A network is determined to be where individual components may be below the \$5,000 but are interdependent and the overriding value to the Authority is on the entire network and not the individual assets.

Classification of Fixed Assets:

1. Land and improvements: Purchased land will be carried in the Fixed Assets accounting module at acquired cost. Costs may include, but are not limited to, expenses for services incidental to the acquisition and other charges incurred in preparing the land for use, such as environmental assessments, appraisals, etc. In order for improvements to be capitalized, the improvement should be considered permanent and should add value or improve the use of the land. Examples of improvements are fences, retaining walls, landscaping, drainage systems, etc. In the event the Authority issues debt to finance a land purchase, the cost to be capitalized would include both the acquisition cost and any capitalizable interest expense from the outstanding debt.
2. Buildings: All buildings will be valued at purchase price or construction cost. Cost should include all charges applicable to the building acquisition including fees for brokers, appraisers, engineering consultants, and architects. In the event that the Authority issues debt to finance a building purchase, the cost to be capitalized would include both the acquisition cost and any capitalizable interest expense from the outstanding debt.
3. Equipment and Machinery: All items of tangible property not permanently affixed to real property, which are needed in carrying out the operations of the Authority. Installation cost should be included in the capitalized amount. Examples are furniture, hydraulic lifts/jacks, milling machinery, floor scrubber, computers, etc.
4. Vehicles: All equipment that must be titled and bear a license tag. Buses, vans, and cars are examples.
5. Assets in Progress: This is primarily used in conjunction with Capital Projects. Capital Project costs are accumulated until completion, when cumulative costs are transferred to the appropriate fixed asset account. The capitalization policy does not apply in these cases, and all costs must be recorded to give accurate values.

6. Improvements: Additions and Modifications to Existing Assets: Costs are often incurred in connection with fixed assets after the original acquisition costs have been established. In general, any expenditure, which is definitely an addition to a fixed asset, or an integral part of it, that changes its useful life, should be classified as a capital expenditure and the original acquisition costs adjusted. If a component part, such as an engine or transmission, is rebuilt or replaced, the remaining undepreciated amount of the original component will be expensed and the new component will be depreciated over the remaining life of the asset. If the original component part cost cannot be determined, the cost of the new part will be expensed. The additions of an air-conditioning system to a building, or replacing or rebuilding an engine or transmission for a bus are some examples of capitalized expenses.

Items Not Considered to be Fixed Assets:

1. Land: Any costs associated with finding a piece of land, regardless of amount, that does not result in the purchase of a specific property are not capitalized and must be expensed. This includes any legal fees, appraisals or assessments.
2. Maintenance and Repair Replacements: The replacement costs of component part(s) of a fixed asset, not the entire asset itself, during a maintenance and repair operation which also enhances the performance or life of the asset are not generally considered to be capital asset additions or modifications. For example, replacing an original disk drive with a higher capacity disk drive in a personal computer, or changing worn or damaged brakes on a bus is considered to be maintenance and repair expense.

With respect to asset improvements, costs should be capitalized if:

- A. The estimated life of the asset is extended by more than 25%, or
- B. The costs result in an increase in the capacity of the asset, or
- C. The efficiency of the asset is increased by more than 10%, or
- D. Significantly changes the character of the asset, or
- E. In the case of streets and roads - if the work done impacts the "base" structure.

Otherwise, the costs should be expensed as repair and maintenance.

3. Materials and Supplies: Any materials and supplies, regardless of costs, that are not permanent and will be consumed within a year are not considered a fixed asset.

Guidelines set forth in the Office of Management and Budget (OMB) Circular A-102 are adhered to with regards to capitalization policies.

Capital assets are recorded at cost and are depreciated over their useful lives using the straight-line method as follows:

Description	Estimated Useful Life
Land	N/A
Building	20-30
Transit Stations & Bus Pads	2-15
Improvements other than buildings	2-15
Building Equipment	2-12
Vehicles	3-12
Furniture & Equipment	2-12
Leasehold Improvements	2-5
Systems	2-5

Depreciation is presented as a separate operating expense in the Statement of Revenue, Expenses and Changes in Net Assets. Expenditures for renewals and betterments that increase property lives are capitalized, and maintenance and repair costs are charged to operations as incurred. Discussion of the Capital Budget is detailed in a subsequent section.

Risk Management

The Authority is exposed to various risks of loss related to third party liability claims; theft of, damage to, and destruction of assets; errors and omissions and injuries to employees. The Authority has a contract with an outside insurance company to provide all-risk property coverage with various limits on property and equipment of the Authority.

As a governmental unit, Authority's general and automobile liability are limited by the Texas Tort Claims Act to \$100,000 for each person and \$300,000 for each occurrence for bodily injury or death and \$100,000 for each occurrence for injury to or destruction of property. The Authority is fully insured through the Texas Municipal League.

The Authority provides employees healthcare benefits, which include medical, drug, dental, and vision. These benefits are provided through a self-funded insurance arrangement through a third party administrator. The coverage includes specific deductibles for up to \$50,000 per individual claim and an annual aggregate estimated at about \$1.2 million.

Revenues

Passenger fares – User charges for utilizing the transit system. Fares are recorded as revenue when the cash fare is collected or a bus pass is sold regardless of when it is used. When the Authority began operations in 1986, the base fare was \$0.50. In 1999, the Authority increased its base fare from \$0.50 to \$0.75.

Since 2005, the Authority has maintained a fare recovery ratio (the ratio of fare revenue to the cost of providing the service was approximately) between 6.58% and 7.88%. The current fare structure and revenue levels are expected to generate an estimated \$1.9 million in fare revenue for FY2015 and the fare recovery ratio is estimated at 6.71%. In Fiscal 2016, the fare recovery ratio is expected to be slightly lower than FY2015 at about 6.56% as a result of higher operating costs.

This fare structure remains in effect and is assumed in the budget to remain in effect through Fiscal 2016. This assumption is based on the lengthy process that is required to make fare rate changes. The process may take a minimum of six (6) months to comply with the statutory requirements regulating the approval process along with the time needed to execute proper outreach activities for informing the public. Any considerations or recommended revisions to the current fare structure must be approved by the Board and would incorporate the following objectives:

- Improve system equity
- Increase revenue with minimal impact on ridership and without necessarily increasing base fares
- Reduce the opportunity for fare evasion
- Simplify the administration of the fare system for the operators
- Improve the clarity of the fare structure to customers

In 2011 new electronic fare box technology was implemented to improve critical functions of the fare box collection system such as passenger data collection and revenue control. This new technology has yielded higher levels of fare enforcement by streamlining the tickets and passes program and simplifying administrative requirements for vehicle operators which has allowed the Authority to focus more time on safety and customers.

FINANCIAL POLICIES AND PRACTICES

The Authority's historical fare recovery ratio and current fare structure is as follows:

YEAR	RATIO
1995	8.72%
1996	8.67%
1997	9.22%
1998	8.78%
1999	8.49%
2000	8.36%
2001	7.48%
2002	6.85%
2003	6.79%
2004	6.55%
2005	6.58%
2006	7.31%
2007	7.88%
2008	7.62%
2009	7.41%
2010	6.93%
2011	6.98%
2012	6.76%
2013	6.93%
2014	6.70%
2015	6.71% Unaudited

Current Fare Structure

The current fare structure is detailed on the next page. CCRTA offers single ride fares, as well as a multitude of pass products. Transfers are free on fixed-routes within two hours of the purchase of a regular or reduced fare. A higher fare is charged for express services.

The fare structure offers discounts for eligible customers, including senior citizens, individuals with disabilities, Medicare card holders, and students with a valid ID. Reduced fares vary by time of day. During peaks, a cash reduced fare is \$0.25, whereas during off-peak times, it is only \$0.10 per ride.

Pass prices are discounted over regular cash fares for regular and express services. The B-Line fare is only \$1.25 per ride, which is less than what is allowed by the Americans with Disabilities Act.

Current Fare Structure

Service Type	Regular Peak Rates	Regular Off-Peak Rates	Premium Rates	Premium Rates	B-Line Service	B-Line Service	Port Aransas Shuttle
FARE TYPE	Fixed Route Monday-Friday 6-9 am & 3-6 pm	Fixed Route Monday-Friday Before 6 am; 9am-3pm; after 6pm (Reduced Fare Rate ID Required)	Park & Ride/Express/Rural Services Monday-Friday No Week End Service Available	Transfers- 2 Hr Time Limit 50-cent Surcharge Transfers-Over 2-Hr Time Limit Pay Full Rate of \$1.25	Paratransit 7-Day Week Service	Outside 3/4 Mile AD Zone \$2.00 Surcharge + \$1.75	
Adults -Single Ride Ages 19-59	\$ 0.75	\$ 0.10	\$ 1.25	\$ 0.50	\$ 1.25	\$ 2.00	0.25
Adults-Day Pass	\$ 1.75						
Adults-7-Day Pass	\$ 7.50						
Adults-Commuter 11 Trips	\$ 12.50						
Adults-31 Day Pass	\$ 30.00				\$ 50.00		
Children Under 5 Years With Accompany Adult	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0
Seniors - Single Ride Ages 60+ (With Valid ID)	\$ 0.25	\$ 0.10	\$ 0.25				0.25
Riders - Disabilities, Medicare Card Holders & Students 6+ years (With Valid ID)	\$ 0.25	\$ 0.10	\$ 0.25				0.25
TAMUCC & Del Mar College Faculty, Staff, & Students(With ID Cards)	\$ -	\$ -	N/A	N/A	N/A	N/A	\$ -

Sales Tax Revenue - The Authority's ½ cent sales tax revenue is accrued on a monthly basis based upon information provided by the Comptroller of Public Accounts. The Authority receives allocations on a monthly basis for two months prior. Sales tax continues to be the primary funding source for operations. The Authority's ½ cent sales tax has not changed since it began in 1985.

Capital Replacement and Improvement Grants - The Authority funds its capital improvements with sales taxes and grants from the Federal Transit Administration (FTA). Revenue is recognized when all eligibility requirements have been met. The grantor retains a reversionary interest in the capital asset over the estimated useful life of that asset.

Expenses

Compensated Leave – Substantially all employees of the Authority are eligible to receive compensation for vacations, holidays, illness and certain other qualifying leave. For certain kinds of leave, the number of days compensated is generally based on length of service. Vacation leave, which has been earned and vested but not paid, has been accrued in the accompanying financial statements. Sick leave for CCRTA administrative employees, which has been earned and vested but not paid, has been accrued in the accompanying financial statements for those employees with five years or more of service.

Procurement – All Authority procurements are to be in accordance with sound public contracting policies and procedures. These policies are designed to provide timely delivery of goods and services, provide quality customer service and savings through obtaining the most competitive market price to meet or exceed the agency's needs, maintaining effective and user-friendly processes and systems, building strategic partnerships with internal customers, maintaining a pool of qualified suppliers and obtaining maximum value from supplier relationships, and providing education tools for procurement team, customers and suppliers.

Certain Authority personnel have written authorization to perform purchasing and those purchasers must certify sufficient budget funding. The spending and approval process is as follows:

- ◆ **under \$500** – One verbal quote is required if the cost is determined to be fair and reasonable and the vendor is able to meet delivery and other requirements.

SAP requires purchase orders for this spending limit to be signed by authorized department personnel and must contain the Buyer's signature.

- ◆ \$500 to \$750 – Require a minimum of two oral quotes from vendors.
- ◆ \$750 to \$2,000 – Require a minimum of two written quotes from vendors
- ◆ \$2,000 to \$15,000 – Require written quotes from vendor outreach.
- ◆ \$2,000 to \$15,000 repetitive purchases – Require a contract and written offers from vendor outreach.

Authorized individual limits are established for each department. Purchase orders for spending ranging from \$500 and \$15,000 require the signature of approval from the Director of Finance in addition to signatures of authorized department personnel and Buyer.

- ◆ **Over \$15,000** – These larger transactions require more sophisticated methods than those used for smaller purchases. Special efforts are made to make the vendor community aware of the Authority's requirements. The Authority generally accepts bids or proposals from any vendor who wishes to participate in a competition. Solicitations are advertised.

The basic types of procurement methods used for larger purchases are Invitation for Bids (IFB) and Request for Proposals (RFP). Generally, goods/commodities are purchased via IFB, whereas, services are generally purchased via RFP. In both cases, the Authority develops and provides advance notice to vendors in its vendor database. The notice gives a basic description of the item to be purchased, the order of magnitude and prompts vendors to return the notice to the Authority.

The solicitation is developed and includes a detailed purchase description and/or statement of work, contractual terms and conditions, and instructions on how to submit an offer to the Authority. Solicitations remain open long enough for a response.

For IFB's the Authority awards contracts to the most responsive, responsible bidder offering the lowest price. A bid is responsive if it meets all the material requirements of a solicitation as outlined in the original requirement. A bidder is responsible if for demonstrating the capacity and the willingness to perform (i.e., proper equipment, manpower, financial resources, technical expertise, etc.). When the IFB method of procurement is used, the "low bidder" always gets an award is incorrect. An award is made to the "low bidder" only if the bidder meets both tests of responsiveness and responsibility.

For RFP's, award is not based on price alone, but other weighted factors of importance specified in the solicitation. Selection for award is done by an evaluation team that independently evaluates the proposals submitted.

For each solicitation issued, the Authority assigns a Contracts Administrator as primary point of contact to assist vendors. In addition, a conference is generally scheduled well in advance of the bid/proposal submission deadline so vendors may obtain clarification from the Authority.

FINANCIAL POLICIES AND PRACTICES

After evaluation of all offers, the Authority awards a contract. Contracts in excess of \$50,000 require approval by the Board of Directors prior to award.

There are other infrequently used procurement methods. They include sole source, statutory professional services for disciplines that require State of Texas licensing, and emergency procurements.

Expenditure Accountability

Invoices are reviewed at multiple levels. Monthly budget variance reports provide operational accountability. Capital project budgets are monitored and reported to the respective project manager.

Debt

Section 451.352 of the Texas Transportation Code authorizes the Authority to issue bonds at any time and for any amounts it considers necessary or appropriate for the acquisition, construction, repair, equipping, improvement, or extension of its transit authority system.

On November 20, 2013, the Authority issued revenue bonds totaling \$22,025,000 to finance the construction of the new Customer Service Center. These bonds are first lien revenue bonds, and will be repaid from the pledged revenues of the Authority. There is no limit on the Authority's ability to incur bonded indebtedness as long as the bonds are issued in accordance with the debt provisions of the Texas Transportation Code.

Reserves

There are presently three reserves with specific uses attached to them. They are each explained as follows:

- ◆ Operating Reserve - This reserve is designed to meet emergency operating needs due to revenue shortfalls and unforeseen major operations-related expenditures. It is available to fund operations as needed throughout the year. The amount of annual

funding shall be 25% of the budgeted operating expenses less the designated reserve amount earmarked for employee benefits.

- ◆ Employee Benefits Reserve - This reserve is designed to shield the Authority from the impacts of current economic uncertainties that may affect employee benefit costs. This reserve is also intended to protect the Authority's financial position and bond rating. The initial reserve will be funded in the amount of \$964,000 and will not exceed \$1.2 million.

This amount is equal to:

The expected annual amortized cost of the unfunded accrued liability (UAAL) of the Defined Benefit Pension Plan for the plan year. Generally this will be the annual amortized cost of the UAAL from the most recent actuarial report.

Plus:

An amount equal to 20% of the average self-funded health insurance costs as determined by the five most recent audited financial statements.

If during a budget cycle or periodic updating of the Authority's long-range financial projections, it becomes clear that funding in these reserves shall be needed for other purposes, the Chief Executive Officer shall inform the Board of the nature and amounts needed and obtain Board approval for such.

- ◆ Capital Reserve - This reserve is designed to cover the local share of grants authorized for the RTA, specifically including (1) those grants already under contract between the RTA and the granting authority, (2) pending grants for which applications have been submitted by the RTA, and (3) any other grants which have been authorized by the federal government or other funding source but are not yet the subject of a grant contract or application. The amount of annual funding to this reserve shall equal to 25% of the current year capital budget.

Twenty-Year Financial Plan

The budget process is guided by a Twenty-Year Financial Plan that is updated annually. The plan reflects the dynamics of the region and identifies the current and future needs based on population projections and travel patterns. Projections include estimating operating revenues, funding, operating expenses, capital expenditures, and other financial information. Updating the plan annually allows management to identify the affordability levels required by system expansion and maintenance commitments, operating requirements, and debt repayment. The plan is an integral part of the strategic planning process that is necessary to successfully achieve the short term as well as the long term goals of the Board while maintaining the sustainability of a robust transit network.

The first step however in planning long-term goals is to determine the amount of funds needed to cover the short term expenses. Once this is accomplished we have the means to determine how much to invest in projects that take more than one year to complete. From this point steps are taken to update the 20-Year Financial Plan accordingly which provides the information needed for budget development.

As you can see from the below tables our Twenty-Year Financial Plan projects that inflows are expected to be sufficient to cover the operational and capital needs of the Agency. The Plan also reflects a positive fund balance. In the first five years of the plan we anticipate funding approximately \$91,009,352 in capital projects and approximately \$371,096,172 through FY 2035. Through 2020 capital expenditures have no impact on the operating budget as they are either replacing or upgrading existing assets.

Description	2016	2017	2018	2019	2020
Beginning Balance	\$ 30,969,311	\$ 18,111,061	\$ 21,702,891	\$ 15,187,695	\$ 17,391,449
Revenues	\$ 51,967,427	\$ 51,698,074	\$ 53,894,168	\$ 53,600,310	\$ 62,830,812
Debt Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -
Total Available Funds	\$ 82,936,738	\$ 69,809,135	\$ 75,597,059	\$ 68,788,005	\$ 80,222,261
Operating & Non-Expenses	\$ 34,444,417	\$ 35,631,601	\$ 37,662,333	\$ 39,573,188	\$ 42,721,493
Debt Service	\$ 1,604,246	\$ 1,603,026	\$ 1,604,908	\$ 1,604,770	\$ 1,607,565
Capital Expenditures	\$ 28,777,014	\$ 10,871,617	\$ 21,142,123	\$ 10,218,598	\$ 20,000,000
Total Spending Requirements	\$ 64,825,677	\$ 48,106,244	\$ 60,409,364	\$ 51,396,556	\$ 64,329,058
Surplus	\$ 18,111,061	\$ 21,702,891	\$ 15,187,695	\$ 17,391,449	\$ 15,893,203
Less: Reserves/Contingencies	\$ 16,850,316	\$ 14,087,497	\$ 15,056,865	\$ 16,509,497	\$ 14,985,410
Unrestricted Fund Balance	\$ 1,260,745	\$ 7,615,394	\$ 130,830	\$ 881,952	\$ 907,793

Description	2021	2022	2023	2024	2025
Beginning Balance	\$ 15,893,203	\$ 1,103,369	\$ 1,490,184	\$ 4,344,541	\$ 3,597,732
Revenues	\$ 58,966,509	\$ 61,993,652	\$ 63,959,003	\$ 65,863,945	\$ 68,553,805
Debt Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -
Total Available Funds	\$ 74,859,712	\$ 63,097,021	\$ 65,449,187	\$ 70,208,486	\$ 72,151,537
Operating Expenses	\$ 43,450,000	\$ 44,000,000	\$ 44,500,000	\$ 45,000,000	\$ 45,500,000
Debt Service	\$ 1,606,343	\$ 1,606,837	\$ 1,604,646	\$ 1,610,754	\$ 1,607,871
Capital Expenditures	\$ 28,700,000	\$ 16,000,000	\$ 15,000,000	\$ 20,000,000	\$ 20,000,000
Total Spending Requirements	\$ 73,756,343	\$ 61,606,837	\$ 61,104,646	\$ 66,610,754	\$ 67,107,871
Surplus	\$ 1,103,369	\$ 1,490,184	\$ 4,344,541	\$ 3,597,732	\$ 5,043,666
Less: Reserves/Contingencies	\$ 19,578,438	\$ 29,154,742	\$ 27,338,558	\$ 30,810,461	\$ 30,205,838
Unrestricted Fund Balance	\$ 54,177,905	\$ 32,452,095	\$ 33,766,088	\$ 35,800,293	\$ 36,902,033

Description	2026	2027	2028	2029	2030
Beginning Balance	\$ 5,043,666	\$ 8,357,208	\$ 13,584,137	\$ 20,338,899	\$ 27,544,586
Revenues	\$ 70,921,413	\$ 73,333,789	\$ 75,960,029	\$ 79,422,265	\$ 82,747,684
Debt Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -
Total Available Funds	\$ 75,965,079	\$ 81,690,997	\$ 89,544,166	\$ 99,761,164	\$ 110,292,270
Operating Expenses	\$ 46,000,000	\$ 46,500,000	\$ 47,500,000	\$ 48,500,000	\$ 49,000,000
Debt Service	\$ 1,607,871	\$ 1,606,860	\$ 1,605,267	\$ 1,606,578	\$ 1,608,758
Capital Expenditures	\$ 20,000,000	\$ 20,000,000	\$ 20,100,000	\$ 22,110,000	\$ 24,321,000
Total Spending Requirements	\$ 67,607,871	\$ 68,106,860	\$ 69,205,267	\$ 72,216,578	\$ 74,929,758
Surplus	\$ 8,357,208	\$ 13,584,137	\$ 20,338,899	\$ 27,544,586	\$ 35,362,512
Less: Reserves/Contingencies	\$ 24,160,281	\$ 23,258,681	\$ 21,852,878	\$ 22,882,628	\$ 26,463,433
Unrestricted Fund Balance	\$ (15,803,072)	\$ (9,674,544)	\$ (1,513,980)	\$ 4,661,958	\$ 8,899,079

Description	2031	2032	2033	2034	2035
Beginning Balance	\$ 35,362,512	\$ 11,453,413	\$ (2,463,661)	\$ 13,985,475	\$ 14,614,821
Revenues	\$ 81,694,914	\$ 84,149,563	\$ 86,744,702	\$ 89,594,123	\$ 92,729,917
Debt Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -
Total Available Funds	\$ 117,057,426	\$ 95,602,976	\$ 84,281,041	\$ 103,579,598	\$ 107,344,738
Operating Expenses	\$ 77,242,687	\$ 64,357,936	\$ 63,692,218	\$ 81,273,735	\$ 85,337,422
Debt Service	\$ 1,608,226	\$ 1,604,981	\$ 1,603,348	\$ 1,605,718	\$ 1,605,718
Capital Expenditures	\$ 26,753,100	\$ 32,103,720	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Total Spending Requirements	\$ 105,604,013	\$ 98,066,637	\$ 70,295,566	\$ 87,879,453	\$ 91,943,140
Surplus	\$ 11,453,413	\$ (2,463,661)	\$ 13,985,475	\$ 15,700,145	\$ 15,401,598
Less: Reserves/Contingencies	\$ 25,906,405	\$ 20,974,121	\$ 23,222,262	\$ 21,861,894	\$ 22,517,843
Unrestricted Fund Balance	\$ (14,452,992)	\$ (23,437,782)	\$ (9,236,787)	\$ (6,161,749)	\$ (7,116,245)

2020 Strategic Plan Overview				
Vision	"Provide an integrated system of innovative, accessible and efficient public transportation services that increase access to opportunities and contribute to a healthy environment for the people in our service area."			
Mission	The Corpus Christi Regional Transportation Authority was created by the people to provide quality transportation and enhance the regional economy in a responsible manner consistent with its financial resources and the diverse needs of the people.			
Goal Areas	Customer Service/Satisfaction	Leadership	Community Value	Organizational Development
Goal (Initiatives / Priorities)	1. Deliver the best possible experience	2. Enhance awareness of Agency in the Region	3. Enhance awareness of the value of the transportation system in the community	4. Continue to improve organizational practices
Objectives	<p>1.1 Promote a culture of safety</p> <ul style="list-style-type: none"> Improve lighting in bus stops; Upgrade security software & hardware; Automate accident investigation process; Automate Officers and Facilities Assessment process; Focus on employee safety training & re-training; Continue quarterly safety meetings; Continue with safety plan awareness campaign <p>1.2 Improve efficiency & effective services delivery.</p> <ul style="list-style-type: none"> Evaluate KPI's monthly and identify area of transit improvement through Comprehensive Operational Analysis <p>1.3 Pursue construction discipline to increase reliability & customer service by targeting:</p> <ul style="list-style-type: none"> Visual attractiveness of services with bus stop and bench improvements; Provide adequate shading at bus stops; Passenger amenities Transfer Station construction, SSC & Remodeling projects <p>1.4 Continue Operation "Deep Clean" by maintaining vehicles, facilities, and amenities clean</p> <p>1.5 Promote boarding experiences with technological services with On-Board Monitors Mobile Ticketing and real time passenger info system</p> <p>1.7 Increase customer feedback through surveys to increase interaction with customer service</p>	<p>2.1 Promote Brand Awareness</p> <p>2.2 Continue Community Report/Faces Campaign</p> <p>2.3 Continue Bus and Sponsorships</p> <p>2.4 Focus efforts on annual marketing plan, ridership campaigns utilizing fact cards and social media platforms/metric for measuring awareness</p> <p>2.5 Expand DBE program to include local funds</p> <p>2.6 Pursue service expansion opportunities – San Patricio County, College and University Programs, Phase II of Vamonos – Convert Route 27 to PTN, Vanpool Program, Bicycle Program, Park and Rides, and service to new developments</p>	<p>3.1 Pursue new funding streams to sustain long and short term growth</p> <p>3.2 Continue to pursue financial stability of Agency by optimizing available resources through effective budget controls, procurement management, management of capital projects, updated short and long financial plans including cash flow projections and capital improvement plans</p> <p>3.3 Pursue participation in Downtown Redevelopment Planning</p> <p>3.4 Continue programs to increase ridership's - Develop new ridership markets –</p> <p>3.5 Strengthen relationships with stakeholders, public and private sector in support of economic development; develop strong internal & external collaborative relationships</p> <p>3.6 Pursue and respond to public needs</p> <p>3.7 Continue to provide safe, dependable, and comfortable public transportation services</p> <p>3.8 Continue to use core values in every aspect of the Agency</p>	<p>4.1 Continue workforce development by providing career development programs & workflow optimization through updated training, policies & procedural manuals and technological platform manuals</p> <p>4.2 Continue to evaluate cost controls and adjust accordingly with automation and more training including customer service.</p> <p>4.3 Pursue compensation and wage studies to maintain workforce market competitiveness in support of Agency's goals and objectives</p> <p>4.4 Continue to use internship programs as a recruiting tool to promote new specialized strengths</p> <p>4.5 Implement Board Engagement priorities for: Automated Board Agenda Process, Social Media Training, Board Policy Review and quarterly board retreats</p> <p>4.6 CIP - Improve ability to track fulfillment of strategic objectives and lower costs; Implement State of Good Repair Management</p>

Budget Overview

Our annual budget corresponds to the 20-year financial plan and the board's priorities. The financial plan is updated annually and also provides the data used to produce the Five-Year Sources and Uses of Fund plan which is instrumental in the budget process as well. Our financial plan format follows the Sources and Uses of Funds format.

The operating budget is being funded by current earnings from (4) revenue sources:

1. Operating Revenues
2. Non-Operating Revenues which include sales tax revenues
3. Preventive Maintenance and operational Grant Revenues
4. Income from Investments

The uses of funds include:

1. Operating Expenses
2. Capital and Non-Operating Expenditures
3. Debt Program

The budget priorities governing the development of the budget are listed below. There were no changes in priorities from FY 2015.

1. Customer Service and Satisfaction
2. Efficient and Effective Service Delivery
3. Enhance Awareness of Agency in the Region
4. Expansion of Service
5. Capital Projects
6. Safety and Security
7. Board Engagement and Employee Development

The Budget Assumptions used to develop the budget:

1. **Sales Tax Revenue** – It is assumed that sales tax growth will be 2.5%.
2. **Service Area** – It is assumed that the service area will sustain minimal changes.
3. **Service Levels** - It is assumed that bus service hours and miles traveled will be funded at budgeted levels and that no major service level changes are presented but only minor routing changes to better serve key destinations and schedule adjustments to improve on-time performance, transfer connections and balance passenger loads. It is also assumed that Harbor Ferry operations will be discontinued in FY 2016.
4. **Staffing Levels** - The Full-Time Equivalent (FTE) Staffing Chart on page 14 shows the staffing levels by department. Staffing levels will increase by 13 FTE's in FY 2016 due to the organizational needs.
5. **Compensation Increases** -It is assumed that funding for wage increases will be at the rate of 2% for administrative personnel and bus operators not qualifying for the 5% step increase, up to 3% increase for retirees, 5% step increase for eligible bus operators and that a reserve in the amount of \$345,908 be set aside to fund wage adjustments resulting from the Compensation Study.
6. **Fuel** - Low fuel prices will continue through the end of FY 2016 as predicted by the trend present during the development of the budget.

Short-Term Goals:

1. Updating operating policies and procedures:
 - a. Procurement Manual
 - b. Marketing Plan
 - c. Human Resource Handbook
 - d. Customer Service Action Plan
 - e. Website redesign
 - Google Transit Planner
 - ADA Compliant
2. Developing a Safety and Security Action Plan on Assessments
3. Cost out Operation Analysis
 - a. Service Plan Recommendations
 - b. Data Metrics
 - c. Organizational Effectiveness (Trans/Plan/Maintenance)
4. Complete Triennial Review
5. Open Staples Street Center
6. Complete 4-year ADA Bus Stop Improvement Program
7. Enhance Bus Stop Amenity Program
8. New Technologies
 - a. Transloc
 - b. Wireless
 - c. Cameras
9. Develop new Human Resources Evaluation For & Pay for Performance
10. Workforce Development
 - a. Operator Training
 - b. Customer Service Training
 - c. Covey
 - d. Ethics
11. CNG Vehicle Acquisitions (31 support vehicles)
12. MPO Bike Plan Program (Tap Grant \$310,000)
13. City/CCRTA Street Repair Collaboration \$330,000

Basis of Budget

The Authority uses the proprietary fund system. Proprietary funds are used to account for operations that (a) are financed and operated in a similar manner to provide business where the intent of the governing body is that the costs of providing goods or services to be the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The Agency has utilized one proprietary fund since its inception.

As a proprietary fund, the budget is prepared on a full-accrual basis of accounting. This means that expenses are recognized as they are incurred and revenues are recognized when they are earned. Accounting records and financial statements are developed and maintained in accordance with generally accepted accounting principles (GAAP) meaning *that the basis of budget is prepared on a full-accrual basis of accounting as is the basis of accounting (described below) used in the Agency's audited financial statements.*

To prepare the budget, the Authority uses a zero-based budgeting concept. Each year, expenses must be justified to the Chief Executive Officer, Managing Directors, Director of Finance, and the budgeting staff. Revenue projections are developed based on service levels and ridership estimates. Estimated expenses are balanced to projected revenues.

The Authority's Comprehensive Annual Financial Report includes fiduciary funds for two pension plans that are not included in this annual budget document. Instead of a budget process, there are performance assumptions used for the defined benefit plan and an annual actuarial review. Employees direct the investing activities of their funds in the defined contribution plan.

Measurement Focus, Basis of Accounting and Financial Statements

The accounts of the Authority are organized as a proprietary fund. Proprietary funds account for operations that are financed and operated in a manner similar to a private business enterprise, where the intent is that costs of providing services to the general public on a continuing basis are financed or recovered through user charges. The Authority's accounts are used for all Authority assets, liabilities, equities, revenues and expenses and are maintained on the accrual basis of accounting. Revenues from operations, investments and other sources are recorded when earned and expenses, including depreciation and amortization, of providing services to the public are accrued when incurred.

Fund Balance and Reserves/Contingencies Requirements

In accordance with CCRTA's strong financial policies and sound governmental financial practices, CCRTA accumulates and maintains adequate fund balances to help stabilize the budget when needed or for future spending requirements. A healthy fund balance is necessary to provide a safety net that will guard the Agency's financial position and provide for emergencies or unforeseen events particularly in a capital and labor intensive industry that is funded primarily with sales tax revenues. To mitigate the effects of budget and cash flow shortages the Agency relies on annual updates to the 20-year financial plan to provide the funding framework for identifying our spending need based on the projected funds available. Our ability to provide the quality of service that our riders deserve is dependent on the short and long strategic planning that is required by the 20-year financial plan. During the preparation and execution of the annual budget, the guidelines from the fund balance policies are used to ensure that sufficient reserves are maintained. The fund balance is structured with three reserve components: restricted, assigned, and unrestricted. The portion of the fund balance that is restricted is imposed by statutory requirements while the assigned portion is imposed by the Agency.

At the end of 2015 the fund balance is projected to be **\$28,599,167**. The projection is based on the audited FY 2014 beginning balance of \$32, 585,594, the addition of the projected FY 2015 surplus of \$1,300,765, less the assigned restriction of \$5,287,192 to cover the local share of capital projects that are projected to be completed in FY 2015. In FY 2016 the contingencies and fund balance restrictions totaling **\$25,738,422** are projected to reduce the available and unrestricted portion of the fund balance to **\$2,860,745**.

Section 451.134 of the Public Transportation Code requires CCRTA to accumulate an operating reserve that is not less than an amount equal to actual operating expenses for two months. Operating expenses are projected at \$29,615,160 which calculates to a **statutory reserve** of \$4,935,860. However, CCRTA's fund balance policies are more stringent and call for an amount equal to 25% of the operating budget less the amount calculated for employee benefit reserve. Consequently, the operating reserve is at **\$6,203,790** and the employee benefit **assigned reserve** is at **\$1,200,000**. In addition, the fund balance policy also calls for a capital budget reserve of **\$1,751,390** which represents 25% of the total project costs of the FY 2016 Capital Budget. In addition to these contingencies which total **\$9,155,180**, the fund balance is also further encumbered with **\$16,583,242** to cover the costs of capital projections rolling forward from previous years reducing the available projected fund balance by **\$25,738,422**.

Projected Fund Balance and Reserve Requirements		
Description		Balances
Audited Unrestricted/Unreserved (As of 12/31/2014)		\$ 32,585,594
Projected FY 2015 Surplus		1,300,765
Adjusted Balance Before Restricted/Reserved		\$ 33,886,359
<u>Less Local Share for Capital Projects:</u>		
Completed in FY 2015	\$ 5,287,192	
Rolling Forward to FY 2016	15,118,047	
New Projects FY 2016	1,465,195	
Total Local Share for Capital Projects		\$ 21,870,434
Total Estimated Balance Before Restricted Funds		\$ 12,015,925
<u>Less Restricted Funds:</u>		
<i>Operating Reserve:</i>		
(25% of \$29,615,160 FY 2016 Operating Budget less designated Employee Benefits Reserve)	\$ 6,203,790	
<i>Employee Benefits Reserve (Per Policy)</i>	1,200,000	
<i>Capital Budget Reserve:</i>		
(25% of \$7,005,559 FY 2016 Capital Budget)	1,751,390	
Total Restricted		\$ 9,155,180
2016 Estimated Fund Balance/Unreserved/Unrestricted		<u>\$ 2,860,745</u>

Sources of Funds

Total sources of funds as shown below consists of seven major revenue categories, and are projected at \$49,698,650 which is 2.90% higher than the FY 2015 budget. The overall increase is due to the increase in non-operating revenues resulting from a CNG fuel credit. In addition there is a new revenue category that represents the revenue stream from lease income at the new Staples Street Center. The capital grant revenue represents 80% of the eligible project costs that are expected to be completed in 2015.

FY14 Actuals	Category	FY 15 Budget	FY16 Budget	\$ Change	% Change
\$35,188,390	Sales Tax Revenues	\$ 35,846,246	\$ 36,741,402	\$ 895,156	2.50%
4,491,602	Capital Grants & Donations	7,021,351	5,606,710	(1,414,641)	-20.15%
2,179,796	Operating Revenues	2,129,602	2,146,354	16,752	0.79%
125,900	Federal and Other Grant Assistance	3,122,578	3,960,664	838,086	26.84%
110,052	Investment Income	100,000	120,000	20,000	20.00%
46,519	Non-Operating Revenues	78,500	248,986	170,486	217.18%
	Staples Street Center Lease Income	-	874,534	874,534	100%
\$42,142,259	Total Sources of Funds	\$ 48,298,277	\$ 49,698,650	\$ 1,400,373	2.90%

Uses of Funds

Total uses of funds as shown below is projected at \$50,972,113 which is \$918,498 or 1.84% higher than FY 2015. The overall increase is attributed to the increase in depreciation expense resulting from the purchase of new CNG buses. In addition two new expense categories have been added to reflect the grant reimbursement activities to sub-recipients and the operations from the new Staples Street Center scheduled to open mid-year 2016.

FY14 Actuals	Category	FY 15 Budget	FY16 Budget	\$ Change	% Change
\$ 27,553,169	Operating Expenses	\$ 30,550,758	\$ 29,615,161	\$ (935,597)	-3.06%
2,900,327	Street Improvement Program	2,969,380	3,080,190	110,810	3.73%
5,273,812	Depreciation Expense	5,163,424	7,964,971	2,801,547	54.26%
-	Transfer Out To Other Funds	1,520,000	528,568	(991,432)	-100%
1,043,703	Debt Service(Principal & Interest)	1,073,364	1,065,045	(8,319)	-0.78%
4,492,602	Capital Projects	8,776,689	7,005,559	(1,771,130)	-20.18%
	Sub-Recipient Grant Reimbursements	-	838,086	838,086	100.00%
-	Staples Street Center	-	874,533	874,533	100.00%
\$ 41,263,613	Total Uses of Funds	\$ 50,053,615	\$ 50,972,113	\$ 918,498	1.84%

Five-Year Sources and Uses Funding Plan

This table depicts our five-year forecast assumptions which illustrates that inflows will be sufficient to cover the projected operational expenses and capital projects. Assumptions include sales tax projections remaining at 2.5% until FY 2019 then increase to 5% in 2020 when the local market is expected to rebound and support the increase. A CPI of 3.33% is factored into the operating expenses for FY 2017 but increases to 6%, 5.34% and 8.54% respectively.

SOURCES OF FUNDS:	2014 Actual	2015 Estimate	2016	2017	2018	2019	2020
Revenues							
<u>Operating Revenues</u>							
Fare Box Revenue	\$ 1,844,604	\$ 1,950,077	\$ 1,979,354	\$ 2,117,909	\$ 2,329,700	\$ 2,562,670	\$ 2,947,070
Bus Advertising	134,409	165,901	167,000	169,505	172,048	188,628	191,457
Other Income	200,783	99,747	193,986	194,083	195,053	199,151	199,251
Total Operating Revenues	2,179,796	2,215,725	2,340,340	2,481,497	2,696,801	2,950,449	3,337,778
<u>Non-Operating Revenues</u>							
Sales Tax Revenue	35,188,390	\$ 35,846,246	36,741,402	37,476,230	38,413,136	39,373,464	41,342,137
Staples Street Center	-	-	345,966	475,000	488,574	503,118	518,212
Interest Income	110,052	103,285	120,000	130,000	135,000	137,700	175,000
Gain on Property Disposed	46,519	50,000	55,000	26,052	22,899	24,521	19,292
Total Non-Operating Revenues	35,344,961	35,999,531	37,262,368	38,107,282	39,059,609	40,038,803	42,054,641
Grants							
Operating Related Grants	125,900	3,122,578	3,960,664	2,412,000	2,424,060	2,436,180	2,500,000
Capital Grants (Buses)	4,492,602	15,296,723	4,491,964	-	-	-	8,010,213
Capital Grants (Other)	-	1,618,310	3,912,091	8,697,295	9,713,698	8,174,878	6,928,180
Total Grant Revenue	4,618,502	20,037,611	12,364,719	11,109,295	12,137,758	10,611,058	17,438,393
TOTAL SOURCES OF FUNDS	\$ 42,143,259	\$ 58,252,867	\$ 51,967,427	\$ 51,698,074	\$ 53,894,168	\$ 53,600,310	\$ 62,830,812
USES OF FUNDS:							
Operating Expenses	\$ 27,553,169	\$ 34,040,235	\$ 30,489,694	\$ 31,507,317	\$ 33,423,040	\$ 35,198,839	\$ 38,207,896
<u>Non-Operating Expenses</u>							
Street Maintenance Program	\$ 2,900,327	\$ 3,008,433	\$ 3,080,190	\$ 3,187,997	\$ 3,299,577	\$ 3,415,062	\$ 3,534,589
Capital Program Expenses	\$ 9,669,414	\$ 28,777,014	\$ 16,125,607	\$ 14,871,617	\$ 14,142,123	\$ 12,218,598	\$ 19,397,007
Staples Street Center	\$ -	\$ -	\$ 874,533	\$ 936,287	\$ 939,716	\$ 959,287	\$ 979,008
<u>Debt Service Expenses</u>							
Bond Principal	\$ 575,000	\$ 535,000	\$ 540,000	\$ 555,000	\$ 570,000	\$ 595,000	\$ 620,000
Bond Interest	468,703	1,073,365	1,064,246	1,048,026	1,034,908	1,009,770	987,565
Total Debt Expenses	\$ 1,043,703	\$ 1,608,365	\$ 1,604,246	\$ 1,603,026	\$ 1,604,908	\$ 1,604,770	\$ 1,607,565
TOTAL USES OF FUNDS	\$ 41,166,613	\$ 67,434,047	\$ 52,174,270	\$ 52,106,244	\$ 53,409,364	\$ 53,396,556	\$ 63,726,065
NET FLOW OF FUNDS	\$ 976,646	\$ (9,181,180)	\$ (206,843)	\$ (408,170)	\$ 484,804	\$ 203,754	\$ (895,253)
CASH POSITION							
Beginning Cash Balance	\$ 26,522,438	\$ 27,499,084	\$ 18,317,904	\$ 18,111,061	\$ 17,702,891	\$ 18,187,695	\$ 18,391,449
Plus Net Flow of Funds	\$ 976,646	\$ (9,181,180)	\$ (206,843)	\$ (408,170)	\$ 484,804	\$ 203,754	\$ (895,253)
Equals Cash Available	\$ 27,499,084	\$ 18,317,904	\$ 18,111,061	\$ 17,702,891	\$ 18,187,695	\$ 18,391,449	\$ 17,496,197
Less Reserve Restrictions:							
Less Operating Reserve	\$ 5,907,485	\$ 5,205,029	\$ 6,203,790	\$ 5,719,165	\$ 6,061,222	\$ 8,186,639	\$ 5,345,919
Less Employee Benefits Reserve	964,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Less Capital Budget Reserve	7,106,914	7,573,682	\$ 7,842,280	\$ 7,965,306	\$ 7,390,735	\$ 6,718,088	\$ 7,432,149
Less Debt Service	1,608,678	1,608,365	\$ 1,604,246	\$ 1,603,026	\$ 1,604,908	\$ 1,604,770	\$ 1,607,343
Total Reserve Restrictions	\$ 15,587,076	\$ 15,587,076	\$ 16,850,316	\$ 16,487,497	\$ 16,256,865	\$ 17,709,497	\$ 15,585,410
Total Revenues in Excess of Operating Reserves	\$ 11,912,008	\$ 2,730,829	\$ 1,260,745	\$ 1,215,394	\$ 1,930,830	\$ 681,953	\$ 1,910,787

FY 2016 Annual Operating and Capital Budget

The exhibit below provides a summary view of the FY 2016 Annual Budget which calls for \$51,097,499 and consists of an operating budget in the amount of \$44,091,940 and a capital budget of \$7,005,559. The overall increase in the operating budget is higher than FY 2015 by \$ 2,815,014 or 6.82% while the capital budget decreased by \$1,771,130. The increase in the operating budget is largely due to the increase in depreciation expenses as a result of the 52 buses that were purchased the latter part of 2015 and the anticipated purchase of 11 buses that are scheduled to be purchased in early part of 2016. The capital budget has fewer projects than FY 2015.

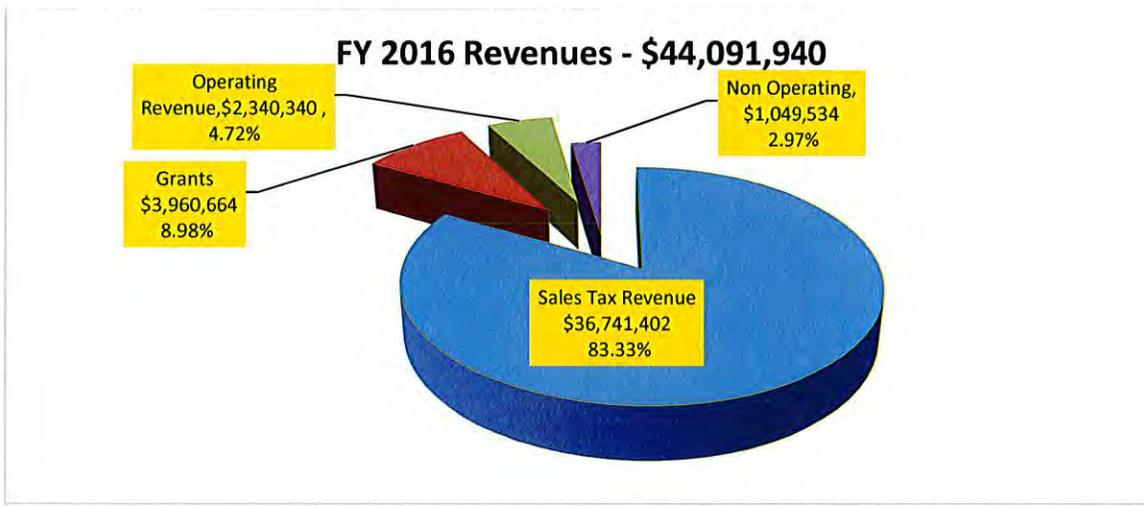
FY14 Actuals	Category	FY 15 Budget	FY16 Budget	\$ Change	% Change
\$ 36,196,011	Operating Budget	\$ 41,276,926	\$ 44,091,940	\$ 2,815,014	6.82%
4,492,602	Capital Budget	8,776,689	7,005,559	(1,771,130)	-20.18%
\$ 40,688,613	Total Uses of Funds	\$ 50,053,615	\$ 51,097,499	\$ 1,043,884	2.09%

Revenue by Category

The below schedule shows FY 2016 revenue projections along with the net change in dollars and percentage from the FY 2015 budget. It also includes FY 2014 actual revenue and the FY 2015 forecasting estimates for the year end. As you can see, sales tax is the primary revenue source for CCRTA, accounting for approximately 83.33% of total revenue budget for FY 2016.

Revenue Center	FY 2014 Actual Audited	FY 2015 Budget	FY 2015 Forecast	FY 2016 Budget	Budget to Budget Change	% Change
Operating Revenues						
Passenger Fares	\$ 961,877	\$ 998,000	\$ 998,000	\$ 1,039,636	\$ 41,636	4.17%
Presold Passes/Ticket	\$ 186,569	\$ 190,000	\$ 190,000	\$ 199,500	\$ 9,500	5.00%
Service Contracts	\$ 181,071	\$ 234,415	\$ 234,415	\$ 291,739	\$ 57,324	24.45%
Student Tickets	\$ 1,443	\$ 1,105	\$ 970	\$ 1,105	\$ -	0.00%
Port Aransas Services	\$ 3,513	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.00%
Harbor Ferry	\$ 88,797	\$ 94,000	\$ 94,000	\$ -	\$ (94,000)	-100.00%
Express Fares - Park & Ride	\$ 203,913	\$ 210,000	\$ 195,318	\$ 210,000	\$ -	0.00%
Express Fares - Commuter Cards	\$ 1,132	\$ 1,082	\$ 8,466	\$ 8,466	\$ 7,384	682.44%
Demand Response	\$ 162,148	\$ 180,000	\$ 174,908	\$ 174,908	\$ (5,092)	-2.83%
VanPool Services	\$ 53,674	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.00%
Bus Advertising	\$ 134,408	\$ 167,000	\$ 165,901	\$ 167,000	\$ -	0.00%
Other Operating Revenue	\$ 201,251	\$ 28,500	\$ 99,747	\$ 193,986	\$ 165,486	580.65%
Total Operating Revenue	\$ 2,179,796	\$ 2,158,102	\$ 2,215,725	\$ 2,340,340	\$ 182,238	8.44%
Non-Operating Revenues						
Investment Income	\$ 110,052	\$ 100,000	\$ 103,285	\$ 120,000	\$ 20,000	20.00%
Gain(Loss) Asset Disposal	\$ 46,519	\$ 50,000	\$ 50,000	\$ 55,000	\$ 5,000	10.00%
Staples Street Center	\$ -	\$ -	\$ -	\$ 874,534	\$ 874,534	100.00%
Sales Tax Revenues	\$ 35,188,390	\$ 35,846,246	\$ 35,846,246	\$ 36,741,402	\$ 895,156	2.50%
Grants	\$ 125,900	\$ 3,122,578	\$ 3,122,578	\$ 3,960,664	\$ 838,086	26.84%
Total Non-Operating Revenues	\$ 35,470,861	\$ 39,118,824	\$ 39,122,109	\$ 41,751,600	\$ 2,632,776	6.73%
Total Revenue	\$ 37,650,657	\$ 41,276,926	\$ 41,337,834	\$ 44,091,940	\$ 2,815,014	6.82%

The chart below provides a visual representation of the major revenue sources showing that sales tax revenue accounts for 83.33% of total revenue.



Factors Affecting Revenues

Operating Revenue

Passenger Revenue - The FY 2016 projections reflect revenue increases primarily from core motor bus services. Elements such as the weather, unemployment rate, retail gasoline prices, education enrollment and street construction projects were considered in the projections as these factors were present in FY 2015. In FY 2015 one bond project alone impacted approximately 25% of all fixed routes in FY 2015. However, the re-routing planning efforts of our management team helped minimize the impact on ridership. The bond project is expected to be completed in early 2016. Approximately 30 city-wide bond projects will be in progress in FY 2016.

Revenue increases are also being projected from Service Contracts, Express Fares – Commuter Cards, and other operating income. Revenues from service contracts are projected to increase by 25% as a result of new contracts for student shuttle services. The increase is due to an increase in service hours. Revenue increases from Pre-sold passes/tickets and Express Fares are a direct result of the on-line ticket store that was implemented in 2015 that allows riders to purchase these items from the website, while the stellar rise in revenue projections from other income is due to a fuel rebate on compressed natural gas.

Revenue projections from student tickets, Port Aransas services, and Vanpool services remained at the same level as FY 2015 due to the decreasing trend in service demand for these revenue centers. However, new marketing strategies are being developed to help boost activity in the future. Revenues from advertising were also projected at the same level as FY 2015 but for different reasons; to allow for the transition of a new vendor that was contracted in mid-year 2015.

Conversely, projections showing a reduction in revenues came from two revenue sources. CCRTA discontinued the seasonal waterborne services referred to as the Harbor Ferry which was a strategic move based on the economics of the operations. The minor 2.83% decrease in revenue projections from Demand Response Services reflects the decreasing trend in service demand particularly in a low gasoline price market.

Non-Operating Revenue

Unlike operating revenues, factors affecting non-operating revenues are distinct to each type of income source.

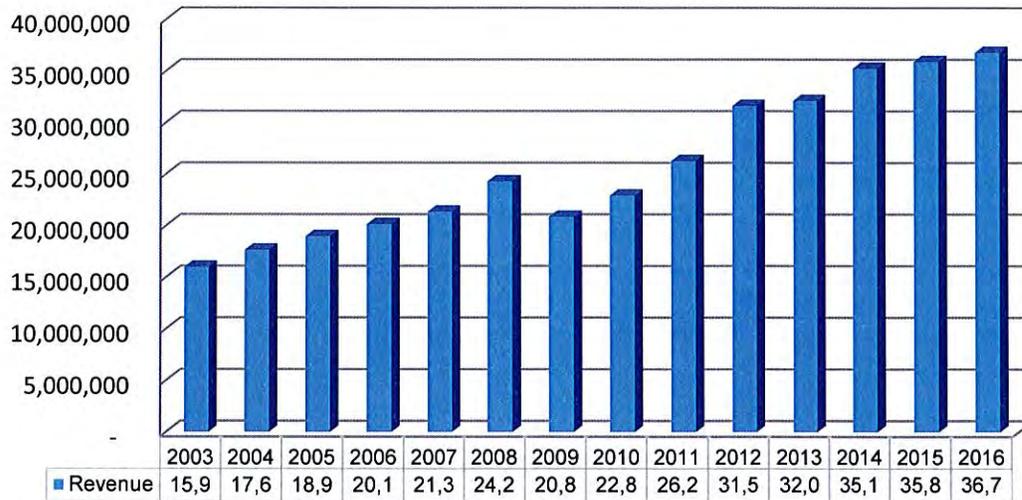
Investment Income – The \$20,000 increase or 20% is due to the increase in cash reserves and time management of investment withdrawals.

Gain (Loss) Asset Disposal – The \$5,000 increase is due to the timing of the sale through the auction process for the disposal of buses.

Staples Street Center – This is a new revenue center and represents the leasing income for office space from signed and anticipated contracts along with the contribution that will be paid by CCRTA to cover operating expenses for FY 2016. The construction is expected to be completed in the early part of 2016 and tenants are scheduled to move in shortly thereafter.

Sales Tax – Because sales tax revenue accounts for approximately 83.33% of total income, the FY 2016 Operating Budget is based on a conservative 2.5% sales tax growth. CCRTA's long range financial plan anticipates sales tax annual growth of 3.5% on the average and over time but will be subject to change based on economic trends. As you can see from the chart below CCRTA has enjoyed gains from sales tax collections every year since 2003 with the exception of the recession years of 2009 and 2010. In an effort to mitigate the effects of a budget shortfall, several measures have been implemented by management. Precautions include monitoring the movements in the regional and global economy by evaluating the business cycle index and responding to downturns in a systematic manner to control spending and avoid deficits. In addition, CCRTA will continue to maintain adequate reserves that may be used in times of unexpected revenue shortfalls.

Sales Tax History



Operating Grants

- The Urbanized Area Formula Grant Program (49 U.S.C 5307) makes federal funding from the Federal Transit Administration (FTA available to CCRTA for authorized projects and initiatives under prescribed legislative formulas. Since CCRTA falls under the urbanized area with 200,000 in population and over, funds are apportioned and flow directly to the Agency as a designated recipient. Eligible projects included:
 - Transit planning projects
 - Engineering design and evaluation
 - Capital Investment in fleet replacement of buses
 - Security equipment and crime prevention
 - Construction and maintenance of crime prevention computer hardware and software
 - Preventive maintenance costs

CCRTA also utilizes federal funding from other formula grant programs such as:

- 5310 – Seniors and Individuals with Disabilities
- 5316,- Job Access: Route Frequency Improvements
- 5317.- New Freedom Flexible Route Service

It is noted that funds from the 5317 New Freedom Program will assist CCRTA in furthering the Agency's ADA commitment as the program is for capital and operating expenses for new public transportation services and new public transportation alternatives that go beyond the requirements of the Americans with Disabilities Act of 1990.

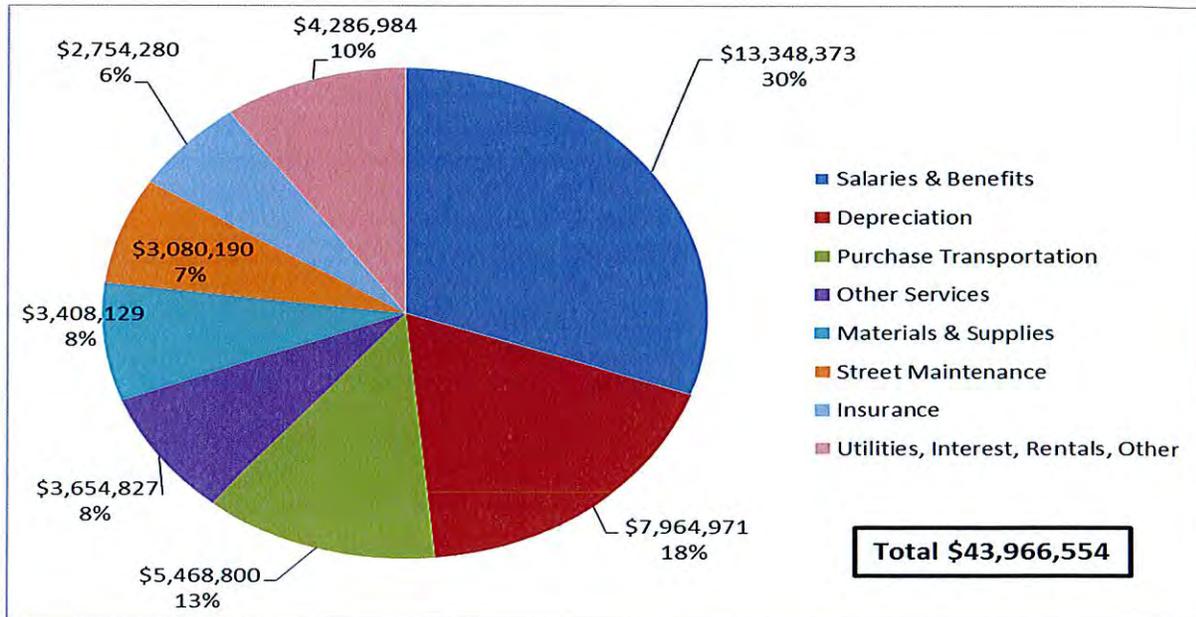
In FY2015 CCRTA had projects totaling \$12,191,336 in progress. Eighty percent of the cost or \$9,753,069 will be funded by these formula grants. Twenty percent of federal funds will flow to projects relating to individuals with disabilities while earmarking the balance of federal funds as follows:

- 11.10% for preventive maintenance
- 2.46% for eligible new jobs
- 66.44% for bus replacements.

Operating Expenses by Category

Expense Category	FY 2014 Actual		Budget to Budget				% Change
	Audited	FY 2015 Budget	FY 2015 Forecast	FY 2016 Budget	Change		
Salaries & Benefits	\$ 10,799,587	\$ 12,292,444	\$ 11,840,339	\$ 13,348,373	\$ 1,055,929	8.59%	
Services	\$ 222,231	\$ 3,012,248	\$ 2,910,452	\$ 3,654,827	\$ 642,579	21.33%	
Materials & Supplies	\$ 4,677,631	\$ 5,487,721	\$ 4,304,591	\$ 3,408,128	\$ (2,079,593)	-37.95%	
Utilities	\$ 432,730	\$ 595,249	\$ 630,339	\$ 1,155,561	\$ 560,312	94.13%	
Insurance	\$ 2,761,959	\$ 2,276,400	\$ 2,917,303	\$ 2,754,280	\$ 477,880	20.99%	
Purchased Transportation	\$ 5,999,785	\$ 6,102,012	\$ 5,778,755	\$ 5,468,800	\$ (633,212)	-10.38%	
Miscellaneous	\$ 569,399	\$ 706,792	\$ 583,592	\$ 1,495,902	\$ 789,110	111.65%	
Interest	\$ 468,703	\$ 1,073,364	\$ 1,073,364	\$ 1,064,245	\$ (9,119)	-0.85%	
Leases & Rentals	\$ 89,841	\$ 77,907	\$ 75,661	\$ 42,709	\$ (35,198)	-45.18%	
Transfer To Capital	\$ -	\$ 1,520,000	\$ -	\$ 528,568	\$ (991,432)	-65.23%	
Street Maintenance	\$ 2,900,327	\$ 2,969,380	\$ 3,008,433	\$ 3,080,190	\$ 110,810	3.73%	
Depreciation	\$ 5,273,818	\$ 5,163,424	\$ 6,914,258	\$ 7,964,971	\$ 2,801,547	54.26%	
Total Operating Expenses	\$ 34,196,011	\$ 41,276,941	\$ 40,037,090	\$ 43,966,554	\$ 2,689,613	6.52%	

Personnel costs represent the largest investment of the Agency accounting for 30% of the total operating budget.



Factors Affecting Operating Expenses

Salaries and Benefits- The 8.59% increase is a result of an increase in FTE's, COLA and step increases. Thirteen (13) new positions are included in the budget to meet the demands of the upcoming year. Six (6) positions are included to manage the operations of the new Staples Street Center which require one (1) office manager, one (1) office clerk, two (2) facility custodians and two (2) facility maintenance technicians. The Transportation Department will require five (5) more FTE's, adding three more dispatchers and two more bus operators. Service Development and Finance will each add one FTE to their departments. Also included in this budget is a 5% step increase for eligible bus operators, 2% COLA increase for administrative personnel and a 2% COLA increase for bus operators not meeting the eligibility requirements of the 5% step increase and up to a 2% COLA increase for retirees? In addition a reserve has been set aside to cover the adjustments from the Compensation Study that will be completed in the first part of 2016.

Services- Costs for contracted services in the facilities department are expected to increase. Services include refuse collection services, building and shelter maintenance and CNG fueling station maintenance.

Materials & Supplies - The majority of the decrease in this line item is from cost reduction in the vehicle maintenance department due to lower fuel costs. In addition lower repair costs are expected from the increase in CNG vehicles.

Utilities – The increase in this line item is due to the increase energy costs for facilities

Insurance - The cost of insuring the Agency's Assets and providing health insurance through a self-insured program is expected to increase by 20%. Included in this increase is the insurance cost on the new Customer Service Center that is expected to be completed in May 2016.

Purchased Transportation – The reduction in costs for Purchased Transportation is a result of discontinuing the Harbor Ferry operations.

Miscellaneous – The budget includes investment increases in CCRTA's employees. An increase in employee appreciation expenses as well as employee training and development programs are being budgeted for FY2016.

Leases & Rentals – This budget includes a 45.18% reduction in equipment leasing costs. New contracts with more favorable terms replaced expiring contracts.

Transfer to Capital/SSC- Moving local funds to cover the cost of capital projects is not necessary in FY2016. The amount in this line item represents the contribution for covering operating costs at the new Customer Service Center.

Street Maintenance – The budget includes a 3.79% increase to participating communities for street repairs. The amount is indexed to annual sales tax revenues and is payable through inter-local agreements in consideration for rehabilitating streets used by CCRTA for transit operations within its service region.

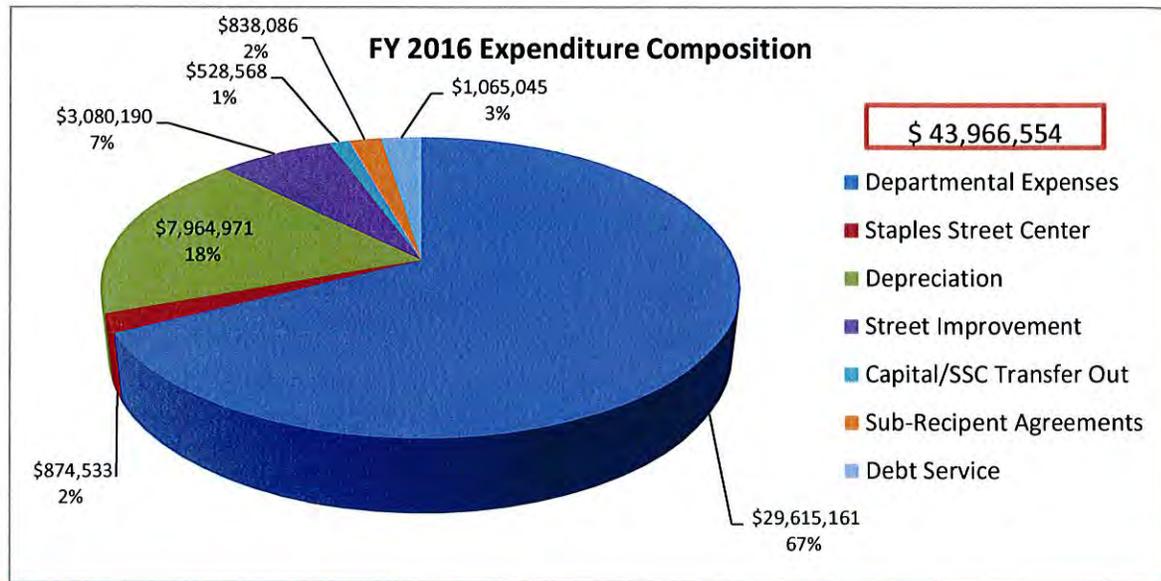
Depreciation – FY 2016 budget includes an additional \$2.8 million in depreciation expense as a result of the acquisition of replacement buses in FY 2015 and FY 2016.

Operating Budget Summary

The Budget Summary below provides a comparison of the operating budget to FY 2015 budget. The FY 2015 is projected to end with a surplus of \$1,300,764 and FY 2016 is budgeted to generate a surplus of \$125,376.

BUDGET SUMMARY					
Description	FY 2015 Adopted Budget	FY 2015 Estimate	FY 2016 Adopted Budget	\$ Change	% Change
Source of Funding:					
Operating Revenues	\$ 1,962,602	\$ 1,950,097	\$ 1,979,354	\$ 16,752	0.85%
Staples Street Center	-	-	874,534	\$ 874,534	100.00%
Sales Tax Revenue	35,846,246	35,846,246	36,741,402	\$ 895,156	2.50%
Grants	3,122,578	3,122,578	3,960,664	\$ 838,086	26.84%
Non Operating Income	345,500	418,933	535,986	190,486	55.13%
Total Source of Funding	\$ 41,276,926	\$ 41,337,854	\$ 44,091,940	\$ 2,815,014	6.82%
Uses of Funding:					
Department Expenses	\$ 30,550,758	\$ 29,005,412	\$ 29,615,161	\$ (935,597)	-3.06%
Debt Service	1,073,364	1,074,164	\$ 1,065,045	\$ (8,319)	
Staples Street Center	-	34,823	\$ 874,533	\$ 874,533	
Transfer Out To Other Funds	1,520,000	-	528,568	\$ (991,432)	100.00%
Sub-Recipient Grant Agreements	-	-	838,086	\$ 838,086	100.00%
Street Improvement Program	2,969,380	3,008,433	3,080,190	\$ 110,810	3.73%
Depreciation	5,163,424	6,914,258	7,964,971	\$ 2,801,547	54.26%
Total Uses of Funding	\$ 41,276,926	\$ 40,037,090	\$ 43,966,554	\$ 2,689,628	6.52%
Sources in Excess of Uses/Net Income	\$ -	\$ 1,300,764	\$ 125,386	\$ 125,386	

This graph shows the expenditure composition and illustrates that 67% of the budget is used to fund operations including administrative support operations.



Operating Budgets By Department

This table expands on the 67% funding for operations by providing a listing of the departmental budgets along with the department's percentage relative to the entire operating budget to illustrate the funding levels of each department.

Department	Adopted FY 2016	% of Budget
01 Transportation	\$ 7,153,341	16.27%
02 Customer Service	254,498	0.58%
03 Purchased Transportation	5,589,214	12.71%
04 Service Development	633,180	1.44%
07 MIS	600,643	1.37%
11 Vehicle Maintenance	5,214,775	11.86%
21 Facilities Management	2,125,185	4.83%
40 Contracts	200,992	0.46%
41 General Management	659,292	1.50%
42 Finance and Accounting	546,119	1.24%
43 Materials Management	125,005	0.28%
44 Human Resources	4,183,251	9.51%
45 Administration/DBE	395,725	0.90%
49 Capital Projects	183,335	0.42%
50 Marketing & Communication	630,904	1.43%
52 Safety & Security	1,119,702	2.55%
68 Debt Service	1,065,045	2.42%
77 Staple Street Center	874,533	1.99%
80 Transfer To Other Funds	528,568	1.20%
85 Sub-Recipient Grant Agreements	838,086	1.91%
88 Street Improvement Program	3,080,190	7.01%
90 Depreciation	7,964,971	18.12%
TOTAL EXPENSES	\$ 43,966,554	100.00%

Ridership Statistics and Performance Trends

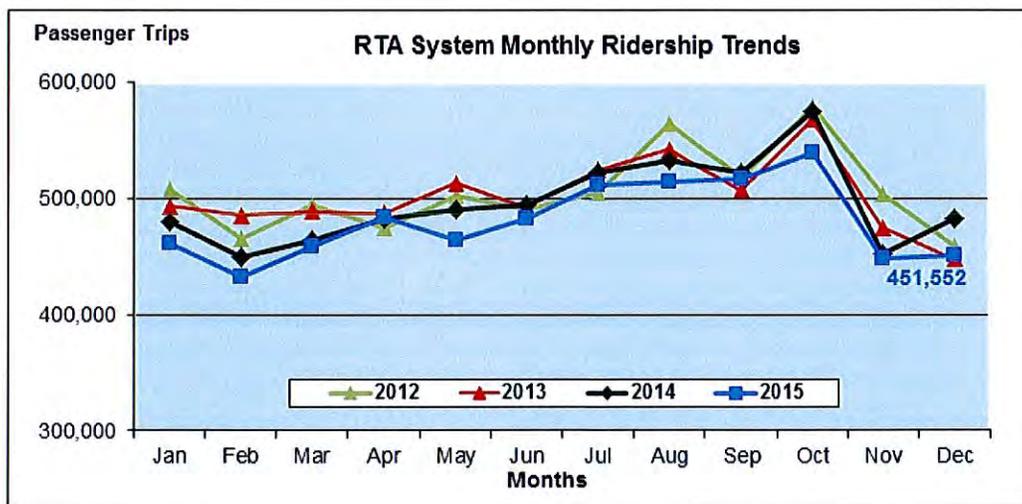


1. System-wide Ridership and Service Performance Results

In the last month of the year, boardings for all services in December 2015 totaled 451,552. This represents a -6.5% decrease as compared to 483,072 boardings in December 2014 or 31,520 fewer boardings. Four external factors normally have a negative effect on ridership levels in our service area; namely: cost of fuel, weather, regional economy and the level of street construction.

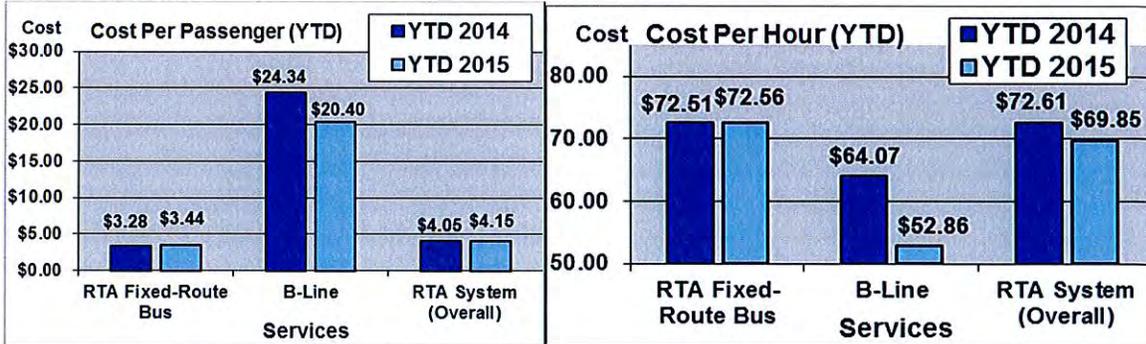
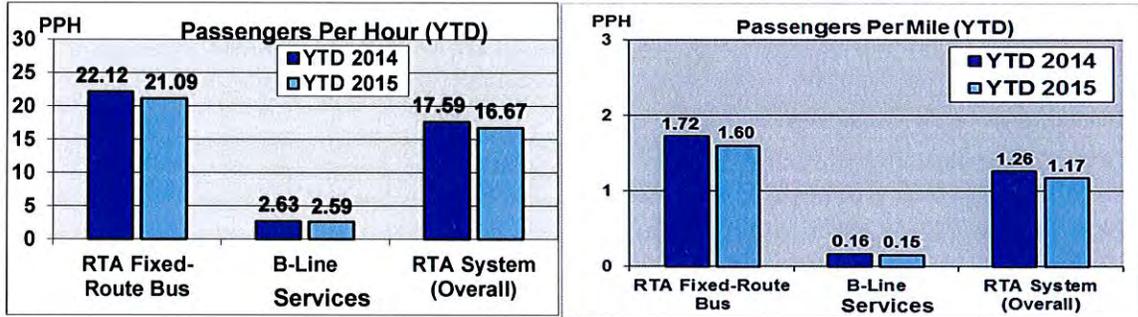
In December ridership levels appeared to have been influenced by three of the four external factors. The cost of fuel was \$0.53 less than the same period in 2014 averaging \$1.72 per gallon in 2015 as compared to about \$1.72. Additionally, the downturn in the economy affecting employment levels also become a contributing factor as did the street construction projects that affected major route services not only in December but for the entire year.

As you can see from the below graph ridership trends have been on the decline since FY 2012. However, the FY 2015 budget has been formulated with strategic plans designed to respond to the dynamics that have influenced ridership in the past.



Performance Trends

The graphs below depict cost efficiency performance trends for FY 2015 in comparison to FY 2014.



The following table shows on-time performance of RTA Fixed-Route services for the last three months and an average 2015 YTD figure.

Schedule Adherence	Standard	Oct-15	Nov-15	Dec-15	YTD Average
Early Departure	<1%	1.1%	0.0%	0.0%	0.6%
Over 3 minutes Late	<20%	26.4%	22.1%	33.3%	19.2%
Over 5 minutes Late	<5%	16.6%	15.6%	24.0%	10.5%
Over 10 minutes Late	<1%	5.1%	6.6%	13.3%	3.7%
Monthly Wheelchair Boardings	No standard	6,000	4,675	4,503	5,278
Monthly Bicycle Boardings	No standard	8,648	7,367	7,116	7,473

Current City of Corpus Christi Bond Project Impacts:

Bond 2012 Project-Horne Road (Port to Ayers)

Please note that the Horne Road detours continue to contribute to service time delays near the Port Ayers Station. The (11) routes directly affected by these detours include: 15, 15s, 19, 21, 21s, 23, 24s, 32, 32s, 37 & 37s and constitute 25% of all CCRTA fixed routes. This bond project will be completed in late January 2016 according to the City of Corpus Christi.

Bond 2012 Project-McArdle Road (Whitaker to Ennis Joslin)

Routes 8s, 29, 37 & 66s remain on detour from the McArdle Road project between Whitaker Drive and Ennis Joslin Road, a (24) month project.

Bond 2014 Project-Santa Fe Street (Elizabeth to Hancock)

Other routes adversely impacted by city-wide Bond Projects include: 6, 15s, 19, & 23 with the Santa Fe project between Hancock and Elizabeth, an (8) month project.

Bond 2012 a multi-phased Project-South Staples Street (Morgan to IH-37)

Also affecting (20) routes daily and approximately 45% of all CCRTA routes is the Staples Street Bond Project. Routes including 5, 5s, 6, 12, 12s, 16, 17, 19, 21, 21s, 23, 27, 27s, 29, 29s, 67, 76, 76s 78 and 84 are currently on detour because of the South Staples Street, Phase 1 project between Antelope and Comanche. Phase 1 is scheduled to last 4 to 6 months with the completion to correspond with the completion of the Staples Street Transfer Station and the reconstruction of Artesian Street, Mestina Street and Waco Street in spring 2016.

Bond 2014 Project-Waldron Road (Glenoak to Caribbean)

Routes 4 and 8s remain impacted by the Waldron Road project between Glenoak and Caribbean, a (7) month project.

Other City Bond projects on the immediate horizon that will adversely impact bus routes, bus stops and proof problematic for time performance include:

- Williams Drive-Bond 2012 Project between South Staples Street and Airline Road, a (15) month project originally planned to begin early September but has been moved to begin in early 2016.
- Alameda Street-Bond 2012 Project between Ayers Street & Louisiana Avenue, a (15) month project was scheduled to begin in November of this year but now planned for mid-2016.
- Greenwood Drive-Bond 2012 Project between Gollihar Road & Horne Road is planned to be an (11) month project beginning in January 2016.
- As of January 1, 2016, approximately 75% of all fixed route services have been impacted by City Bond road improvement projects since May 2014. Construction work and unexpected delays associated with the completion of these projects have significantly impacted on-time performance. Horne Road is planned to be open for bus traffic on January 25, 2016 alleviating 11 route detours or 24% of all fixed routes.

2. B-Line Service Contract Standards & Ridership Statistics

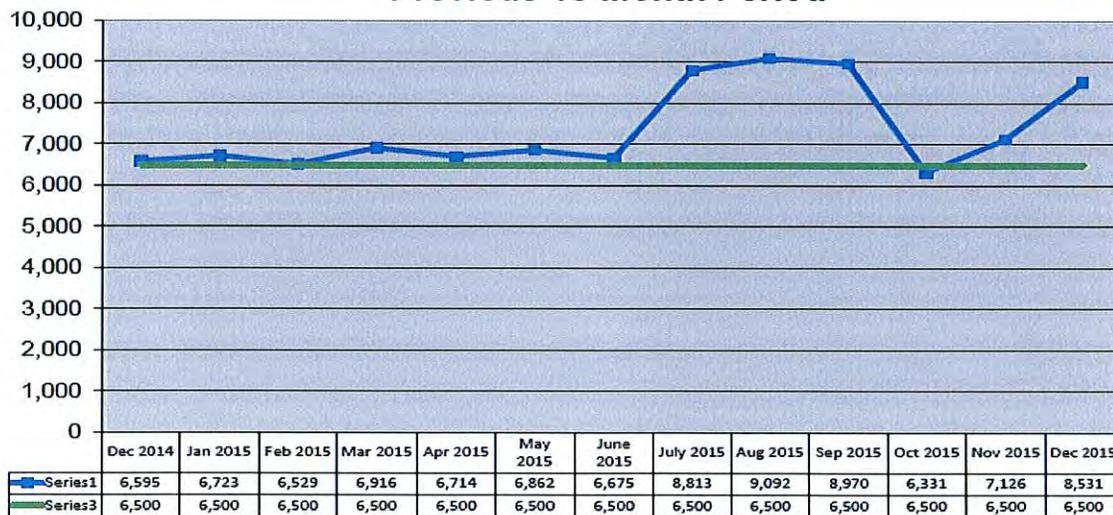
- Productivity: **2.58** PPH did meet the contract standard of 2.50 PPH.
- On Time Performance: **96.2%** did meet the contract standard of 96%.
- In Vehicle Time: **99.5%** exceeded the contract standard of 95%.
- Denials: 0 denials or 0.0% did meet contract standard of 0.0%.
- Miles between Road Calls: **31,915** did meet the contract standard of 12,250 miles.
- Ridership Statistics: **10,218** ambulatory; **5,000** wheelchair boarding's

Metric	Standard	Sep-15	Oct-15	Nov-15	Dec-15	YTD Average
Passengers per Hour	2.50	2.59	2.59	2.62	2.58	2.60
On-time Performance	96%	96.4%	95.1%	96.1%	96.2%	96.6%
In Vehicle Time	95.0%	99.6%	99.4%	99.6%	99.5%	99.3%
Denials	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%
Miles Between Road-calls	12,250	67,474	28,391	40,682	31,915	28,137
Monthly Wheelchair Boardings		5,156	5,497	4,792	5,000	4,885

3. Vehicle Maintenance Department Monthly Miles Between Road Calls Report

For December 2015, 8,531 miles between road calls (MBRC) were recorded as compared to 6,595 MBRC in December 2014. A standard of 6,500 miles between road calls is used based on the fleet size, age, and condition of RTA vehicles.

**Miles Between Roadcalls (MBRC)
 Gillig vs Fleet Comparison
 Previous 13 Month Period**

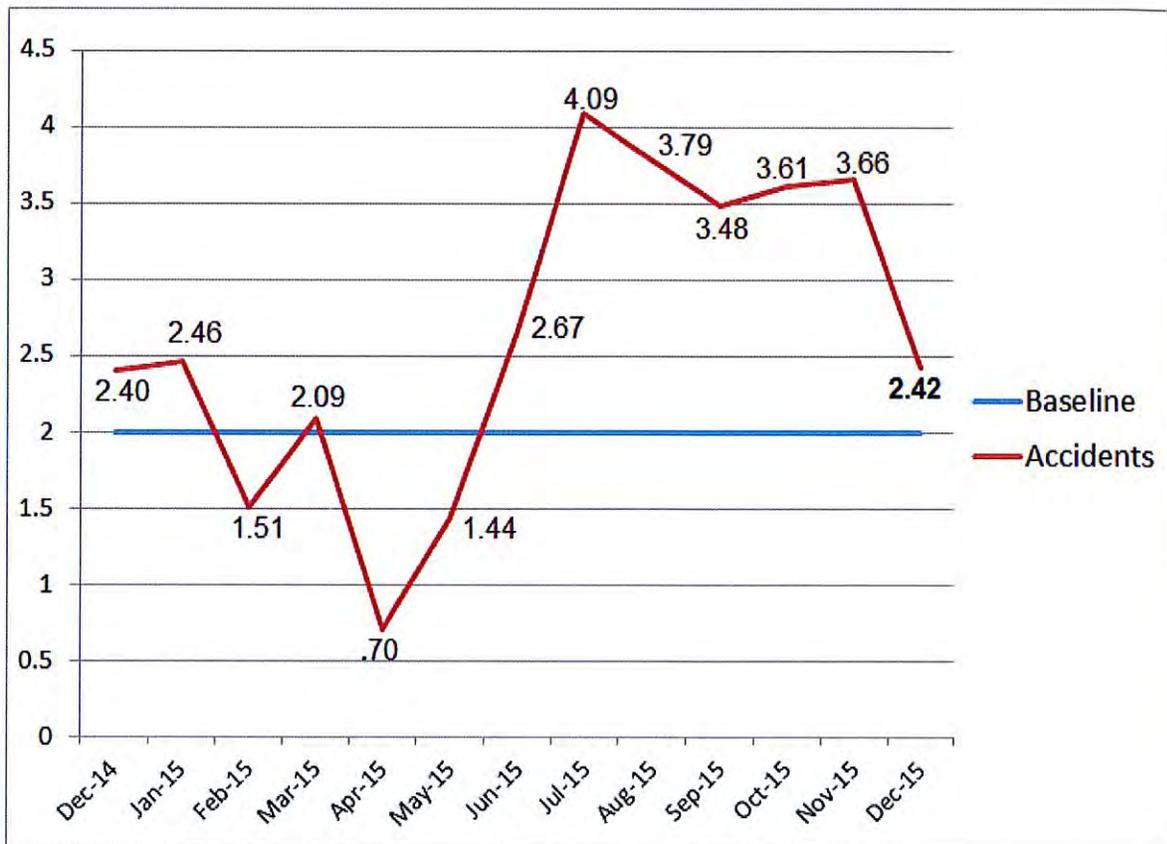


4. Safety/Security Department Report

For December 2015, we had 7 vehicle reported incidents, 17 customer related incidents and drove a total of 289,387.6 miles. The total collision rate for the month was at 2.42 per hundred thousand miles driven. The desirable range for total collisions is at 2.0 or less.

The chart below shows the last 12 months of our total collision rate which depicts all vehicle collisions regardless of fault. The classifications of preventable and non-preventable are not distinguished for purposes of calculating this rate.

Total Collision Rate (rolling 12 month period)
 Monthly rate = Total collisions per 100,000 miles driven



On Time Performance

On-time performance standards changes were necessary due to the ongoing construction and traffic delays associated with the City of Corpus Christi bond projects that are expected to continue through 2018. The new standards become effective January 2016.

Current On-Time Performance Standard

Schedule Adherence	Standard
Early Departure	<1%
Over 3 minutes Late	<20%
Over 5 minutes Late	<5%
Over 10 minutes Late	<1%
Monthly Wheelchair Boardings	No standard
Monthly Bicycle Boardings	No standard

New On-Time Performance Standard

Schedule Adherence	Standard
Early Departure	<1%
0-5 minutes Late	>85%
Monthly Wheelchair Boardings	No standard
Monthly Bicycle Boardings	No standard
<i>Percentage of OTP surveys or reports > 5 minutes late will be evaluated by Planning and Transportation Departments. Corrective actions may follow.</i>	



Capital Budget

Capital acquisitions represent the purchase of equipment and other assets that have a value of \$5,000 and a useful life of at least two years. This criterion also applies to individual assets that cost less than \$5,000 but that operate as part of a network system such as a telephone system or a computer system. Capital projects on the other hand are of a construction nature that may span more than one fiscal year. Capital projects are typically more complex, and involve two or more components of costs such as construction, equipment, labor, or professional services.

The table shown below lists the six (6) new projects in the FY 2016 Capital Budget with total project costs of \$7,005,559. CCRTA anticipates grant funding of \$5,540,364 for projects that meet eligibility requirements and funding the balance of \$1,465,195 from local funds.

Capital acquisitions include the purchase of eleven (11) GILLIG 40' CNG buses of which 80% is funded by a federal grant and 15% or \$792,700 from operations. This will significantly advance the Agency's clean fuel program which began in 2011 to convert all revenue buses to CNG, increasing the number of CNG buses to 64 and the ratio to 69% of the total fleet.



The Capital Budget also includes two (2) projects costing approximately \$1.3M for ADA improvements. These projects are highlighted in light blue and include the ADA Phase VII project for alterations to almost 100 bus stops. This is a \$1M project which will be 80% funded by a federal grant and \$200,000 from local funds. This is a continuation of a project that began in 2008 and spans over multiple implementation phases.

In addition we will be launching a new road maintenance program involving ADA bus stop improvement projects costing approximately \$322,395 and being fully funded with local funds. The project calls for the construction of 11' x 60' *bus stop concrete street pads* aimed to support the decelerations/accelerations of the buses at bus stops. This effort complements CCRTA's practice in constructing 10' x 30' *bus stop shelter landing pads* which exceed ADA minimum requirements for safer wheelchair mobility.

The budget also calls for pedestrian connectivity enhancements associated with the new Staples Street Center. The pedestrian signalization project is a joint project with the City of Corpus Christi and the \$70,000 represents our portion of the project costs funded by local operations. Also funded with local funds is the new State of Good Repair Tracking Software costing \$18,000. The installation of bike lockers under an 80/20 federal grant is also included, although it is projected that the program will not start until the latter part of 2016. Our matching portion for this project is \$62,100.

New Projects Approved for FY 2016	FY 2016 Budget	Grant Funded	Local Funded	Grant Funding Mix
Buses (11-40' GILLIG)	\$ 5,284,664	\$ 4,491,964	\$ 792,700	85/15
Bus Stop Road Maintenance Program (8 to 10 Bus Stops)	322,395	-0-	322,395	-
Waco Street ADA Pedestrian Signalization	70,000	-0-	70,000	-
State of Good Repair Tracking Software	18,000	-0-	18,000	-
Trip-End Bike Facility Installation	310,500	248,400	62,100	80/20
ADA Bus Stop Improvement Phase VII (Approximately 100 Stops)	1,000,000	800,000	200,000	80/20
Total 6 New Projects	\$ 7,005,559	\$ 5,540,364	\$ 1,465,195	



Five Year Capital Plan

CCRTA maintains a five-year Capital Improvement Plan (CIP) for capital projects that support strategic goals. The CIP is updated annually and includes a list of capital acquisitions and capital projects that goes through a financial analysis and approval process. The five-year CIP includes a description of the planned projects along with the estimated funding sources and the anticipated impact on operational costs.

Our Five-Year Capital Plan consists of projects that fall under nine major categories. There are twenty-four (24) projects rolling forward from FY 2015 with a remaining project balance of \$18,600,817. Funding for the projects rolling forward has been appropriated in previous years and accounted for in the fund balance. The projects rolling forward are presented below and require \$15,118,047 in local funding, \$2,803,355 and \$2,803,355 in grant funding. Since the projects are either replacements or upgrades there is no future impact on operations.

PROJECT NAME	PROJECT COSTS	BOND FUNDED	GRANT FUNDED	LOCAL FUNDED
Bus Shelter Amenities	\$ 606,994	\$ -	\$ 405,595	\$ 201,399
Bus Stop Improvements	\$ 2,125,000	\$ -	\$ 1,604,000	\$ 521,000
Buses	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
Vehicles	\$ 950,000	\$ -	\$ -	\$ 950,000
Equipment	\$ 21,000	\$ -	\$ -	\$ 21,000
Facilities	\$ 10,780,769	\$ 679,415	\$ -	\$ 10,101,354
Street Improvements	\$ 888,903	\$ -	\$ -	\$ 888,903
Technology	\$ 1,418,151	\$ -	\$ 793,760	\$ 624,391
Transfer Stations	\$ 810,000	\$ -	\$ -	\$ 810,000
24 Capital Projects Rolling Forward Into 2016	\$ 18,600,817	\$ 679,415	\$ 2,803,355	\$ 15,118,047

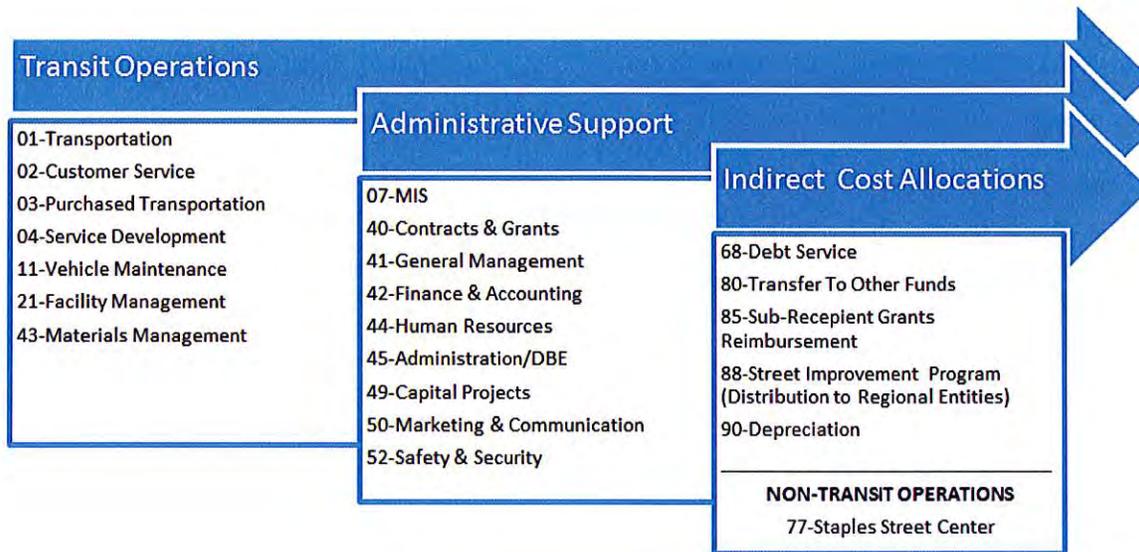
The table below is a detail listing of the projects rolling forward. This identifies provides the project numbers and the funding sources for each project.

PROJECT #	PROJECT NAME	Category	PROJECT COSTS	BOND FUNDED	GRANT FUNDED	LOCAL FUNDED
2011-01	Staples Street Center	Facilities	\$ 9,484,769	\$ 679,415	\$ -	\$ 8,805,354
2013-04	Security Camera System (Bear Lane, SSC, Transfer Stations)	Technology	\$ 269,852	\$ -	\$ -	\$ 269,852
2013-08	Shelter Amenities	BS Amenities	\$ 506,994	\$ -	\$ 405,595	\$ 101,399
2013-11	Trip Planning System/Transloc	Technology	\$ 374,600	\$ -	\$ 299,680	\$ 74,920
2014-02	Community Bus	Buses	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
2014-05	Six Points Station	Transfer Station	\$ 810,000	\$ -	\$ -	\$ 810,000
2014-06	Phase V combined with VI in 2015 (67 Stops @ \$15,000)	BS Improvement	\$ 1,005,000	\$ -	\$ 804,000	\$ 201,000
2014-09	La Retama Park	BS Improvement	\$ 70,000	\$ -	\$ -	\$ 70,000
2015-02	Miscellaneous Concrete Services	BS Improvement	\$ 50,000	\$ -	\$ -	\$ 50,000
2015-03	Bus Stop Amenities	BS Amenities	\$ 100,000	\$ -	\$ -	\$ 100,000
2015-04	Bus Stop Improvements Concrete Infrastructure	BS Improvement	\$ 1,000,000	\$ -	\$ 800,000	\$ 200,000
2015-05	Bear Lane Renovations	Facilities	\$ 500,000	\$ -	\$ -	\$ 500,000
2015-06	Design Services for Administration Renovations	Facilities	\$ 63,000	\$ -	\$ -	\$ 63,000
2015-07	Mestina & Artensian Street Improvements	Street Improvement	\$ 888,903	\$ -	\$ -	\$ 888,903
2015-08	Fuel Management System	Facilities	\$ 350,000	\$ -	\$ -	\$ 350,000
2015-09	Heating Ventilation System	Facilities	\$ 120,000	\$ -	\$ -	\$ 120,000
2015-11A	Operator Relief Vehicles	Vehicles	\$ 400,000	\$ -	\$ -	\$ 400,000
2015-11B	Maintenance Support Trucks	Vehicles	\$ 550,000	\$ -	\$ -	\$ 550,000
2015-11C	Replace Portable Lift	Equipment	\$ 13,000	\$ -	\$ -	\$ 13,000
2015-11D	Replace R134 HVAC Re-Claimer	Equipment	\$ 8,000	\$ -	\$ -	\$ 8,000
2015-14	SSC IT Projects	Technology	\$ 599,299	\$ -	\$ 354,560	\$ 244,739
2015-15	Phone Server Call Enhancements	Technology	\$ 45,000	\$ -	\$ 36,000	\$ 9,000
2015-16	Veterans Info Interactive Wall	Technology	\$ 129,400	\$ -	\$ 103,520	\$ 25,880
2015-20	ADA/RCAT SSC Improvements	Facilities	\$ 263,000	\$ -	\$ -	\$ 263,000
	24 Capital Projects Rolling Forward		\$ 18,600,817	\$ 679,415	\$ 2,803,355	\$ 15,118,047

FIVE YEAR CIP PLAN

PROJECT NAME	Approved Prior to FY 2016	FY 2016 Approved	FY 2017 Planned	FY 2018 Planned	FY 2019 Planned	FY 2020 Planned	Total CIP
Bus Shelter Amenities	606,994	-	627,025	647,717	669,092	691,172	3,241,999
Bus Stop Improvements	2,125,000	1,310,500	4,028,743	4,233,748	4,344,180	4,577,916	20,620,087
Buses	1,000,000	5,284,664	-	-	-	9,423,780	15,708,444
Vehicles	950,000	-	442,874	457,489	472,586	575,000	2,897,949
Equipment	21,000	-	362,975	374,953	387,326	500,000	1,646,255
Facilities	10,780,769	-	350,000	361,550	373,481	933,401	12,799,201
Street Improvements	888,903	392,395	-	-	-	-	1,281,298
Technology	1,418,151	18,000	60,000	61,980	64,025	66,138	1,688,295
Transfer Stations	810,000	-	1,000,000	3,004,686	3,907,907	1,000,000	9,722,593
Totals	18,600,817	7,005,559	6,871,617	9,142,123	10,218,598	17,767,407	69,606,121

There are 22 departments in CCRTA’s organizational structure. As you can see from the below chart, seven departments are used to carry out transit operations while nine departments are used to provide administrative assistance to support all operations. In addition there are five departments that are used to only record related transactions specific to that department and do not contain operating or personnel costs as functions are performed by the Finance and Accounting Department. The newly created Department #77 is being used to account for the business-type activities of the Staples Street Center.



In FY 2016 nearly 50% of the budget is concentrated in transit operations.

Dept.#	Department	FY 2014 Actual	FY 2015 Budget	FY 2015 Estimate	FY 2016 Budget	\$ Change	% Change
	Transit Operations	\$ 20,409,943	\$ 22,834,346	\$ 20,976,887	\$ 21,095,198	\$(1,739,148)	-7.62%
	Administrative Support	\$ 7,143,226	\$ 7,689,213	\$ 8,028,524	\$ 8,519,963	\$ 830,750	10.80%
	Indirect Cost Allocations	\$ 8,642,842	\$ 10,726,168	\$ 11,640,363	\$ 13,476,860	\$ 2,750,692	25.64%
	Staples Street Center	\$ -	\$ 27,200	\$ 34,823	\$ 874,533	\$ 847,333	3115.19%
	Total	\$ 36,196,011	\$ 41,276,927	\$ 40,680,597	\$ 43,966,554	\$ 2,689,627	6.52%

The next several pages present individual detail budgets.

Transportation Department #1

Functions and Responsibilities

Transportation is responsible for providing the safest and most efficient method of navigating throughout the serviced areas in comfort with specific bus routes, timetables, and schedules to meet the demands of our customers and community. In providing these services this department is charged with the responsibility of monitoring effective delivery of services. This department has the largest budget and employs the largest number of employees.

FY 2015 Accomplishments

- **Deliver the Best Possible Experience**
 - Maintained on-time efficiency by 86% with traffic disruptions and bus route detours resulting from street construction activities.
 - Revised bus operator training program.
 - Conducted 8 seven-week training sessions for new bus operators, ranging 5 to 12 new hires per session.
 - Changed format of quarterly training programs to include outside specialist.
 - Established guidelines and processes for new Customer Advocacy position.
 - Enhanced outreach activities of the Travel Trainer to help riders transition from using paratransit services to fixed route services.
 - Completed 5,764,709 trips, 5,572,501 miles and 366,831 of service hours.

FY 2016 Planned Initiatives

- **Continue to Improve Organizational Practices**
 - Continue to utilize quarterly meetings in conjunction with IT, Customer Service, and Safety and Security departments to conduct group training and development sessions.
 - Continue to conduct onboarding travel training for new employees and return-to-work retraining sessions for operators
 - Continue to strengthen the monthly 8-hour individual training sessions
 - Continue to utilize quarterly meetings to review performance measure outcomes and identify solutions for improvements
 - Continue recruiting efforts for bus operators through job placement programs with local community college
 - Continue to conduct audits to ensure compliance
 - Continue to perfect the bus operator training program.
 - Continue to perfect the Customer Advocacy Program.
 - Continue outreach activities of the Travel Trainer to increase the use of fixed route services by paratransit users.

- **Deliver the Best Possible Experience**
 - Continue to target issues that improve customer experience and perception using Customer Advocacy approach

Budgetary Changes

- Adding five (5) new positions; 3 dispatchers and 2 bus operators due to service changes
- *Salaries and Wages* for bus operators includes 5% step increase
- Increase in *Salaries and Wages for non-bus operators* is up 15.36% due to the addition of 3 dispatchers
- A reduction of overtime due to efficiencies from the re-alignment of positions
- Decrease in *Tuition Reimbursement* due to the anticipated drop in participation
- Decrease in *Promotional Supplies* due to the transfer of the expense to the marketing department for consolidation purposes
- Increase in *Other Materials and Supplies* due to the increase in in-house training and re-training programs

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
01 50101010 SALARIES & WAGES - OPERATORS	\$ 3,819,302	\$ 4,800,519	4,698,334	\$ 5,063,697	\$ 263,178	5.48%
01 50102010 SALARIES AND WAGES - OTHER	933,153	1,005,184	1,020,226	1,159,535	\$ 154,351	15.36%
01 50103010 OVERTIME - OTHER	30,356	19,500	25,752	1,000	\$ (18,500)	-94.87%
01 50104010 OVERTIME - OPERATORS	1,165,740	670,975	587,752	521,115	\$ (149,860)	-22.33%
01 50201010 MEDICARE	83,121	91,329	89,336	95,453	\$ 4,124	4.52%
01 50205010 LIFE INSURANCE	24,930	30,144	27,777	33,408	\$ 3,264	10.83%
01 50206010 DISABILITY INSURANCE	18,573	40,310	23,350	34,333	\$ (5,977)	-14.83%
01 50214110 TUITION REIMBURSEMENT	430	40,000	-	20,000	\$ (20,000)	-50.00%
01 50214310 INCENTIVE AWARDS	2,429	75,000	75,000	75,000	\$ -	0.00%
TOTAL SALARIES & BENEFITS	\$ 6,078,033	\$ 6,772,961	\$ 6,547,527	\$ 7,003,541	\$ 230,580	3.40%
SERVICES						
01 50310010 OTHER PROFESSIONAL SERVICES	\$ -	\$ -	\$ 100,000	\$ 25,000	\$ 25,000	100%
01 50346010 CONTRACT MAINTENANCE	48,297	-	-	-	-	0.00%
TOTAL SERVICES	\$ 48,297	\$ -	\$ 100,000	\$ 25,000	\$ 25,000	100%
MATERIALS & SUPPLIES						
01 50401210 FREIGHT, DELIVERY, ENVIRONMENTAL FEES	\$ 47	\$ -	\$ 45	\$ -	\$ -	0.00%
01 50490110 REPAIR PARTS	345	-	-	-	-	0.00%
01 50490310 BUILDING MAINTENANCE MATERIALS	208	-	-	-	-	0.00%
01 50490410 PROMOTIONAL SUPPLIES	-	13,000	-	-	(13,000)	-100.00%
01 50491110 OFFICE SUPPLIES	8,953	6,000	8,058	8,000	2,000	33.33%
01 50491310 MINOR TOOLS & EQUIPMENT	947	2,000	2,000	2,000	-	0.00%
01 50491410 MINOR OFFICE EQUIPMENT	40	1,000	880	600	(400)	-40.00%
01 50492010 PRINTING	5,733	-	-	-	-	0.00%
01 50493010 UNIFORMS	36,986	50,000	59,872	54,000	4,000	8.00%
01 50499910 OTHER MATERIALS AND SUPPLIES	17,730	3,000	18,081	18,000	15,000	500.00%
TOTAL MATERIALS & SUPPLIES	\$ 70,990	\$ 75,000	\$ 88,937	\$ 82,600	\$ 7,600	10.13%
MISCELLANEOUS						
01 50901010 DUES & SUBSCRIPTIONS	\$ 1,899	\$ -	\$ -	\$ -	-	0.00%
01 50902110 TRAVEL, TRAINING, & MEETINGS	\$ 54,336	35,375	37,822	37,000	1,625	4.59%
01 50908010 ADVERT/PROMO MEDIA	\$ 334	-	1,748	1,600	1,600	0.00%
01 50909510 COMMUNITY SERVICES	\$ 5,089	-	-	-	-	0.00%
01 50909910 OTHER MISCELLANEOUS EXPENSE	\$ 3,516	3,600	3,570	3,600	-	0.00%
TOTAL MISCELLANEOUS	\$ 65,174	\$ 38,975	\$ 43,140	\$ 42,200	\$ 3,225	8.27%
LEASES AND RENTALS						
01 51201010 LEASES AND RENTALS	\$ 2,210	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL LEASES AND RENTALS	\$ 2,210	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL EXPENSES	\$ 6,264,704	\$ 6,886,936	\$ 6,779,604	\$ 7,153,341	\$ 266,405	3.87%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Bus Operator	149	2	151
Dispatcher	3	3	6
Transportation Supervisor	11	0	11
Transportation Service Coordinator	2	0	2
Transportation Trainer	1	0	1
Director of Transportation	1	0	1
Managing Director of Transportation	1	0	1
Senior Administrative Assistant	1	-1	0
Customer Service Advocate	0	1	1
Total	169	5	174

Customer Service Department #02

Functions and Responsibilities

The Customer Service department is comprised of two functions: Call Center and Transit Store. The Call Center provides telephone, email, and web-assisted customer service by delivering accurate route and scheduling information, providing timely response and resolution to customer comments, and educating the public on CCRTA's products and services. The Transit Store provides retail pass sales, reduced fare ID card issuance, lost and found services, and assistant with general information and inquiries.

FY 2015 Accomplishments

- **Deliver the Best Possible Customer Experience**
 - Processed nearly 40,845 calls.
 - Process 5038 face-to-face transactions including
 - Processed 818 CAFs (Customer Assistant Form).
 - The Transit Store produced \$190,238 in sales for passes.

FY 2016 Initiatives

- **Continue to improve Organizational Practices**
 - Continue training and development programs for personnel with emphasis on Customer Service and Safety
 - Continue training and development programs associated with technological changes from new website design demands and new electronic devices to better assist customers with their needs
 - Continue training and development programs that will enable personnel to deliver a WOW experience from the amenities of the new Customer Service Building
 - Continue to integrate functions of Customer Advocate to improve customer experience and perception.
 - Continue efforts to perfect customer experience of Transit Store purchase of passes.

Budgetary Changes

- Decrease in Services due to a reduction in production fees and other profession services
- Decrease in Materials & Supplies due to a reduction in office supplies, postage, minor office equipment, printing, and uniforms.
- Decrease in Miscellaneous expenses due to a reduction in travel, training, and meeting costs
- Decrease in Leases & Rentals due to a reduction in the lease payments resulting from the move to the new Customer Service Center

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
02 50102010 SALARIES AND WAGES -OTHER	\$ 108,085	131,060	106,422	134,246	\$ 3,186	2.43%
02 50103010 OVERTIME - OTHER	769	659	597	659	-	0.00%
02 50201010 MEDICARE	1,686	1,950	1,756	1,998	48	2.46%
02 50205010 LIFE INSURANCE	720	960	576	960	-	0.00%
02 50206010 DISABILITY INSURANCE	473	854	752	854	-	0.00%
TOTAL SALARIES & BENEFITS	\$ 111,734	\$ 135,483	\$ 110,103	\$ 138,717	\$ 3,234	2.39%
SERVICES						
02 50310010 PRODUCTION FEES		\$ 800	\$ -	\$ -	(800)	-100.00%
02 50326010 COMPUTER CONSULTING SERVICES		2,000	-	-	(2,000)	-100.00%
02 50310010 OTHER PROFESSIONAL SERVICES	1,485	6,800	7,687	1,500	(5,300)	-77.94%
02 50330010 TEMPORARY SERVICES	-	-	2,061	1,000	1,000	100.00%
02 50346010 CONTRACT MAINTENANCE	-	-	500	500	500	-100.00%
02 50346210 CONTRACTED BLDG MAINTENANCE	122	500	-	-	(500)	0.00%
TOTAL SERVICES	\$ 1,607	\$ 10,100	\$ 10,248	\$ 3,000	\$ (7,100)	-70.30%
MATERIALS & SUPPLIES						
02 50490110 REPAIR PARTS	\$ 2,064	\$ -	\$ -	\$ -	\$ -	0.00%
02 50490410 PROMOTIONAL SUPPLIES	3,465	3,600	100	1,000	(2,600)	-72.22%
02 50491110 OFFICE SUPPLIES	2,733	11,000	2,255	2,000	(9,000)	-81.82%
02 50491210 POSTAGE AND EXPRESS	90	1,265	196	500	(765)	-60.47%
02 50491310 MINOR TOOLS & EQUIPMENT	176	-	-	-	-	0.00%
02 50491410 MINOR OFFICE EQUIPMENT	370	2,325	-	500	(1,825)	-78.49%
02 50492010 PRINTING	61,084	107,000	97,980	97,000	(10,000)	-9.35%
02 50493010 UNIFORMS	998	1,500	1,116	1,000	(500)	-33.33%
02 50499910 OTHER MATERIALS AND SUPPLIES	19	300	317	300	-	0.00%
TOTAL MATERIALS & SUPPLIES	\$ 70,998	\$ 126,990	\$ 101,964	\$ 102,300	\$ (24,690)	-19.44%
MISCELLANEOUS						
02 50901010 DUES & SUBSCRIPTIONS	\$ 22	\$ -	\$ 23	\$ 25	25	100%
02 50902110 TRAVEL, TRAINING, & MEETINGS	213	4,700	2,719	2,500	(2,200)	-46.81%
02 50909910 OTHER MISCELLANEOUS EXPENSE	566	-	197	-	-	0.00%
TOTAL MISCELLANEOUS	\$ 801	\$ 4,700	\$ 2,939	\$ 2,525	\$ (2,175)	-46.28%
LEASES AND RENTALS						
02 51201010 LEASES AND RENTALS	\$ 34,389	\$ -	\$ 33,888	\$ 7,956	(25,632)	-76.31%
TOTAL LEASES AND RENTALS	\$ 34,389	\$ -	\$ 33,888	\$ 7,956	\$ (25,632)	0.00%
TOTAL EXPENSES	\$ 219,529	\$ -	\$ 310,861	\$ 254,498	\$ (56,363)	-18.13%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Customer Service Supervisor	1	0	1
FT Informational Office Assistant	3	0	3
PT Information Office Assistant	0.8	0	0.8
Total	4.8	0	4.8

Purchase Transportation Dept. #3

Functions and Responsibilities

Although the majority of the transportation services are provided directly by CCRTA, there are situations that are more cost effective to outsource. Services ordered on an as-needed basis such as paratransit and certain bus mode services are outsourced to better utilize our resources. While the Agency remains responsible for these programs, our contracts establish operating performance standards which the contractors are expected to meet. This Department is responsible for maintaining an aggressive program to monitor and audit contractor compliance. This includes coordination of contract management, data collection and analysis, and quality assurance activities for all contractor-operated transit services, including B-Line, ADA Paratransit, commuter, rural, seasonal, the Port Aransas trolley and Port Aransas Flexi-B. This department has the second largest budget in terms of operating funds, the largest budget being the Transportation Department.

All paratransit services are outsourced to M.V. Transportation, Inc. under a four-year contract that expires December 2018 which also includes fleet maintenance for support vehicles. In addition CCRTA utilizes outsourcing contracts with Paisano Transit and REAL, Inc. to provide rural services.

FY 2015 Accomplishments

- **Deliver the Best Possible Experience**
 - Exercised 2nd option year for Harbor Ferry Services for the period covering the Spring Break and Memorial Day weekend through the Labor Day Holiday.
 - Renewed annual contract with TAMU-CC,--renegotiated rate and expanded service to include weekend and summer service.
 - Renewed annual contract with Del Mar College.
 - Issued Memorandum of Agreement for annual Demand Response Services to the Kingsville area with Paisano Transit.
 - Issued Memorandum of Agreement for annual Demand Response Services to the Alice, Banquete, and Agua Dulce areas with REAL, Inc.
 - Renewed Inter-local Agreement with City of Portland to allow CCRTA to transport TPCO employees to and from work.
 - Achieved contract performance requirements for all twelve months.

FY 2016 Planned Initiatives

- **Deliver the Best Possible Experience**
 - Continue to ensure efficient and effective service delivery by
 - Monitoring contract compliance
 - Evaluating and assessing KPI's monthly, identifying areas of improvement and executing corrective solutions effectively
 - Continue to focus on the security and safety of our riders
 - Continue to maintain high quality standards for the cleanliness of our buses

Budgetary Changes

- A reduction in personnel due to the transfer of 1 FTE to the Transportation Department for the Customer Advocacy position.
- An increase in Other Professional Services due to the addition of an Occupational Therapy Assistance (OTA)
- A reduction in operating expenses from discontinuing Harbor Ferry operations

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
03 50102010 SALARIES AND WAGES -OTHER	\$ 133,832	135,000	100,577	75,282	\$ (59,718)	-44.24%
03 50103010 OVERTIME - OTHER	1,094	1,100	1,100	1,512	412	37.45%
03 50201010 MEDICARE	1,819	1,916	1,418	1,114	(802)	-41.86%
03 50205010 LIFE INSURANCE	544	576	384	384	(192)	-33.26%
03 50206010 DISABILITY INSURANCE	696	829	749	522	(307)	-36.98%
TOTAL SALARIES & BENEFITS	\$ 137,986	\$ 139,421	\$ 104,228	\$ 78,815	\$ (60,606)	-43.47%
SERVICES						
03 50310010 OTHER PROFESSIONAL SERVICES	\$ 19,240	20,625	17,840	25,000	4,375	21.21%
TOTAL SERVICES	\$ 19,240	\$ 20,625	\$ 17,840	\$ 25,000	\$ 4,375	21.21%
MATERIALS & SUPPLIES						
03 50491110 OFFICE SUPPLIES	\$ 779	500	519	600	100	20.00%
03 50492010 PRINTING	1,635.03	-	-	-	-	0.00%
03 50499910 OTHER MATERIALS AND SERVICES	23.39	-	-	-	-	0.00%
TOTAL MATERIALS & SUPPLIES	\$ 2,437	\$ 500	\$ 519	\$ 600	\$ 100	20.00%
PURCHASED TRANSPORTATION						
03 50801010 CONTRACTED DEMAND RESPONSE SERVICES	\$ 7,406	\$ 14,511	\$ 29,009	\$ 30,000	\$ 15,489	106.74%
03 50802010 CONTRACT FIXED ROUTE	\$ 176,032	144,000	266,804	275,000	131,000	90.97%
03 50803310 HARBOR FERRY SERVICE	\$ 551,533	729,741	690,169	12,000	(717,741)	-98.36%
03 50803410 ROBSTOWN #34 SERVICE	\$ 180,339	200,000	175,672	200,000	-	0.00%
03 50803610 TEXAS A&M WAVE SERVICE	\$ 123,688	145,000	125,096	145,000	-	0.00%
03 50803910 B-LINE FUEL	\$ 651,738	461,960	335,923	400,000	(61,960)	-13.41%
03 50804010 B-LINE SERVICE	\$ 3,716,222	3,800,000	3,605,011	3,800,000	-	0.00%
03 50805010 PORT ARANSAS FLEXI-B	\$ 95,790	85,000	85,194	85,000	-	0.00%
03 50805110 PORT ARANSAS TROLLEY SERVICE	\$ 103,506	110,000	100,394	110,000	-	0.00%
03 50807010 RURAL ROUTE 67	\$ 255,058	275,000	244,745	275,000	-	0.00%
03 50808010 VANPOOL SERVICE	\$ 138,473	136,800	120,738	136,800	-	0.00%
TOTAL PURCHASED TRANSPORTATION	\$ 5,999,785	\$ 6,102,012	\$ 5,778,755	\$ 5,468,800	\$ (633,212)	-10.38%
MISCELLANEOUS						
03 50901010 DUES & SUBSCRIPTIONS	\$ 349	\$ 499	\$ 499	\$ 499	-	0.00%
03 50902110 TRAVEL, TRAINING, & MEETINGS	\$ 6,415	15,500	14,654	15,500	-	0.00%
TOTAL MISCELLANEOUS	\$ 6,764	\$ 15,999	\$ 15,153	\$ 15,999	\$ -	0.00%
LEASES AND RENTALS						
03 51201010 LEASES AND RENTALS	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL LEASES AND RENTALS	\$ -	0.00%				
TOTAL EXPENSES	\$ 6,166,212	\$ 6,278,557	\$ 5,916,494	\$ 5,589,214	\$ (689,343)	-10.98%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Director of Special Services	1	-1	0
Eligibility Coordinator	1	0	1
Mobility Coordinator	1	0	1
Total	3	-1	2

Service Development Department #4

Functions and Responsibilities

This department is tasked with the responsibility of five major areas: Service Planning and Scheduling, Long-Range Planning and Transit-Oriented Development, Environmental sustainability, National Transit Database (NTD) Reporting and Civil Rights Act of 1964 Title VI Compliance. Each function is designed to support the planning, development, evaluation, and ultimate delivery of public transportation solutions and infrastructure.

Key functions include: development and administration of bus route, schedule, and bus stop changes including amenities; implementation of quarterly service changes; evaluation of ridership and service performance including operational data collection; NTD reporting; development of monthly and annual performance reports.

FY 2015 Accomplishments

- **Deliver the Best Possible Experience**
 - Completed RFP and award process for NTD Passenger Miles Traveled Surveys.
 - Completed RFP and award process for COA (Transit 20/20) study.
 - Completed Phases I & II of COA.
 - Received Trip-end Bike Facility Installation grant for \$310,500 of which RTA's local share is \$62,100.
 - Completed bike planning mobility phase of Trip-end Bike project.
 - Completed service changes for January, May and August.
 - Added more stops for routes 5 and 60 around TAMUCC area.

FY 2016 Planned Initiatives

- **Deliver the Best Possible Experience**
 - Complete COA's (Transit Plan 20/20) study in July 2016.
 - Begin developing a scope of work and action plan to utilize efficiencies from COA study.
 - Implement action plan to resume service at the new Staples Street Transfer Station scheduled to open May 2016.
 - Continue with service changes and improvements to meet rider demands including university students and faculty.
 - Continue bus rides with bus operators to evaluate vehicle head sign, on-time performance and passenger loads.
 - Develop strategic plan to implement grant-funded MPO Bicycle Plan scheduled to be completed latter part of FY2016.
- **Enhance Awareness of Agency in the Region**
 - Continue discussions with City staff on:
 - Thirteen bond projects that are scheduled to be completed in FY 2016 to enable Agency to plan re-alignment of affected stops.
 - Extension of services to specific routes impacted by city's growth.
 - Traffic volume count studies to assist in traffic movement analysis.
 - Complete partnering obligation to City for pledged funding of the Travel Demand Model Project scheduled to be completed latter part of the year.
 - Continue with field test and trial of Route 94- Port Aransas Shuttle to accommodate an extension to serve the Cinnamon Shore Seaside Village.
- **Continue to Improve Organizational Practices**
 - Enhance high-impact training opportunities for department staff, transit oriented development training and data analysis
 - Enhance capability to track project development, scope, schedule, and budget

Major Budgetary Changes

- Increase in *Salaries and Benefits* due to the addition of 2 FTE's to meet demands – Both positions are lateral transfers; one from the Transportation Department and the other from the Marketing Department.
- A reduction in *Services* due to the completion of the NTD contract, and COA Task 1 & 2 phases.
- Reduction in *Materials & Supplies* due to a cost savings in the use of office supplies
- Decrease in *Miscellaneous Expense* due to cost efficiencies in travel and training expenses

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
04 50102010 SALARIES AND WAGES - OTHER	\$ 193,328	\$ 201,803	\$ 242,114	\$ 305,437	\$ 103,634	51.35%
04 50103010 OVERTIME - OTHER	287	293	293	293	-	0.00%
04 50201010 MEDICARE	2,606	3,593	3,480	4,434	841	23.41%
04 50205010 LIFE INSURANCE	592	768	768	960	192	25.00%
04 50206010 DISABILITY INSURANCE	397	1,583	1,627	2,078	495	31.27%
TOTAL SALARIES & BENEFITS	\$ 197,211	\$ 208,040	\$ 248,282	\$ 313,202	\$ 105,162	50.55%
SERVICES						
04 50322010 CONSULTING SERVICES	\$ 8,005	\$ -	\$ -	\$ -	-	0.00%
04 50310010 OTHER PROFESSIONAL SERVICES	1,228	450,000	221,390	313,828	(136,172)	-30.26%
TOTAL SERVICES	\$ 9,233	\$ 450,000	\$ 221,390	\$ 313,828	\$ (136,172)	-30.26%
MATERIALS & SUPPLIES						
04 50491110 OFFICE SUPPLIES	\$ 350	500	344	250	(250)	-50.00%
04 50492010 PRINTING	730	-	-	-	-	0.00%
04 50493010 UNIFORMS	330	-	-	-	-	0.00%
04 50499910 OTHER MATERIALS & SUPPLIES	66	-	-	-	-	0.00%
TOTAL MATERIALS & SUPPLIES	\$ 1,476	\$ 500	\$ 344	\$ 250	\$ (250)	-50.00%
MISCELLANEOUS						
04 50901010 DUES & SUBSCRIPTIONS	\$ 363	\$ 750	\$ 525	\$ 650	(100)	-13.33%
04 50902110 TRAVEL, TRAINING, & MEETINGS	3,750	6,500	6,500	5,000	(1,500)	-23.08%
04 50908010 ADVERT/PROMO MEDIA	2,248	-	-	250	250	100.00%
TOTAL MISCELLANEOUS	\$ 6,360	\$ 7,250	\$ 7,025	\$ 5,900	\$ (1,350)	-18.62%
LEASES AND RENTALS						
04 51201010 LEASES AND RENTALS	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL LEASES AND RENTALS	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL EXPENSES	\$ 214,280	\$ 665,790	\$ 477,041	\$ 633,180	\$ (32,610)	-4.90%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Director of Planning	1	0	1
Sr. Transit Planner	0	1	1
Data Technician	1	0	1
Planning Technician	0	1	1
Outreach Technician	1	0	1
Total	3	2	5

Management Information System Department #7

Functions and Responsibilities

This department provides strategic planning and implementation of all technology projects and ensures the integrity, availability, reliability and security of all CCRTA systems. In addition, the IT department is responsible for procurement, installation, and day-to-day, 24/7 support of all installed hardware, software, data and communications network.

FY 2015 Accomplishments

- **Continue to Improve Organization Practices and Development Staff**
 - Exercised option year for Telephone System Installation Maintenance
 - Replaced designated monitors, computers and technology devices under the replacement program
- **Deliver the Best Possible Experience**
 - Installed new digital wireless security cameras in 52 new buses to improve efficiency in the footage retrieval process and enhance safety and security measures for our riders.
 - Installed Trans-Loc app to promote customer satisfaction and improve transportation effectiveness
 - Completed planning phases for installation of all IT projects relating to the new Staples Street Center

FY 2016 Planned Initiatives

- **Deliver the Best Possible Experience**
 - Implement free-on line trip planner on website and mobile devices to promote boarding experience.
 - Ensure the system infrastructure operates securely, efficiently, effectively, and without interruption
 - Continue to enhance the ability to send/receive information on mobile platforms that deliver real-time information on bus services
 - Implement all the technological projects for the transfer stations as scheduled to enhance customer satisfaction
- **Continue to Improve Organization Practices and Development Staff**
 - Implement all the technological projects for the new Staples Street Center in preparation for the opening scheduled in May 2016 including Veterans Video Wall.
 - Implement all the technological projects to the existing building in preparation for the move of transit operations located in other buildings
 - Support and improve business systems which support CCRTA operations
 - Collaborate with other CCRTA organizational units to implement more effective comprehensive business systems
 - Support CCRTA utilization of data to facilitate policy and work process improvements

Budgetary Changes

- *Services* up 48.64% due to the additional increase of contracted maintenance associated to new technological advances
- *Materials and Supplies* down 55.37% due to the decrease in minor and tools purchases associated with the computer replacement program. Computers and electronic devices are not scheduled to be replaced until 2018.
- *Miscellaneous* expense down 39.67% due to the scheduling efficiency of travel and training expenses.

	ACTUAL	BUDGET	ESTIMATE	PROPOSED	2016 VS 2015	2016 VS 2015
SALARIES & BENEFITS						
07 50102010 SALARIES AND WAGES - OTHER	\$ 121,156	\$ 143,257	\$ 143,163	\$ 146,120	\$ 2,863	2.00%
07 50103010 OVERTIME - OTHER	123	304	314	320	16	5.26%
07 50201010 MEDICARE	1,650	1,948	2,039	2,107	159	8.16%
07 50205010 LIFE INSURANCE	512	576	576	576	-	0.00%
07 50206010 DISABILITY INSURANCE	485	857	908	930	73	8.57%
07 50214110 TUITION REIMBURSEMENT	4,065	15,000	15,000	15,000	-	0.00%
TOTAL SALARIES & BENEFITS	\$ 127,992	\$ 161,942	\$ 162,000	\$ 165,053	\$ 3,111	1.92%
SERVICES						
07 50326010 COMPUTER CONSULTING SERV	\$ -	\$ 15,000	\$ 13,600	\$ 15,000	-	0.00%
07 50329910 OTHER PROFESSIONAL SERV	277	-	20	-	-	0.00%
07 50346010 CONTRACTED MAINTENANCE	145,299	154,112	165,806	236,370	82,258	53.38%
TOTAL SERVICES	\$ 145,576	\$ 169,112	\$ 179,426	\$ 251,370	\$ 82,258	48.64%
MATERIALS & SUPPLIES						
07 50401210 FREIGHT, DELIVERY, ENVIRONMENTAL	\$ 150	\$ -	\$ -	\$ -	\$ -	0.00%
07 50491110 OFFICE SUPPLIES	2,079	-	-	-	-	0.00%
07 50491210 POSTAGE AND EXPRESS	175	500	500	500	-	0.00%
07 50491310 MINOR TOOLS AND EQUIPMENT	2,592	47,200	47,200	-	(47,200)	-100.00%
07 50491410 MINOR OFFICE EQUIPMENT	75,127	35,820	33,837	36,530	710	1.98%
07 50492010 PRINTING	190	-	-	-	-	0.00%
07 50493010 UNIFORMS	-	450	450	450	0	0.10%
TOTAL MATERIALS & SUPPLIES	\$ 80,313	\$ 83,970	\$ 81,987	\$ 37,480	\$ (46,490)	-55.36%
UTILITIES						
07 50502010 TELECOMMUNICATIONS	\$ 108,715	\$ 117,678	\$ 119,294	\$ 116,597	\$ (1,081)	-0.92%
TOTAL UTILITIES	\$ 108,715	\$ 117,678	\$ 119,294	\$ 116,597	\$ (1,081)	-0.92%
MISCELLANEOUS						
07 50901010 DUES & SUBSCRIPTIONS	\$ 22	\$ 2,595	\$ 2,794	\$ 2,280	(315)	-12.14%
07 50902110 TRAVEL, TRAINING, & MEETINGS	3,418	10,300	10,101	5,500	(4,800)	-46.60%
07 50908010 ADVERT/PROMO MEDIA	147	-	-	-	-	0.00%
07 50909910 OTHER MISCELLANEOUS EXPENSE	4	-	491	-	-	0.00%
TOTAL MISCELLANEOUS	\$ 3,592	\$ 12,895	\$ 13,386	\$ 7,780	\$ (5,115)	-39.67%
LEASES AND RENTALS						
07 51201010 LEASES AND RENTALS	\$ -	\$ 21,704	\$ 23,703	\$ 22,362	658	3.03%
TOTAL LEASES AND RENTALS	\$ -	\$ 21,704	\$ 23,703	\$ 22,362	\$ 658	3.03%
TOTAL EXPENSES	\$ 466,186	\$ 567,301	\$ 579,796	\$ 600,643	\$ 33,342	5.88%

Personnel Summary

Position	FY 2015	Additions	FY 2016
System Administrator	1	0	1
System Coordinator	1	0	1
Technician	1	0	1
Total	3	0	3

Vehicle Maintenance Dept#11

Functions and Responsibilities

The Vehicle Maintenance Department is responsible for maintaining and serving revenue vehicles, excluding paratransit and non-revenue vehicles. The responsibilities include: preventive maintenance, corrective maintenance, servicing, fueling, fleet modifications, repairing, complying with federal and state environment laws and regulations, and cleaning of the CCRTA operated bus fleet. Vehicle maintenance is the front-line department that guarantees that buses are operational to maintain bus schedules and provide clean, dependable and safe buses for passengers.

FY 2015 Accomplishments

- **Deliver the Best Possible Experience**
 - Completed 100% preventive maintenance inspections on time.
 - Achieved miles between road-calls of 5,500.
 - Ensured bus availability to meet pullout rate.
 - Placed in service 52 new CNG buses.

FY 2016 Planned Initiatives

- **Deliver the Best Possible Experience**
 - Assuring consistent and accurate dissemination of information to all front-line staff regarding operations during service disruptions
 - Carrying out serving and maintenance in line with manufacturing recommendations to:
 - Minimize downtime to ensure vehicles are operational and available as required
 - Control fleet maintenance costs
 - Maximize resale value
- **Continue to Improve Organizational Practices**
 - Continue with procurement plans to support vehicle fleet with new CNG vehicles by August 2016.

Budgetary Changes

- Materials & Supplies down 43.42% due to the decrease in the anticipated decrease in repair, maintenance and fuel costs associated with CNG fleet
- Utilities up 177.50% due to the increase in energy costs for facilities
- Miscellaneous expense down 46.77% due to a decrease in travel expenses
- Leases & Rentals down 100.00% due to the expiration of a contract for a small copier

	FY 2014	FY 2015	FY 2015	FY 2016	\$ VARIANCE	% VARIANCE
	ACTUAL	BUDGET	ESTIMATE	PROPOSED	2016 VS 2015	2016 VS 2015
SALARIES & BENEFITS						
11 50102010 SALARIES AND WAGES -OTHER	\$ 1,293,827	\$ 1,513,211	\$ 1,487,922	\$ 1,592,709	\$ 79,498	5.25%
11 50103010 OVERTIME - OTHER	118,185	142,460	83,573	113,540	(28,920)	-20.30%
11 50201010 MEDICARE	19,844	21,281	22,380	23,579	2,298	10.80%
11 50202010 PENSION	-	9,238	-	-	(9,238)	-100.00%
11 50205010 LIFE INSURANCE	5,952	6,720	6,256	7,680	960	14.29%
11 50206010 DISABILITY INSURANCE	5,944	8,621	7,949	10,280	1,659	19.24%
11 50213010 UNIFORM AND TOOL ALLOWANCE	3,675	3,850	6,025	3,850	-	0.00%
11 50214110 TUITION REIMBURSEMENT	101	15,500	2,136	5,600	(9,900)	-63.87%
11 50214310 INCENTIVE AWARDS	994	2,000	2,000	2,000	-	0.00%
TOTAL SALARIES & BENEFITS	\$ 1,448,521	\$ 1,722,881	\$ 1,618,242	\$ 1,759,238	\$ 36,357	2.11%
SERVICES						
11 50329910 OTHER PROFESSIONAL SERVICES	\$ 2,316	\$ -	\$ -	\$ -	\$ -	0.00%
11 50330010 TEMPORARY SERVICES	64,541	4,992	67,235	40,960	35,968	720.51%
11 50346010 CONTRACTED MAINTENANCE	75,393	75,149	75,149	90,499	15,350	20.43%
11 50346210 CONTRACTED BUILDING MAINTENANCE	607	-	-	-	-	0.00%
11 50346210 CONTRACTED VEHICLE MAINTENANCE	172,876	245,400	224,414	194,200	(51,200)	-20.86%
TOTAL SERVICES	\$ 315,732	\$ 325,541	\$ 366,798	\$ 325,659	\$ 118	0.04%
MATERIALS & SUPPLIES						
11 50401010 FUEL AND LUBRICANTS	\$ 2,017,248	\$ 2,820,130	\$ 1,707,260	\$ 1,104,547	\$ (1,715,583)	-60.83%
11 50401110 FUEL AND LUBRICANT TAXES	161,955	219,850	174,738	173,920	(45,930)	-20.89%
11 50401210 FREIGHT, DELIVERY, ENVIRONMENTAL	921	2,700	1,879	2,700	-	0.00%
11 50401310 SPILL TAX AND L.U.S.T.	3,963	3,300	3,903	3,900	600	18.18%
11 50402010 TIRES AND TUBES	208,854	225,000	207,224	116,250	(108,750)	-48.33%
11 50490110 REPAIR PARTS	1,470,177	1,169,000	1,283,800	952,150	(216,850)	-18.55%
11 50490210 BUS CLEANING SUPPLIES	6,780	11,200	13,248	13,200	2,000	17.86%
11 50490310 BUILDING MAINTENANCE MATERIALS	926	-	-	-	-	0.00%
11 50490510 VEHICLE MAINTENANCE MANDS	144,190	135,000	145,184	150,000	15,000	11.11%
11 50490610 SHELTER MAINTENANCE SUPPLIES	33	-	-	-	-	0.00%
11 50491110 OFFICE SUPPLIES	5,190	6,000	5,223	4,000	(2,000)	-33.33%
11 50491210 POSTAGE AND EXPRESS	22,418	11,000	18,034	18,000	7,000	63.64%
11 50491310 MINOR TOOLS AND EQUIPMENT	13,543	16,000	14,093	15,000	(1,000)	-6.25%
11 50491410 MINOR OFFICE EQUIPMENT	1,025	2,500	207	2,000	(500)	-20.00%
11 50492010 PRINTING	1,253	200	-	-	(200)	-100.00%
11 50493010 UNIFORMS	17,883	25,920	26,437	45,120	19,200	74.07%
11 50499910 OTHER MATERIALS AND SUPPLIES	13,307	11,619	17,425	35,691	24,072	207.18%
TOTAL MATERIALS & SUPPLIES	\$ 4,089,666	\$ 4,659,419	\$ 3,618,654	\$ 2,636,478	\$ (2,022,941)	-43.42%
UTILITIES						
11 50502110 ELECTRICITY	\$ 100,174	\$ 160,000	\$ 169,295	\$ 240,000	\$ 80,000	50.00%
11 50502210 WATER AND GAS	-	-	95,000	204,000	204,000	100.00%
TOTAL UTILITIES	\$ 100,174	\$ 160,000	\$ 264,295	\$ 444,000	\$ 284,000	177.50%
MISCELLANEOUS						
11 50902110 TRAVEL, TRAINING, & MEETINGS	72,899	92,800	61,549	49,400	(43,400)	-46.77%
11 50908010 ADVERT/PROMO MEDIA	334	-	-	-	-	0.00%
11 50909910 OTHER MISCELLANEOUS EXPENSE	242	-	-	-	-	0.00%
TOTAL MISCELLANEOUS	\$ 73,475	\$ 92,800	\$ 61,549	\$ 49,400	\$ (43,400)	-46.77%
LEASES AND RENTALS						
11 51201010 LEASES AND RENTALS	\$ 7,995	\$ 5,000	\$ -	\$ -	(5,000)	-100.00%
TOTAL LEASES AND RENTALS	\$ 7,995	\$ 5,000	\$ -	\$ -	(5,000)	-100.00%
TOTAL EXPENSES	\$ 6,035,563	\$ 6,965,641	\$ 5,929,538	\$ 5,214,775	\$ (1,750,866)	-25.14%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Director of Maintenance	1	0	1
Assistant Director of Maintenance	1	0	1
Senior Administrative Assistant	1	0	1
Mechanic Supervisor	3	0	3
Garage Services Supervisor	1	0	1
Journey Mechanic	7	0	7
Vehicle Maintenance Tech III	1	0	1
Vehicle Maintenance Tech III	4	0	4
Vehicle Maintenance Tech III	5	0	5
Garage Service Technician	2	0	2
Garage Service Person	10	0	10
Body Shop Technician	2	0	2
Vehicle Electronic Maintenance	3	0	3
Total	41	0	41

Facilities Management Dept. #21

Functions and Responsibilities

This department is responsible for maintaining facilities, grounds, and equipment. It oversees the maintenance of administrative and operations offices, transfer centers, bus shelters, and bus stops throughout the service region. Specifically, this department inspects repairs and maintains air conditioning, plumbing, electrical equipment, sprinkler systems, and lighting at all facilities. The department is also responsible for overseeing capital improvements and monitoring contracted services.

FY 2015 Accomplishments

- **Deliver the Best Possible Experience**
 - Completed installation of new amenities including new trash receptacles at 500 bus stops.
 - Continued refurbishments program for bus shelters.
 - Completed 100% of scheduled facilities PMI's to include bus lifts, generators, bus wash, and fuel and lubricant pumps.

FY 2016 Planned Initiatives

- **Continue to Improve Organizational Practices**
 - Ensure all facilities are physically viable for its intended purpose
 - Ensure all facilities meet health and safety needs
 - Maintain cosmetic upgrades to increase customer satisfaction
 - Maintain system of work orders to ensure emergency and non-emergency requests are completed on a timely basis
 - Proceed with procurement of Fuel Management System and Heat Ventilating System

Budgetary Changes

- Increase in *Services* by 94.04% due to the additional costs associated with
 - Refuse Removal
 - Contracted CNG service maintenance
 - Contracted building maintenance
 - Contracted shelter maintenance
- Increase in *Materials and Supplies* by 43.31% due to the increase in shelter maintenance supplies
- Increase in *Other Miscellaneous Expense* due to the addition of costs associated with special events
- Decrease in *Leases & Rental* by 70.59% due to the favorable renewal rates for a copier and the transfer of leased copiers to IT department

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
21 50102010	\$ 320,928	\$ 389,068	\$ 354,638	\$ 405,037	\$ 15,969	4.10%
21 50103010	20,992	36,700	20,688	14,580	(22,120)	-60.27%
21 50201010	4,759	5,239	5,348	6,166	927	17.69%
21 50205010	2,512	2,304	2,326	2,937	633	27.47%
21 50206010	1,664	2,313	1,947	2,755	442	19.11%
21 50214110	-	1,600	-	-	(1,600)	-100.00%
TOTAL SALARIES & BENEFITS	\$ 350,855	\$ 437,224	\$ 384,947	\$ 431,475	\$ (5,749)	-1.31%
SERVICES						
21 50330010	6,179	8,960	-	3,360	(5,600)	-62.50%
21 50342010	189	-	-	-	-	0.00%
21 50344010	64,063	85,300	80,628	121,995	36,695	43.02%
21 50346210	40,225	80,858	67,861	410,000	329,142	407.06%
21 50346210	34,006	54,700	69,930	102,500	47,800	87.39%
21 50346410	411,614	426,209	425,257	537,085	110,876	26.01%
TOTAL SERVICES	\$ 556,277	\$ 656,027	\$ 643,676	\$ 1,174,940	\$ 518,913	79.10%
MATERIALS & SUPPLIES						
21 50401010	\$ 551	\$ -	\$ -	\$ -	\$ -	0.00%
21 50401210	730	2,000	-	-	(2,000)	-100.00%
21 50490110	530	-	-	-	-	0.00%
21 50490210	206	-	-	-	-	0.00%
21 50490310	174,894	92,500	136,753	159,500	67,000	0.00%
21 50490510	1,413	-	2,220	-	-	-100.00%
21 50490610	22,559	43,500	16,474	60,000	16,500	0.00%
21 50491110	927	500	1,022	-	(500)	-100.00%
21 50491210	1,935	-	-	-	-	0.00%
21 50491310	16,762	21,100	14,685	15,000	(6,100)	-28.91%
21 50491410	2,017	1,000	67	-	(1,000)	-100.00%
21 50492010	48	-	65	-	-	0.00%
21 50493010	10,176	11,656	11,634	15,230	3,574	30.66%
21 50499910	2,456	2,000	2,191	-	(2,000)	-100.00%
TOTAL MATERIALS & SUPPLIES	\$ 235,204	\$ 174,256	\$ 185,111	\$ 249,730	\$ 75,474	43.31%
UTILITIES						
21 50502010	\$ 21	\$ -	\$ -	\$ -	\$ -	0.00%
21 50502110	182,006	256,200	191,211	188,200	(68,000)	-26.54%
21 50502210	41,814	56,771.00	50,940	62,340	5,569	100.00%
TOTAL UTILITIES	\$ 223,842	\$ 312,971	\$ 242,151	\$ 250,540	\$ (62,431)	-19.95%
MISCELLANEOUS						
21 50902110	8,268	6,000	5,000	5,000	(1,000)	-16.67%
21 50909910	938	-	3,440	5,000	5,000	0.00%
TOTAL MISCELLANEOUS	\$ 9,206	\$ 6,000	\$ 8,440	\$ 10,000	\$ 4,000	66.67%
LEASES AND RENTALS						
21 51201010	\$ 6,759	\$ 8,500	\$ 8,500	\$ 8,500	-	0.00%
TOTAL LEASES AND RENTALS	\$ 6,759	\$ 8,500	\$ 8,500	\$ 8,500	\$ -	0.00%
TOTAL EXPENSES	\$ 1,382,143	\$ 1,594,978	\$ 1,472,825	\$ 2,125,185	\$ 530,207	33.24%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Groundskeeper	3	0	3
Industrial Custodial Technician	3	0	3
Grounds Person	3	0	3
Facilities Maintenance Custodian	1	0	1
Facilities Maintenance Supervisor	1	0	1
Facilities Maintenance Technician	4	0	4
Total	15	0	15

Contracts and Grants Dept. #40

Functions and Responsibilities

This department is responsible for procurement activities, contract and grant administration. In the procurement capacity it is responsible for the acquisition of all goods, services, and construction needed by CCRTA at fair and reasonable prices, on time, and in compliance with sound public purchasing policies and procedures, in accordance with solicitation documents and board awarded approval requirements. This department also is responsible for issuing solicitations for procurements and purchase orders. Among the contract administration responsible is the managing CCRTA's contracts and agreements, conducting contract compliance review, and maintaining required documentation. The Grants Section is responsible for the administration and management of all grants including filing quarterly grant reports, annual NTD reports, and tracking grant expenditures.

FY 2015 Accomplishments

- **Continue to Improve Organizational Practices and Develop Staff**
 - Purchased and implemented State of Texas Cooperative Purchasing Program
 - Purchased and implemented grant tracking application module
 - Purchased and implemented project tracking application module
 - Revised spending limits and procurement policy to include stronger internal controls. Conducted series of training implementation sessions.
 - Managed nearly 150 contracts/agreements totaling approximately \$ 9,000,000.

- **Deliver the Best Possible Experience**
 - Successfully transition all paratransit fleet to CNG with purchase of twenty-two (22) Arboc cut-a-ways
 - Increased number of CNG buses for fixed route by 29 with purchase of nineteen 40' and ten 35' buses.

FY 2016 Planned Initiatives

- **Demonstrate Regional Leadership**
 - Support the various organizational units with the solicitation, evaluation, and award of projects
 - Support Marketing in community outreach events

- **Continue to Improve Organizational Practices and Develop Staff**
 - Facilitate sale of obsolete/surplus property process to ensure proceeds are generated on a timely basis
 - Award new contracts as required by 2016 budget
 - Enhance employee cultural awareness initiatives
 - Coordinate organization units in preparation for the Triennial Revenue scheduled June 2016.
 - Update Procurement Manual.

- **Enhance Awareness of the Value of the Transportation System in the Community**
 - Partner with state delegation to maximize effectiveness of required audits and reduce unnecessary spending

Budgetary Changes

- A 22.30% decrease in *Salaries & Benefits* due to the transfer one FTE to the CEO department
- A 49.81 decrease in *Materials & Supplies* due the transfer of one FTE
- A 55.70% decrease in *Miscellaneous* due to the lower cost of one FTE

	FY 2014	FY 2015	FY 2015	FY 2016	\$ VARIANCE	% VARIANCE
	ACTUAL	BUDGET	ESTIMATE	PROPOSED	2016 VS 2015	2016 VS 2015
SALARIES & BENEFITS						
40 50102010 SALARIES AND WAGES -OTHER	\$ 156,392	\$ 208,250	\$ 189,810	\$ 157,307	\$ (50,943)	-24.46%
40 50103010 OVERTIME - OTHER	534	-	2,758	2,143	2,143	0.00%
40 50201010 MEDICARE	2,201	3,026	2,680	2,307	(719)	-23.76%
40 50205010 LIFE INSURANCE	544	576	576	576	-	0.00%
40 50206010 DISABILITY INSURANCE	788	1,001	998	819	(182)	-18.18%
40 50214110 TUITION REIMBURSEMENT	1,251	10,000	7,062	10,000	-	0.00%
TOTAL SALARIES & BENEFITS	\$ 161,710	\$ 222,853	\$ 203,884	\$ 173,152	\$ (49,701)	-22.30%
SERVICES						
40 50330010 OTHER PROFESSIONAL SERV	\$ 886	\$ -	\$ 19,517	\$ -	\$ -	0.00%
40 50330010 TEMPORARY SERVICES	357	-	3,642	-	-	0.00%
TOTAL SERVICES	\$ 1,243	\$ -	\$ 23,159	\$ -	\$ -	0.00%
MATERIALS & SUPPLIES						
40 50491110 OFFICE SUPPLIES	\$ 6,480	\$ 7,280	\$ 2,733	\$ 3,540	\$ (3,740)	-51.37%
40 50491210 POSTAGE AND EXPRESS	294	470	-	-	(470)	-100.00%
40 50491410 MINOR OFFICE EQUIPMENT	2,629	-	-	-	-	0.00%
40 50492010 PRINTING	173	300	-	-	(300)	0.00%
40 50493010 UNIFORMS	164	-	484	500	500	0.00%
40 50499910 OTHER MATERIALS AND SUPPLIES	300	-	-	-	-	0.00%
TOTAL MATERIALS & SUPPLIES	\$ 10,040	\$ 8,050	\$ 3,217	\$ 4,040	\$ (4,010)	-49.81%
INSURANCE						
40 50610010 HEALTH CARE SELF INSURANCE	\$ 1,848	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL INSURANCE	\$ 1,848	\$ -	\$ -	\$ -	\$ -	0.00%
MISCELLANEOUS						
40 50901010 DUES AND SUBSCRIPTIONS	\$ 1,382	\$ 30,965	\$ 772	\$ 500	\$ (30,465)	-98.39%
40 50902110 TRAVEL, TRAINING, & MEETINGS	33,219	16,850	11,973	17,300	450	2.67%
40 50908010 ADVERT/PROMO MEDIA	5,961	5,908	5,716	6,000	92	1.56%
40 50909910 OTHER MISCELLANEOUS EXPENSE	111	-	479	-	-	0.00%
TOTAL MISCELLANEOUS	\$ 40,673	\$ 53,723	\$ 18,941	\$ 23,800	\$ (29,923)	-55.70%
LEASES AND RENTALS						
40 51201010 LEASES AND RENTALS	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL LEASES AND RENTALS	\$ -	0.00%				
TOTAL EXPENSES	\$ 215,514	\$ 284,626	\$ 249,201	\$ 200,992	\$ (83,634)	-29.38%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Director of Procurement	1	0	1
Board Support Manager	1	-1	0
Buyer	1	0	1
Interns	2	0	2
Total	5	-1	4

General Management Dept. #41

Functions and Responsibilities

As Chief Executive and Administrative Head of the Authority, the General Manager is responsible to the Board of Directors for the proper direction, coordination and administration of all affairs in accordance with the policies determined by the Board and the laws and regulations of local, state, and federal governments.

FY 2015 Accomplishments

- **Continue to Improve Organizational Practices and Develop Staff**
 - Enhanced and streamlined weekly report to Board with Friday Flash for communicating status of projects and pertinent transit information.
 - Improved interaction and topic exchange information at morning “Standup Meetings” and weekly EMT meetings.
 - Reviewed and updated Agency policies for board review at first 2016 Board Retreat
 - Initiated review and evaluation of all contractual services to ensure compliance from vendors and establish score cards
 - Evaluated mission and vision statement to determine if statements are achieving respective objectives. Drafted changes to vision statement to incorporate a more global message which was approved by the Board.
 - Evaluated organizational structure to identify communication patterns and ensure Agency is set up for optimal growth. As a result, organizational changes will be implemented in FY2016 to provide stronger internal controls and plan for future growth.
 - Enhanced ethics program to help ensure responsible stewardship of public funds, transparency, and monitoring of outside legal services
 - Defined directives for new marketing and safety and security plans.
 - Implemented budget workshops in multiple segments to allow expenditure focus of each department and increase public interest.

FY 2016 Planned Initiatives

- **Continue to Improve Organizational Practices and Develop Staff**
 - Ensure strategic direction of Board is executed accordingly
 - Promote leadership awareness internally and externally
 - Partner with City and other state holders to advance opportunities for expansion of services
 - Enhance relations with community leaders to promote value of organization and public transportation
 - Support community involvement throughout the organization
 - Increase customer service and customer perception of organization and public transportation
 - Improve business practices by continuing to standardize and document Board policies to increase efficiency and transparency
 - Evaluate and update Board adopted policies to ensure compliance and the application of best practices in industries
 - Evaluate and continue to improve the use of technology in communicating with the Board and the public, including but not limited to, improved access to backup materials for the visually impaired, live streaming of Board and committee meetings, and greater use of electronic backup materials
 - Develop and document processes for Board development, including new member orientation, Board evaluation and feedback processes, and strategic planning
 - Support regional transit plan by increasing visibility and awareness of CCRTA’s events, plans, meetings and public outreach in Board communications and meetings
 - Identify and implement best practices in litigation and outside counsel management
 - Develop and implement process and strategies for reducing legal risk and exposure
 - Continue to review and update contracting and procurement documents to ensure legal compliance and best practices
 - Continue implementation of the Board’s Community Involvement Policy to enhance decision-making processes

Budgetary Changes

- 17.94% increase in *Salaries & Benefits* as a result transfer the Board Support Manager to this department
- 66.19% decrease in *Materials & Supplies* due to decrease in printing expenses resulting from consolidation

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
41 50102010 SALARIES AND WAGES -OTHER	\$ 177,517	\$ 171,126	\$ 269,976	\$ 223,233	\$ 52,107	30.45%
41 50201010 MEDICARE	2,673	2,480	3,966	3,237	757	30.52%
41 50202010 PENSION	9,854	9,900	7,160	-	(9,900)	-100.00%
41 50205010 LIFE INSURANCE	192	192	208	384	192	100.00%
41 50206010 DISABILITY INSURANCE	442	1,094	870	1,119	25	2.29%
41 50214310 INCENTIVE AWARDS	-	8,500	-	-	(8,500)	-100.00%
TOTAL SALARIES & BENEFITS	\$ 190,678	\$ 193,292	\$ 282,180	\$ 227,973	\$ 34,681	17.94%
SERVICES						
41 50322010 CONSULTING SERVICES	\$ 131,250	136,000	150,642	139,000	\$ 3,000	2.21%
41 50324010 LEGAL FEES	51,966	85,000	71,103	85,000	-	0.00%
41 50330010 OTHER PROFESSIONAL SERV	21,280	15,000	600	7,650	(7,350)	-49.00%
TOTAL SERVICES	\$ 204,496	\$ 236,000	\$ 222,345	\$ 231,650	\$ (4,350)	-1.84%
MATERIALS & SUPPLIES						
41 50490410 PROMOTIONAL SUPPLIES	\$ 874	\$ 2,250	\$ -	\$ -	\$ (2,250)	-100.00%
41 50491110 OFFICE SUPPLIES	247	1,500	650	1,500	-	0.00%
41 50491210 POSTAGE AND EXPRESS	157	160	155	160	-	0.00%
41 50492010 PRINTING	942	1,000	-	-	(1,000)	-100.00%
41 50499910 OTHER MATERIALS AND SUPPLIES	309	-	20	-	-	0.00%
TOTAL MATERIALS & SUPPLIES	\$ 2,529	\$ 4,910	\$ 825	\$ 1,660	\$ (3,250)	-66.19%
MISCELLANEOUS						
41 50901010 DUES AND SUBSCRIPTIONS	\$ 71,489	\$ 64,246	\$ 62,158	\$ 62,159	\$ (2,087)	-3.25%
41 50902110 TRAVEL, TRAINING, & MEETINGS	55,261	89,550	43,946	98,250	8,700	9.72%
41 50909510 COMMUNITY SERVICES	24,273	25,000	24,529	25,600	600	2.40%
41 50909910 OTHER MISCELLANEOUS EXPENSE	7,220	10,000	7,525	12,000	2,000	20.00%
TOTAL MISCELLANEOUS	\$ 158,243	\$ 188,796	\$ 138,158	\$ 198,009	\$ 9,213	4.88%
LEASES AND RENTALS						
41 51201010 LEASES AND RENTALS	\$ 1,730	\$ -	\$ -	\$ -	-	0.00%
TOTAL LEASES AND RENTALS	\$ 1,730	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL EXPENSES	\$ 557,676	\$ 622,998	\$ 643,508	\$ 659,292	\$ 36,294	5.83%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Chief Executive Officer	1	0	1
Board Support Manager	0	1	1
Total	1	1	2

Finance and Account Dept. #42

Functions and Responsibilities

The Finance department is responsible for managing the financial data for the Authority, ensuring accurate and timely accounting and reporting, monitoring financial performance, processing timely payment of goods and services procured this department is responsibility for the management, processing, dissemination, and integrity of the financial data for the Authority. Included is the safekeeping, tracking, and management of fixed assets, coordination of the annual audit processes, investment of funds, and for providing on-going support to management and departments.

FY 2015 Accomplishments

- **Continue to Improve Organizational Practices and Develop Staff**
 - Exercised option year for Audit Financial Services
 - Exercised option year for Actuarial Services – GASB
 - Exercised option year for Portfolio Management Services
 - Completed RFP and awarded new contract for Courier Services
 - Completed RFP for OPED audit
 - Implemented project batching application module

- **Enhance Awareness of the Value of the Transportation System in the Community**
 - Received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the FY 2014 Comprehensive Annual Financial Report (CAFR)

FY 2016 Planned Initiatives

- **Continue to Improve Organizational Practices and Develop Staff**
 - Evaluate modules added to financial software to assess effectiveness.
 - Streamline accounting functions to increase efficiency and effectiveness
 - Implement use of webinars as a cost effective tool for expanding knowledge and developing expertise.
 - Coordinate with department's asset management functions with relocation of offices to the new Staples Street Center (i.e. disposal of excess, unwanted, not functional or outdated materials purchased with local funds and inventory of assets).
 - Issue RFP for new contract for Banking Services
 - Issue RFP for Financial Audit Services
 - Issue RFQ for Actuarial Services – GASB
 - Exercise option year for Actuarial Services – Defined Benefit Plan
 - Issue RFP for Investment Advisory Services
 - Issue RFP for Portfolio Management of Defined Benefit and Defined Contribution Plans

- **Enhance Awareness of the Value of the Transportation System in the Community**
 - Submit the FY 2015 Comprehensive Annual Financial Report to the Government Finance Officers Association for award consideration

Budgetary Changes

- 11.20% increase in *Salaries & Benefits* due to addition of one FTE
- 45.90 % increase in *Services* due to anticipated increases in audit fees and accounting software contracted maintenance costs
- 49.40 % decrease in *Materials & Supplies* due to the anticipated decrease in purchasing minor office equipment
- 100.00 % decrease in *Leases & Rentals* due to the consolidation of leased copiers to the :IT department

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
42 50102010 SALARIES AND WAGES -OTHER	\$ 259,621	\$ 285,708	\$ 287,464	\$ 324,001	\$ 38,293	13.40%
42 50103010 OVERTIME - OTHER	5,372	4,694	6,411	4,869	175	0.00%
42 50201010 MEDICARE	3,728	3,914	4,261	4,769	855	21.84%
42 50205010 LIFE INSURANCE	960	922	960	1,114	192	20.82%
42 50206010 DISABILITY INSURANCE	763	1,574	1,398	1,981	407	25.86%
42 50214110 TUITION REIMBURSEMENT	-	15,000	-	10,000	(5,000)	-33.33%
TOTAL SALARIES & BENEFITS	\$ 270,444	\$ 311,812	\$ 300,494	\$ 346,734	\$ 34,922	11.20%
SERVICES						
42 50310010 PRODUCTION FEES	\$ 230	\$ -	\$ -	\$ -	\$ -	0.00%
42 50330010 OTHER PROFESSIONAL SERV	108,937	101,746	114,960	156,180	54,434	53.50%
42 50330010 TEMPORARY SERVICES	6,782	-	-	-	-	0.00%
42 50346010 CONTRACTED MAINTENANCE	21,849	23,304	26,417	26,265	\$ 2,961	12.71%
TOTAL SERVICES	\$ 137,798	\$ 125,050	\$ 141,377	\$ 182,445	\$ 57,395	45.90%
MATERIALS & SUPPLIES						
42 50491110 OFFICE SUPPLIES	\$ 143	\$ 1,700	\$ 1,058	\$ 1,100	\$ (600)	-35.29%
42 50491210 POSTAGE AND EXPRESS	7	300	-	100	(200)	-66.67%
42 50491310 MINOR TOOLS AND EQUIPMENT	124	200	-	-	(200)	-100.00%
42 50491410 MINOR OFFICE EQUIPMENT	674	2,704	533	1,250	(1,454)	-53.77%
42 50492010 PRINTING	1,441	1,100	1,056	1,600	500	45.45%
42 50499910 OTHER MATERIALS AND SUPPLIES	367	2,000	-	-	(2,000)	-100.00%
TOTAL MATERIALS & SUPPLIES	\$ 2,756	\$ 8,004	\$ 2,647	\$ 4,050	\$ (3,954)	-49.40%
MISCELLANEOUS						
42 50901010 DUES AND SUBSCRIPTIONS	\$ 1,661	\$ 2,331	\$ 2,337	\$ 2,340	\$ 9	0.39%
42 50902110 TRAVEL, TRAINING, & MEETINGS	12,677	10,000	3,857	10,000	-	0.00%
42 50908010 ADVERT/PROMO MEDIA	140	-	-	-	-	0.00%
42 50909910 OTHER MISCELLANEOUS EXPENSE	523	550	531	550	-	0.00%
TOTAL MISCELLANEOUS	\$ 15,001	\$ 12,881	\$ 6,725	\$ 12,890	\$ 9	0.07%
LEASES AND RENTALS						
42 51201010 LEASES AND RENTALS	\$ 3,425	\$ 3,425	\$ 1,142	\$ -	(3,425)	-100.00%
TOTAL LEASES AND RENTALS	\$ 3,425	\$ 3,425	\$ 1,142	\$ -	\$ (3,425)	0.00%
TOTAL EXPENSES	\$ 429,424	\$ 461,172	\$ 452,385	\$ 546,119	\$ 84,947	18.42%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Director of Finance	1	0	1
Comptroller	1	0	1
Accounts Payable	1	0	1
Payroll Coordinator	1	0	1
Money Room Counter	1.55	0	1.55
Accountant	0	1	1
Total	5.55	1	6.55

Materials Management Dept#43

Functions and Responsibilities

This department is primarily responsible for planning, organizing, and controlling the uninterrupted flow of materials to the maintenance department. The department is required to provide a consistent level of services that will enable the Agency to achieve its goals and objectives of providing excellent customer service in a safe environment. In addition, this department is responsible for maintaining an adequate inventory to support a diversified fleet, purchase goods and services related to parts, and conduct cycle counts.

FY 2015 Accomplishments

- **Deliver the Best Possible Experience**
 - Achieved 99% inventory accuracy.
 - Completed 12 monthly cycle counts.
 - Completed annual zero movement inventory analysis.

FY 2016 Planned Initiatives

- **Deliver the Best Possible Experience**
 - Continue to achieve standards in inventory accuracy.
 - Continue to perform 12 monthly cycle counts.
 - Continue annual zero movement inventory analysis.

- **Continue to Improve Organizational Practices and Develop Staff**
 - Provide cost effective and efficient processes for movement of materials while ensuring compliance with CCRTA relative policies
 - Maintain adequate inventory levels to minimize vehicle downtime and ensure customer satisfaction initiatives.
 - Support training and development opportunities to enhance staff and department.

Budgetary Changes

- 23.02% increase in Materials & Supplies due to the anticipated increase in uniform rental costs
- 100% decrease in Leases and Rentals due to the transferring of the rental costs of a copier to the IT department

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
43 50102010 SALARIES AND WAGES -OTHER	\$ 108,774	\$ 113,482	\$ 123,460	\$ 108,142	\$ (5,340)	-4.71%
43 50103010 OVERTIME -OTHER	11,615	10,580	9,124	10,546	(34)	0.00%
43 50201010 MEDICARE	1,593	1,628	1,124	1,721	93	5.71%
43 50205010 LIFE INSURANCE	576	576	576	576	-	0.00%
43 50206010 DISABILITY INSURANCE	564	651	613	760	109	16.74%
TOTAL SALARIES & BENEFITS	\$ 123,122	\$ 126,917	\$ 134,897	\$ 121,745	\$ (5,172)	-4.08%
MATERIALS & SUPPLIES						
43 50490310 BUILDING MAINTENANCE MATERIALS	\$ 75	\$ -	\$ -	\$ -	\$ -	0.00%
43 50491110 OFFICE SUPPLIES	616	800	364	800	-	0.00%
43 50491410 MINOR OFFICE EQUIPMENT	222	-	-	-	-	0.00%
43 50493010 UNIFORMS	1,381	1,850	1,987	2,460	610	32.97%
TOTAL MATERIALS & SUPPLIES	\$ 2,294	\$ 2,650	\$ 2,351	\$ 3,260	\$ 610	23.02%
MISCELLANEOUS						
43 50902110 TRAVEL, TRAINING, & MEETINGS	\$ 451	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL MISCELLANEOUS	\$ 451	\$ -	\$ -	\$ -	\$ -	0.00%
LEASES AND RENTALS						
43 51201010 LEASES AND RENTALS	\$ 1,680	\$ 2,016	\$ -	\$ -	-	0.00%
TOTAL LEASES AND RENTALS	\$ 1,680	\$ 2,016	\$ -	\$ -	\$ -	0.00%
TOTAL EXPENSES	\$ 127,547	\$ 131,583	\$ 137,248	\$ 125,005	\$ (6,578)	-5.00%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Parts Clerk	3	0	3
Total	3	0	3

Human Resources Dept. #44

Functions and Responsibilities

The primary function of this department is to ensure that CCRTA operates in compliance with all labor laws. In addition this department assists management with all the personnel activities and operations, including recruitment and selection, classification and compensation, employee and labor relations, employee records management, workers' compensation, benefits insurance, employee and organizational development. Other services include the administration and implementation of: employee performance improvement plans, recognition programs, wellness and fitness programs, policy and procedures, liaison with outside regulatory and employment related agencies, organizational effectiveness, employee new hire orientation and training, strategic, succession planning. In addition, this department also assists in various employment services including confidential assessments, counseling, crises interventions and referral services.

This department captures costs of various agency-wide employee benefits, such as health, pension, workers compensation, and unemployment.

FY 2015 ACCOMPLISHMENTS

- **Continue to Improve Organizational Practices and Develop Staff**
 - Implemented changes required under the Affordable Care Act (ACA) federal health plan.
 - Launched on line enrollment process for health plans
 - Coordinated wellness initiatives to improve knowledge of health issues
 - Coordinated with health provider on-site flu shot clinics
 - Completed RFP for Compensation Study
 - Updated Employee Engagement Survey and Evaluation Performance Program
 - Conducted and/or participated in multiple successful job fairs to draw job seekers to apply for vacancies
 - Completed census information and exercised option year for basic life and disability benefits on all employee voluntary benefits, which included vision, and supplemental life insurance for employees and their dependents
 - Exercised option year for health care consulting services.
 - Reviewed the possibility of changing plan design for prescription drug program to give employees a lower cost option
 - Exercised second one year option for actuarial services – defined benefit
 - Exercised option year for Labor and Employment Law legal counsel
 - Exercised option year for occupational medical services
 - Coordinated annual holiday, appreciation, and employee recognition functions for employees
 - Evaluated and implemented Fitness Facility Reimbursement Program to promote exercise programs

FY 2016 Planned Initiatives

- **Continue to Improve Organizational Practices and Develop Staff**
 - Implement report requirements for benefit costs as required under ACA which include annual reporting to employees and the Internal Revenue Service.
 - Review the possibility of changing plan design to give employees a lower cost option of medical coverage in alignment with the Bronze Plan of the ACA federal health plan. This is in preparation for the “Cadillac Tax” due in 2018 under ACA for plans with high claims cost for individuals and families
 - Continue recruiting efforts to fully staff department with approved positions
 - Implement new salary structure based on results of Board approved cola, step increases for eligible employees, and changes from compensation study.
 - Implement Board approved cola increases for retirees.
 - Update Employee Manual. new performance evaluation project
 - Develop new Performance Evaluation Process including new Pay-For-Performance Incentive Plan.
 - Continue workforce development by implementing Covey Training program throughout ranks.
 - Continue to work with local employers to enhance recruiting activities
 - Continue employee communications programs to address employee questions on agency matters
 - Continue to support departments with effective and efficient training scheduling activities

Budgetary Changes

- 43.62% increase in *Salaries & Benefits* due to the anticipated staffing of all positions in the department
- 20.00% increase in *Insurance* due to the anticipated costs of self- insurance program
- 43.66% increase in Miscellaneous due to the increase in cost for employee relations activities and employee appreciation programs

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
44 50102010	\$ 84,088	\$ 111,822	\$ 64,823	\$ 131,632	\$ 19,810	17.72%
44 50102010	-	-	-	345,908	345,908	100.00%
44 50102010	-	-	-	33,000	33,000	100.00%
44 50103010	348	4,750	-	4,750	-	0.00%
44 50201010	1,137	5,326	892	7,466	2,140	40.18%
44 50202010	722,901	805,564	871,796	924,312	118,748	14.74%
44 50204010	11,334	4,500	31,054	32,000	27,500	611.11%
44 50205010	436	576	192	576	-	0.00%
44 50206010	447	2,348	356	2,348	-	0.00%
44 50207010	58,474	48,912	44,656	48,912	-	0.00%
44 50214110	-	10,000	-	20,000	10,000	100.00%
44 50214210	79,251	91,000	79,034	91,079	79	0.09%
44 50214310	22	59,100	900	900	(58,200)	-98.48%
TOTAL SALARIES & BENEFITS	\$ 958,438	\$ 1,143,898	\$ 1,093,703	\$ 1,642,883	\$ 498,985	43.62%
SERVICES						
44 50310010	\$ 146	\$ -	\$ -	\$ -	\$ -	0.00%
44 50322010	48,000	48,000	44,000	48,000	-	0.00%
44 50324010	33,007	70,000	32,362	70,000	-	0.00%
44 50329910	15,831	44,128	59,861	22,870	(21,258)	-48.17%
44 50330010	12,308	-	28,119	16,525	16,525	0.00%
44 50372010	42,220	29,980	36,873	32,005	\$ 2,025	6.75%
TOTAL SERVICES	\$ 151,512	\$ 192,108	\$ 201,215	\$ 189,400	\$ (2,708)	-1.41%
MATERIALS & SUPPLIES						
44 50490410	\$ 2,376	\$ 11,600	\$ 6,018	\$ 11,350	\$ (250)	-2.16%
44 50491110	2,186	-	1,899	-	-	0.00%
44 50491210	495	-	140	-	-	0.00%
44 50491410	443	-	-	-	-	0.00%
44 50492010	131	1,200	784	1,300	100	8.33%
44 50493010	584	150	250	200	50	33.33%
44 50499910	-	180	1,203	-	(180)	-100.00%
TOTAL MATERIALS & SUPPLIES	\$ 6,215	\$ 13,130	\$ 10,294	\$ 12,850	\$ (280)	-2.13%
INSURANCE						
44 50610010	\$ 2,414,154	\$ 1,900,000	\$ 2,583,671	\$ 2,290,603	390,603	20.56%
TOTAL INSURANCE	\$ 2,414,154	\$ 1,900,000	\$ 2,583,671	\$ 2,290,603	\$ 390,603	20.56%
MISCELLANEOUS						
44 50901010	\$ 349	\$ 1,680	\$ 690	\$ 1,590	\$ (90)	-5.36%
44 50902110	6,311	9,600	2,797	9,600	-	0.00%
44 50908010	2,535	11,900	6,979	13,950	2,050	17.23%
44 50909510	-	400	400	400	-	0.00%
44 50909910	7,340	9,495	17,733	21,975	12,480	131.44%
TOTAL MISCELLANEOUS	\$ 16,535	\$ 33,075	\$ 28,599	\$ 47,515	\$ 14,440	43.66%
LEASES AND RENTALS						
44 51201010	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL LEASES AND RENTALS	\$ -	0.00%				
TOTAL EXPENSES	\$ 3,546,854	\$ 3,282,211	\$ 3,917,482	\$ 4,183,251	\$ 901,040	27.45%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Director of Human Resources	1	0	1
HR Administrator	1	0	1
HR Analyst	1	0	1
HR Technician	0.5	0	0.5
Total	3.5	0	3.5

Administration and DBE Enterprise Program Dept. #45

Functions and Responsibilities

This department is responsible for ensuring compliance with federal regulations governing:

- Civil Rights Act of 1964 (title VI, Title VII, EEO, equal access to federal equipment)
- Disadvantage Business Program including the participating guidance from 49 CFR Part 26
- Americans with Disabilities Act of 1992 including transportation services requirements from 49 CFR parts 37 and accessibility specifications requirements for transportation vehicles from 49 CFR part 38
- All other federal contract compliance issues such as the Davis Bacon Act and Equal Pay Act as they pertain to contracting opportunities.

This department is also responsible for the administration of the budget process and provides management and oversight monitoring expertise to the following departments:

- Finance & Accounting
- Contracts, Grants & Procurement
- Management Information Systems

FY 2015 Accomplishments

- **Continue to Improve Organizational Practices and Develop Staff**
 - Completed RFP and award process for disparity study. Results anticipated mid-2016.
 - Completed implementation of on-line DBE certification application utilizing new software – B2G NOW.
 - Completed on-line DBE vendor registration.
- **Deliver the Best Possible Experience**
 - Launched efforts to finalize master plan for bus stop improvements

FY 2016 Planned Initiatives

- **Continue to Improve Organizational Practices and Develop Staff**
 - Finalize full implementation and training of new DBE software
 - Enhance understanding from DBE applicants on new automated certification processes.
 - Prepare and finalize completion of DBE goal reporting for FY 2017-FY 2019 as required by FTA.
 - Plan effectively for the increase in DBE on-site visits as required by DBE regulation changes.
 - Prepare and finalize preparations for hosting TUCP mandatory certification training in Corpus Christi.
 - Submit FY 2016 Budget to Government Finance Officers Association for budget award consideration
 - Continue to update 5-year capital plan
 - Continue to update long-range financial plan
 - Continue to monitor key economic indicators adversely impacting sales tax revenues and develop plan to adjust spending accordingly
 - Continue to improve financial reporting to increase effectiveness and transparency

Budgetary Changes

- 2.69% increase in *Salaries & Benefits* due to Cola adjustments
- 18.81% increase in *Services* due to increase in consulting costs associated with new DBE software program
- 14.84% decrease in *Materials and Supplies* due to anticipated decrease in promotional supplies

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
45 50102010 SALARIES AND WAGES - OTHER	\$ 223,540	\$ 255,237	\$ 258,237	\$ 260,350	\$ 5,113	2.00%
45 50103010 OVERTIME - OTHER	868	893	1,561	1,600	707	0.00%
45 50201010 MEDICARE	3,147	3,546	3,759	3,791	245	6.91%
45 50205010 LIFE INSURANCE	788	960	893	960	-	0.00%
45 50206010 DISABILITY INSURANCE	1,033	1,560	1,534	1,600	40	2.56%
45 50214110 TUITION REIMBURSEMENT	-	2,000	-	3,000	1,000	50.00%
TOTAL SALARIES & BENEFITS	\$ 229,376	\$ 264,196	\$ 265,984	\$ 271,301	\$ 7,105	2.69%
SERVICES						
45 50310010 PRODUCTION FEES	\$ 199	\$ -	\$ -	\$ -	\$ -	0.00%
45 50324010 LEGAL FEES	-	2,400	2,400	2,400	-	0.00%
45 50326010 COMPUTER CONSULTING SERV	35,000	9,500	9,500	19,000	9,500	100.00%
45 50329910 OTHER PROFESSIONAL SERV	-	21,000	21,000	21,000	-	0.00%
45 50330010 TEMPORARY SERVICES	-	6,600	6,600	6,600	-	0.00%
45 50346010 CONTRACT MAINTENANCE	8,000	11,000	11,000	11,000	-	0.00%
TOTAL SERVICES	\$ 43,199	\$ 50,500	\$ 50,500	\$ 60,000	\$ 9,500	18.81%
MATERIALS & SUPPLIES						
45 50490410 PROMOTIONAL EXPENSES	\$ 1,740	\$ 3,000	\$ 2,500	\$ 2,500	\$ (500)	-16.67%
45 50491110 OFFICE SUPPLIES	9,471	29,500	25,000	26,000	(3,500)	-11.86%
45 50491210 POSTAGE AND EXPRESS	6,376	6,800	5,000	5,000	(1,800)	-26.47%
45 50491310 MINOR TOOLS AND EQUIPMENT	524	-	-	-	-	0.00%
45 50492010 PRINTING	620	1,500	1,000	1,500	-	0.00%
45 50493010 UNIFORMS	-	300	-	-	(300)	-100.00%
45 50499910 OTHER MATERIALS AND SUPPLIES	150	-	-	-	-	0.00%
TOTAL MATERIALS & SUPPLIES	\$ 18,881	\$ 41,100	\$ 33,500	\$ 35,000	\$ (6,100)	-14.84%
MISCELLANEOUS						
45 50901010 DUES AND SUBSCRIPTIONS	\$ 172	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.00%
45 50902110 TRAVEL, TRAINING, & MEETINGS	16,689	25,050	25,020	25,000	(50)	-0.20%
45 50908010 ADVERT/PROMO MEDIA	157	-	-	-	-	0.00%
45 50909510 COMMUNITY SERVICE	1,000	-	-	-	-	0.00%
45 50909910 OTHER MISCELLANEOUS EXPENSE	694	-	307	-	-	0.00%
TOTAL MISCELLANEOUS	\$ 18,712	\$ 27,050	\$ 27,327	\$ 27,000	\$ (50)	-0.18%
LEASES AND RENTALS						
45 51201010 LEASES AND RENTALS	\$ 2,290	\$ 2,424	\$ 1,961	\$ 2,424	-	0.00%
TOTAL LEASES AND RENTALS	\$ 2,290	\$ 2,424	\$ 1,961	\$ 2,424	\$ -	0.00%
TOTAL EXPENSES	\$ 312,458	\$ 385,270	\$ 379,272	\$ 395,725	\$ 10,455	2.71%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Managing Director of Administration	1	0	1
DBE Coordinator	1	0	1
Administrative Assistant	1	0	1
Budget Analyst	1	0	1
Receptionist	1	0	1
Total	5	0	5

Capital Projects Administration Dept. #49

Functions and Responsibilities

This department is responsible for the planning and development of capital projects of all customer and administrative facilities for the Authority. The department serves as the central area for the project management, design and construction of all capital facilities projects, including all the Authority's bus stops, Park & Rides, and transit centers. In addition this department is responsible for the bus stop accessibility improvement program, street programs and environmental programs.

FY 2015 Accomplishments

- **Continue to Improve Organization Practices**
 - Managed oversight of construction of new Staples Street Center, approximately 60% complete.
 - Completed Bear Lane Parking Lot Project adding 65 employee parking spaces.
 - Completed 2 bus stop shelters and infrastructure for the TAMUCC campus areas.
 - Acquired ownership of all bus benches from bench advertising company
 - Completed design project of Mestina and Artesian
 - Installed approximately 800 new bus stop trash receptacles
 - Completed Bus Wash Renovations Project
 - Completed ADA improvements under Phase V combined with Phase VI for approximately 67 stops.
 - Exercise option year for project management services
 - Completed design on new chassis wash and above ground bus lift.
 - Completed bus stop amenities including schedule cases, lighting for approximately 50 stops

FY 2016 Planned Initiatives

- **Deliver the Best Possible Experience**
 - Continue to pursue construction discipline to confirm projects are moving forward as planned
 - New Staples Street Center by projected dedication ceremonies date in March 2016
 - Remodeling of Bear Lane Building to transition to operations plan
 - Transfer Station construction and to increase reliability & customer service
 - Advance ADA bus stop improvements and amenities program to increase visual attractiveness
 - Proceed with the implementation of new software to maintain assets in State of Good Repair
 - Proceed with construction project for new chassis wash and above ground bus lift.

Budgetary Changes

- 32.52 % decrease in *Miscellaneous* due to the scheduling cost efficiencies in the travel and training expenses.

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
49 50102010	SALARIES AND WAGES -OTHER \$ 156,550	\$ 160,331	\$ 160,222	\$ 163,535	\$ 3,204	2.00%
49 50201010	MEDICARE 2,208	2,266	2,323	2,370	104	4.59%
49 50205010	LIFE INSURANCE 384	384	384	384	-	0.00%
49 50206010	DISABILITY INSURANCE 854	1,000	1,000	1,046	46	4.60%
TOTAL SALARIES & BENEFITS		\$ 159,996	\$ 163,981	\$ 163,929	\$ 3,354	2.05%
SERVICES						
49 50329910	OTHER PROFESSIONAL SERV \$ 17,234	\$ 9,500	\$ 9,500	\$ 9,500	-	0.00%
49 50346010	CONTRACT MAINTENANCE 400	-	-	-	-	0.00%
TOTAL SERVICES		\$ 17,634	\$ 9,500	\$ 9,500	\$ -	0.00%
MATERIALS & SUPPLIES						
49 50491110	OFFICE SUPPLIES \$ 217	\$ 1,000	\$ 1,000	\$ 1,000	-	0.00%
49 50491210	POSTAGE AND EXPRESS 610	-	-	-	-	0.00%
49 50491310	MINOR TOOLS AND EQUIPMENT 33	-	-	-	-	0.00%
49 50491410	MINOR OFFICE EQUIPMENT 329	-	-	-	-	0.00%
49 50492010	PRINTING 55	-	-	-	-	0.00%
TOTAL MATERIALS & SUPPLIES		\$ 1,244	\$ 1,000	\$ 1,000	\$ -	0.00%
MISCELLANEOUS						
49 50901010	DUES AND SUBSCRIPTIONS \$ -	\$ 500	\$ 500	\$ 500	\$ -	0.00%
49 50902110	TRAVEL, TRAINING, & MEETINGS 1,433	7,650	7,650	5,000	\$ (2,650)	-34.64%
49 50909910	OTHER MISCELLANEOUS EXPENSE 30	-	-	-	-	0.00%
TOTAL MISCELLANEOUS		\$ 1,463	\$ 8,150	\$ 8,150	\$ (2,650)	-32.52%
LEASES AND RENTALS						
49 51201010	LEASES AND RENTALS \$ -	\$ -	\$ -	\$ -	-	0.00%
TOTAL LEASES AND RENTALS		\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL EXPENSES		\$ 180,337	\$ 182,631	\$ 182,579	\$ 704	0.39%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Managing Director of Capital Projects	1	0	1
Program Manager	1	0	1
Total	2	0	2

Marketing and Communications Dept. #50

Functions and Responsibilities

This department provides marketing and communication services for the entire regional transit system. The Department provides graphic designs and internal and external communications support services to the Authority, staff, and contractors. Functions include: communicates transit related information by means of radio, billboards, television, web-site, and other media outlets; serves as liaison for the Authority through multiple community relationships; promotes increased usage of all alternative modes of transportation; and creates strategic marketing, brand development, special projects, small scale graphic designs, in house print jobs, media placement and buying, and positions the Authority as a positive force for the community through brand reinforcement to stakeholders, community members, and citizens.

FY 2015 Accomplishments

- **Continue to Improve Organizational Practices**
 - Exercised option year for bus book printing services.
 - Exercised option year for bus schedule printing services.

FY 2016 Planned Initiatives

- **Deliver the Best Possible Customer Experience**
 - Enhance social media strategy to communicate with customers, state holders, the general public and others.
 - Update website and mobile platform design to comply with ADA requirements.
 - Implement Bus Mobi app for Paratransit riders.
 - Implement Google Trip Planner app.
 - Implement Mobil Ticketing.

- **Enhance Awareness of Agency in the Region**
 - Update marketing plan to promote services and Agency awareness
 - Continue development of effective communications to promote enhanced service offerings around major special events and holidays.
 - Continue to hold rider appreciation events
 - Continue with WOW celebration of CCRTA's 30th anniversary and opening of new administrative and customer service offices.

Budgetary Changes

- Increase in *Leases and Rentals* due to the increase in the annual cost of the postage meter

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
50 50102010 SALARIES AND WAGES -OTHER	\$ 165,853	\$ 165,617	\$ 135,793	\$ 168,929	\$ 3,312	2.00%
50 50103010 OVERTIME - OTHER	-	-	39	-	-	0.00%
50 50201010 MEDICARE	2,304	2,380	1,958	2,427	47	1.97%
50 50205010 LIFE INSURANCE	576	576	304	576	-	0.00%
50 50206010 DISABILITY INSURANCE	831	1,051	855	1,072	21	2.00%
50 50214110 TUITION REIMBURSEMENT	5,414	-	-	-	-	0.00%
TOTAL SALARIES & BENEFITS	\$ 174,978	\$ 169,624	\$ 138,949	\$ 173,004	\$ 3,380	1.99%
SERVICES						
50 50310010 PRODUCTION FEES	\$ 11,403	\$ 59,760	\$ 58,147	\$ 59,760	\$ -	0.00%
50 50326010 COMPUTER CONSULTING SERV	6,079	10,100	45,000	10,100	-	0.00%
50 50329910 OTHER PROFESSIONAL SERV	5,119	26,500	26,500	26,500	-	0.00%
50 50346010 CONTRACT MAINTENANCE	-	-	265	-	-	0.00%
50 50379910 OTHER SERVICES	-	5,120	5,120	5,120	-	0.00%
TOTAL SERVICES	\$ 22,601	\$ 101,480	\$ 135,032	\$ 101,480	\$ -	0.00%
MATERIALS & SUPPLIES						
50 50490410 PROMOTIONAL EXPENSES	\$ 18,278	\$ 70,187	\$ 70,187	\$ 70,000	\$ (187)	-0.27%
50 50491110 OFFICE SUPPLIES	7,797	5,600	5,600	5,600	-	0.00%
50 50491210 POSTAGE AND EXPRESS	48	600	600	600	-	0.00%
50 50491410 MINOR OFFICE EQUIPMENT	749	2,250	2,250	2,250	-	0.00%
50 50492010 PRINTING	50,800	75,005	75,005	75,000	(5)	-0.01%
50 50493010 UNIFORMS	-	500	500	500	-	0.00%
50 50499910 OTHER MATERIALS AND SUPPLIES	4,544	8,100	8,100	8,100	-	0.00%
TOTAL MATERIALS & SUPPLIES	\$ 82,216	\$ 162,242	\$ 162,242	\$ 162,050	\$ (192)	-0.12%
MISCELLANEOUS						
50 50901010 DUES AND SUBSCRIPTIONS	\$ 2,288	\$ 290	\$ 290	\$ 290	\$ -	0.00%
50 50902110 TRAVEL, TRAINING, & MEETINGS	10,727	13,200	13,200	13,200	-	0.00%
50 50908010 ADVERT/PROMO MEDIA	91,076	94,923	94,923	94,923	-	0.00%
50 50909510 COMMUNITY SERVICE	41,348	83,490	83,490	83,490	-	0.00%
50 50909910 OTHER MISCELLANEOUS EXPENSE	4,829	1,000	1,000	1,000	-	0.00%
TOTAL MISCELLANEOUS	\$ 150,268	\$ 192,903	\$ 192,903	\$ 192,903	\$ -	0.00%
LEASES AND RENTALS						
50 51201010 LEASES AND RENTALS	\$ 29,362	\$ 1,250	\$ 1,467	\$ 1,467	217	17.36%
TOTAL LEASES AND RENTALS	\$ 29,362	\$ 1,250	\$ 1,467	\$ 1,467	\$ 217	0.00%
TOTAL EXPENSES	\$ 459,425	\$ 627,499	\$ 630,593	\$ 630,904	\$ 3,405	0.54%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Director of Marketing	1	0	1
Assistant DOM	1	0	1
Public Outreach Coordinator	1	0	1
Total	3	0	3

Safety and Security Dept. #52

Functions and Responsibilities

This department's primary goal is to achieve the highest practical level of safety and security for our passengers, employees, contractors and the general public by conducting frequent patrols on foot, in vehicles and electronically. The department maintains professional development and training of security personnel to enhance or increase skill levels. Additionally, Security collaborates with local law enforcement agencies and community entities to provide enhanced services to the customers, employees, and contractors. In addition, this department maintains the access control components for all facilities.

FY 2015 Accomplishments

- **Deliver the Best Possible Experience**
 - Completed safety and security system-wide assessments for compliance.
 - Completed on-site inspections of all transfer stations at various intervals for compliance.
 - Completed field bus riding tests for compliance.
 - Conducted observations of contracted security services for contract compliance.
 - Completed TSA Base Inspection.

FY 2016 Planned Initiatives

- **Deliver the Best Possible Experience**
 - Integrate and update Emergency Response Plan (ERP), safety and security plans in accordance with Safety Management System (SMS) and the Baseline Assessment of Security Enhancement (BASE) program to maintain the highest level of safety and security measures.
 - Continue assessments of all facilities to identify safety & security risks and implement mitigation measures.
 - Continue to network with other transit security departments to identify best practices and latest technology to maintain the highest quality of safety security for our passengers.
 - Continue automation of accident investigation process
 - Implement identified security measures throughout the agency and ensure compliance.
- **Continue to Improve Organizational Practices**
 - Continue to strive to promote a culture of safety and security awareness throughout CCRTA
 - Continue to hold quarterly mandatory safety meetings
 - Continue to focus on safety training and retraining of our employees
 - Continue on-site safety inspections of all bus services, bus stops and transfer stations along with all Agency facilities.
 - Continue to monitor compliance and accountability from our security contracts.

Budgetary Changes

- 11.19% decrease in *Services* due to the transfer of the power wash and fencing contracts to the Facilities Management department
- 76.19% decrease in *Materials & Supplies* due to the suspension of the solar lighting panel project
- 34.50% increase in *Miscellaneous* due the anticipated decrease in travel expenses

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
52 50102010 SALARIES AND WAGES -OTHER	\$ 76,902	\$ 114,621	\$ 78,921	\$ 114,621	\$ -	0.00%
52 50201010 MEDICARE	1,134	2,012	1,145	2,012	-	0.00%
52 50205010 LIFE INSURANCE	192	384	192	384	-	0.00%
52 50206010 DISABILITY INSURANCE	286	888	738	943	55	6.19%
TOTAL SALARIES & BENEFITS	\$ 78,514	\$ 117,905	\$ 80,996	\$ 117,960	\$ 55	0.05%
SERVICES						
52 50346010 CONTRACT MAINTENANCE	\$ 16,102	\$ 100,805	\$ 79,768	\$ 2,175	(98,630.00)	-97.84%
52 50360010 SECURITY SERVICES	531,685	538,200	473,357	565,295	27,095.00	5.03%
TOTAL SERVICES	\$ 547,787	\$ 639,005	\$ 553,125	\$ 567,470	\$ (71,535)	-11.19%
MATERIALS & SUPPLIES						
52 50490610 SHELTER MAINTENANCE SUPPLIES	\$ -	\$ 125,000	\$ 10,000	\$ 25,000	\$ (100,000)	-80.00%
52 50491310 MINOR TOOLS AND EQUIPMENT	-	1,000	1,000	5,000	4,000	400.00%
52 50491410 MINOR OFFICE EQUIPMENT	216	-	-	-	-	0.00%
52 50492010 PRINTING	195	-	-	-	-	0.00%
TOTAL MATERIALS & SUPPLIES	\$ 411	\$ 126,000	\$ 11,000	\$ 30,000	\$ (96,000)	-76.19%
UTILITIES						
52 50502010 TELECOMMUNICATIONS	\$ -	\$ 4,600	\$ 4,600	\$ 5,000	\$ 400	8.70%
TOTAL UTILITIES	\$ -	\$ 4,600	\$ 4,600	\$ 5,000	\$ 400	8.70%
INSURANCE						
52 50603010 PROPERTY AND LIABILITY	\$ 345,957	\$ 376,400	\$ 333,632	\$ 383,677	\$ 7,277	1.93%
TOTAL INSURANCE	\$ 345,957	\$ 376,400	\$ 333,632	\$ 383,677	\$ 7,277	1.93%
MISCELLANEOUS						
52 50901010 DUES AND SUBSCRIPTIONS	\$ 595	\$ 595	\$ 890	\$ 595	\$ -	0.00%
52 50902110 TRAVEL, TRAINING, & MEETINGS	1,667	6,000	4,000	5,000	(1,000)	-16.67%
52 50909910 OTHER MISCELLANEOUS EXPENSES	409	5,000	5,468	10,000	5,000	100.00%
TOTAL MISCELLANEOUS	\$ 2,671	\$ 11,595	\$ 10,358	\$ 15,595	\$ 4,000	34.50%
LEASES AND RENTALS						
52 51201010 LEASES AND RENTALS	\$ -	\$ -	\$ -	\$ -	-	0.00%
TOTAL LEASES AND RENTALS	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL EXPENSES	\$ 975,340	\$ 1,275,505	\$ 993,711	\$ 1,119,702	\$ (155,803)	-12.22%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Director of Safety & Security	1	0	1
Safety Coordinator	1	0	1
Total	2	0	2

Debt Service – Department #68

This department is used to account for the interest portion of the annual debt servicing requirements.

On November 20, 2013, the Authority issued its first debt instrument in the form of revenue bonds totaling \$22,025,000. The bonds were secured for the purpose of financing the construction of the new Staples Street Center and the Staples Street Transfer Station. The debt consists of two issues; one for \$11,525,000 tax exempt bonds and the other for \$10,500,000 for taxable bonds with an interest rate that resets periodically during the life of the bonds. The 25-year bonds are first lien revenue bonds, and will be repaid semi-annually from the pledged operating revenues of the Authority. The Agency began repaying the debt in 2014. The first optional call date for these bonds is December 1, 2013. A combined amortization schedule is being provided on the next page. There are no current plans to issue any additional debt in the future.

The Authority has no policy for debt, but may issue debt subject to referendum in accordance with guidelines established by statute. There are no statutory limits to the amount of debt the Authority may undertake however; the debt service must be affordable and sustainable. To ensure the Agency has sufficient funds to meet obligations, financial policies have been established to provide the framework to operate responsibly and measure fiscal performance. As part of our risk assessment each month the fund balance on hand is compared to the computation reserve requirements. In addition the revenue coverage ratio is also computed which measures the cash available from operating revenues to the current debt obligation of interest and principal payments. A ratio greater than 1 means there is sufficient funds to cover annual debt payments and you can see from the table below.

Revenue Recovery Ratio

Pledged Revenue	2016 Adopted Budget	2015 Unaudited	2014 Audited
Passenger Service	\$ 1,979,354	\$ 1,950,077	\$ 1,844,604
Bus Advertising	167,000	165,901	194,286
Other Operating Revenue	193,986	99,747	140,906
Total Pledged Revenue	\$ 2,340,340	\$ 2,215,725	\$ 2,179,795
Debt:			
Interest	\$ 1,064,246	\$ 1,076,365	\$ 1,033,678
Principal	540,000	535,000	575,000
Total Debt Payments	\$ 1,604,246	\$ 1,611,365	\$ 1,608,678
Coverage Ratio	1.46	1.38	1.36

Budgetary Changes

Expense Category	2014 Actual		2015 Budget	2015 Estimate	2016 Proposed	\$ Change	% Change
	Audited						
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Purchased Transportation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ 800	\$ 800	100.00%
Leases & Rentals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Debt Service	\$ 468,703	\$ 1,073,364	\$ 1,074,164	\$ 1,065,045	\$ (8,319)	\$ -	-0.78%
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Department Budget	\$ 468,703	\$ 1,073,364	\$ 1,074,164	\$ 1,065,845	\$ (7,519)	\$ -	-0.70%

Note: Total interest cost for period ending December 31, 2013 and December 31, 2014 was \$42,068 and \$991,610 respectively and totaling \$1,033,678. In 2014 \$522,907 was capitalized and \$468,703 was expensed to interest.

Combined Debt Service Schedule

Year	Tax Exempt Series 2013 \$ 11,525,000			Taxable Series 2013 \$10,500,000			COMBINED DEBT		
	NON TAXABLE	NON TAXABLE	TOTAL	TAXABLE	TAXABLE	TOTAL	PRINCIPAL	INTEREST	ANNUAL DEBT SERVICE
	PRINCIPAL	INTEREST	P&I	PRINCIPAL	INTEREST	P&I			
2014	\$ 300,000	\$ 515,830	\$ 815,830	\$ 275,000	\$ 517,848	\$ 792,848	\$ 575,000	\$ 1,033,678	\$ 1,608,678
2015	\$ 280,000	\$ 533,823	\$ 813,823	\$ 255,000	\$ 539,542	\$ 794,542	\$ 535,000	\$ 1,073,365	\$ 1,608,365
2016	\$ 285,000	\$ 528,223	\$ 813,223	\$ 255,000	\$ 536,023	\$ 791,023	\$ 540,000	\$ 1,064,246	\$ 1,604,246
2017	\$ 295,000	\$ 516,823	\$ 811,823	\$ 260,000	\$ 531,203	\$ 791,203	\$ 555,000	\$ 1,048,026	\$ 1,603,026
2018	\$ 310,000	\$ 505,023	\$ 815,023	\$ 265,000	\$ 524,885	\$ 789,885	\$ 575,000	\$ 1,029,908	\$ 1,604,908
2019	\$ 320,000	\$ 492,623	\$ 812,623	\$ 275,000	\$ 517,147	\$ 792,147	\$ 595,000	\$ 1,009,770	\$ 1,604,770
2020	\$ 335,000	\$ 479,823	\$ 814,823	\$ 285,000	\$ 507,742	\$ 792,742	\$ 620,000	\$ 987,565	\$ 1,607,565
2021	\$ 345,000	\$ 469,773	\$ 814,773	\$ 295,000	\$ 496,570	\$ 791,570	\$ 640,000	\$ 966,343	\$ 1,606,343
2022	\$ 355,000	\$ 458,129	\$ 813,129	\$ 310,000	\$ 483,708	\$ 793,708	\$ 665,000	\$ 941,837	\$ 1,606,837
2023	\$ 370,000	\$ 445,260	\$ 815,260	\$ 320,000	\$ 469,386	\$ 789,386	\$ 690,000	\$ 914,646	\$ 1,604,646
2024	\$ 390,000	\$ 426,760	\$ 816,760	\$ 340,000	\$ 453,994	\$ 793,994	\$ 730,000	\$ 880,754	\$ 1,610,754
2025	\$ 410,000	\$ 406,285	\$ 816,285	\$ 355,000	\$ 436,586	\$ 791,586	\$ 765,000	\$ 842,871	\$ 1,607,871
2026	\$ 425,000	\$ 388,450	\$ 813,450	\$ 375,000	\$ 418,410	\$ 793,410	\$ 800,000	\$ 806,860	\$ 1,606,860
2027	\$ 445,000	\$ 368,794	\$ 813,794	\$ 395,000	\$ 396,473	\$ 791,473	\$ 840,000	\$ 765,267	\$ 1,605,267
2028	\$ 465,000	\$ 348,213	\$ 813,213	\$ 420,000	\$ 373,365	\$ 793,365	\$ 885,000	\$ 721,578	\$ 1,606,578
2029	\$ 490,000	\$ 324,963	\$ 814,963	\$ 445,000	\$ 348,795	\$ 793,795	\$ 935,000	\$ 673,758	\$ 1,608,758
2030	\$ 515,000	\$ 300,463	\$ 815,463	\$ 470,000	\$ 322,763	\$ 792,763	\$ 985,000	\$ 623,226	\$ 1,608,226
2031	\$ 540,000	\$ 274,713	\$ 814,713	\$ 495,000	\$ 295,268	\$ 790,268	\$ 1,035,000	\$ 569,981	\$ 1,604,981
2032	\$ 565,000	\$ 247,038	\$ 812,038	\$ 525,000	\$ 266,310	\$ 791,310	\$ 1,090,000	\$ 513,348	\$ 1,603,348
2033	\$ 595,000	\$ 218,081	\$ 813,081	\$ 555,000	\$ 235,598	\$ 790,598	\$ 1,150,000	\$ 453,679	\$ 1,603,679
2034	\$ 625,000	\$ 187,588	\$ 812,588	\$ 590,000	\$ 203,130	\$ 793,130	\$ 1,215,000	\$ 390,718	\$ 1,605,718
2035	\$ 660,000	\$ 153,994	\$ 813,994	\$ 625,000	\$ 167,140	\$ 792,140	\$ 1,285,000	\$ 321,134	\$ 1,606,134
2035	\$ 695,000	\$ 118,519	\$ 813,519	\$ 665,000	\$ 129,015	\$ 794,015	\$ 1,360,000	\$ 247,534	\$ 1,607,534
2037	\$ 735,000	\$ 81,163	\$ 816,163	\$ 705,000	\$ 88,450	\$ 793,450	\$ 1,440,000	\$ 169,613	\$ 1,609,613
2038	\$ 775,000	\$ 41,656	\$ 816,656	\$ 745,000	\$ 45,445	\$ 790,445	\$ 1,520,000	\$ 87,101	\$ 1,607,101
	\$ 11,525,000	\$ 8,832,010	\$ 20,357,010	\$ 10,500,000	\$ 9,304,796	\$ 19,804,796	\$ 22,025,000	\$ 18,136,806	\$ 40,161,806

Staples Street Center Dept. #77

Functions and Responsibilities

The construction of this new facility is scheduled to be completed in May 2016. This department will be used to record the costs for operating and managing this building. This budget includes the staffing, security, maintenance, and all other costs necessary to efficiently operate and manage the property for FY2016.

FY 2015 Accomplishments

- **Enhanced Awareness of the Value of the Transportation System in Community**
 - Worked with project management to review timelines to ensure services are resumed as scheduled at the new Staples Street Transfer Station.
 - Revised cost projections for the new Staples Street Center to more accurately define the financial requirements of this project.
 - Worked with leasing agent to update leasing activities, projected occupancy rate, and cash flow projections.
 - Developed guidelines and moving plan for departments to identify timetables and determine what items will be relocated and what items will remain.
 - Coordinated numerous site tours of the new Staples Street Center to keep Board and community informed of the construction progress.

FY 2016 Planned Initiatives

- **Enhance Awareness of the Value of the Transportation System in Community**
 - Continue construction discipline to ensure a smooth transition between construction and property management
 - Coordination of opening ceremonies
 - Coordination of move ins from tenants
 - Coordination of move ins from administrative and customer service personnel
 - Continue to work with leasing agent to secure leases, maintain required ROI, and achieve the projected occupancy rate to meet the anticipated cash flow projections.
 - Continue space planning process to ensure workflow efficiencies and tenant buildouts.

Budgetary Changes

- Setting up a separate accounting and financial reporting mechanism to identify and track all:
 - Direct and indirect costs
 - Employee benefits costs
 - Legal and borrowing costs
 - Capital expenditures

- Contributions from CCRTA to subsidize operating costs not covered by leasing revenues

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 PROPOSED	\$ VARIANCE 2016 VS 2015	% VARIANCE 2016 VS 2015
SALARIES & BENEFITS						
77 50102010	\$ -	\$ -	\$ -	\$ 179,338	\$ 179,338	100.00%
77 50201010	-	-	-	3,234	3,234	100.00%
77 50203010	-	-	-	30,000	30,000	100.00%
77 50205010	-	-	-	1,152	1,152	100.00%
77 50206010	-	-	-	1,517	1,517	100.00%
77 50214210	-	-	-	1,004	1,004	100.00%
TOTAL SALARIES & BENEFITS	\$ -	\$ -	\$ -	\$ 216,245	\$ 216,245	100.00%
SERVICES						
77 50329910	\$ -	\$ 27,200	\$ 34,823	\$ 46,889	\$ 19,689	72.39%
77 50330010	-	-	-	17,000	17,000	100.00%
77 50344010	-	-	-	42,140	42,140	100.00%
77 50346010	-	-	-	13,000	13,000	100.00%
77 50346210	-	-	-	30,000	30,000	100.00%
77 50360010	-	-	-	45,056	45,056	100.00%
TOTAL SERVICES	\$ -	\$ 27,200	\$ 34,823	\$ 194,085	\$ 166,885	613.55%
MATERIALS & SUPPLIES						
77 50490310	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	100.00%
77 50490710	-	-	-	40,000	40,000	100.00%
77 50491110	-	-	-	500	500	100.00%
77 50493010	-	-	-	3,280	3,280	100.00%
TOTAL MATERIALS & SUPPLIES	\$ -	\$ -	\$ -	\$ 44,780	\$ 44,780	100.00%
UTILITIES						
77 50502010	\$ -	\$ -	\$ -	\$ 5,280	\$ 5,280	100.00%
77 50502110	-	-	-	281,820	281,820	100.00%
77 50502210	-	-	-	52,324	52,324	100.00%
TOTAL UTILITIES	\$ -	\$ -	\$ -	\$ 339,424	\$ 339,424	100.00%
INSURANCE						
77 50603010	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000	100.00%
TOTAL INSURANCE	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000	100.00%
TOTAL EXPENSES	\$ -	\$ 27,200	\$ 34,823	\$ 874,534	\$ 847,334	3115.20%

Personnel Summary

Position	FY 2015	Additions	FY 2016
Office Manager	1	0	1
Office Clerk	1	0	1
Facility Custodians	2	0	2
Facility Maintenance Technicians	2	0	2
Total	6	0	6

Transfer to Other Funds – Department #80

The construction of the new Staples Street Center is scheduled to be completed the first part of FY2016. Tenants will be moving shortly afterwards along with CCRTA’s administrative and customer service personnel. It is anticipated that lease revenues will not be sufficient to cover operating expenses and that CCRTA will need to make a contribution of \$528,568 to break even in FY2016. This department will be used to record these contributions.

Expense Category	2014 Actual		2015 Budget	2015 Estimate	2016 Proposed	\$ Change	% Change
	Audited						
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Purchased Transportation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Transfer to Other Funds	\$ -	\$ -	\$ -	\$ -	\$ 528,568	\$ 528,568	100.00%
Leases & Rentals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Department Budget	\$ -	\$ -	\$ -	\$ -	\$ 528,568	\$ 528,568	100.00%

Sub-Recipient Grant Agreements – Department #85

This department is used to record eligible reimbursements made to sub-recipients from Section 5310 federal grant funds. The FY 2016 budget of \$838,086 represents the available funding to sub-recipients for eligible project expenses. There are five (5) sub-recipients that were awarded federal funds for capital projects associated with mobility services to seniors and people with disabilities. CCRTA is the designated recipient of the federal grant funds and is responsible for the management and administration of the grants. There is no financial impact to the budget as grant revenues will equal to the amount of reimbursements charged to this department.

Expense Category	2014 Actual		2015 Budget	2015 Estimate	2016 Proposed	\$ Change	% Change
	Audited						
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ -	\$ -	\$ -	\$ -	\$ 838,086	\$ 838,086	100.00%
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Purchased Transportation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Leases & Rentals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Department Budget	\$ -	\$ -	\$ -	\$ -	\$ 838,086	\$ 838,086	100.00%

Streets Maintenance – Department #88

In 1985, CCRTA initiated the Street Improvement Program for the purpose of assisting participating members in funding rehabilitating project costs of streets within its service region. These projects represent a major investment in enhancing mobility, reducing congestion and improving the overall service area. The streets are not the property of CCRTA and, thus, the expenditures are reported as non-operating expenses in the Agency’s financial statements.

The level of funding is determined annually based on several factors. Each year allocations are calculated using a formula that is sales tax driven but employs multiple factors in its computations to ensure the equitable distribution of funds. Accordingly, the allocation methodology utilizes two safeguards. First a fixed baseline is established to protect cities with a small tax base. Secondly, a maximum level of funding is established to protect CCRTA from sales tax decreases. Although the allocation formula is indexed, these cities will remain at the fixed allocation level unless the total CCRTA sales tax receipts decreases, allowing all members to share on a pro-rata basis the decreases in sales tax receipts as well. Six of the nine participants have a small tax base while the cities highlighted in the budget below identify the larger cities.

This department records distributions to regional entities for street repairs in accordance with the terms of the respective inter-local agreements.

Regional Entity	2014 Actual	2015 Budget	2015 Estimate	2016 Proposed	\$ Change	% Change
City of Agua Dulce	\$ 4,991	\$ 4,991	\$ 4,991	\$ 4,991	\$ -0-	0.00%
City of Bishop	19,305	19,305	19,305	19,305	-0-	0.00%
City of Corpus Christi	2,547,728	2,611,421	2,658,487	2,724,950	113,529	4.34%
City of Driscoll	4,644	4,644	4,644	4,644	-0-	0.00%
City of Gregory	13,049	13,049	13,049	13,049	- -0-	0.00%
Nueces County	93,767	93,767	93,767	93,767	-0-	0.00%
City of Port Aransas	55,660	57,052	57,373	58,808	1,756	3.07%
City of Robstown	158,755	162,723	154,389	158,248	- 4,475	- 2.89%
City of San Patricio	2,428	2,428	2,428	2,428	-0-	0.00%
Total	\$2,900,327	\$ 2,969,380	\$ 3,008,433	\$ 3,080,190	\$ 110,810	3.73%

Depreciation – Department #90

This department is used to capture the annual depreciation expense of qualified capital assets. These assets are recorded at cost and are depreciated over their useful lives using the straight-line method in accordance to the depreciation policy.

The depreciation expense in FY 2016 is \$2.8 million dollars higher than FY 2015. The increase is largely due to the \$17,996,141 purchase of 52 buses in FY2015 and the anticipated \$5,284,664 purchase in FY2016 for 11 GILLIG 40’ CNG buses. These buses have a useful life of twelve years.

Expense Category	2014 Actual		2015 Budget	2015 Estimate	2016 Proposed	\$ Change	% Change
	Audited						
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Purchased Transportation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Depreciation	\$ 5,273,818	\$ 5,163,424	\$ 6,914,258	\$ 7,964,971	\$ 2,801,547	54.26%	
Leases & Rentals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Department Budget	\$ 5,273,818	\$ 5,163,424	\$ 6,914,258	\$ 7,964,971	\$ 2,801,547	54.26%	

Detail Department Budgets

01 FUND EXPENDITURES	FY 2014	FY 2015	FY 2015	FY 2016	2016 vs 2015	2016 vs 2015
	Audited	Budget	Estimate	Budget	\$ Change	% Change
50101010 SALARIES AND WAGES - OPERATOR	\$ 3,819,302	\$ 4,800,519	\$ 4,715,734	\$ 5,368,914	\$ 568,395	11.84%
50102010 SALARIES AND WAGES - OTHER	\$ 4,513,549	\$ 5,103,076	\$ 5,006,368	\$ 5,649,201	\$ 546,125	10.70%
50103010 OVERTIME - OTHER	\$ 190,544	\$ 221,763	\$ 152,210	\$ 155,812	\$ (65,951)	-29.74%
50104010 OVERTIME - OPERATORS	\$ 1,165,740	\$ 670,975	\$ 587,752	\$ 521,115	\$ (149,860)	-22.33%
50201010 MEDICARE	\$ 135,610	\$ 153,834	\$ 147,865	\$ 168,185	\$ 14,351	9.33%
50202010 PENSION	\$ 732,755	\$ 824,702	\$ 878,956	\$ 924,312	\$ 99,610	12.08%
50203010 GROUP HEALTH	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	100.00%
50204010 DENTAL	\$ 11,334	\$ 4,500	\$ 31,076	\$ 32,000	\$ 27,500	611.11%
50205010 LIFE INSURANCE	\$ 40,410	\$ 47,194	\$ 42,926	\$ 53,587	\$ 6,393	13.55%
50206010 DISABILITY INSURANCE	\$ 34,239	\$ 66,534	\$ 45,644	\$ 64,902	\$ (1,632)	-2.45%
50207010 UNEMPLOYMENT	\$ 58,474	\$ 48,912	\$ 44,656	\$ 48,912	\$ -	0.00%
50213010 UNIFORM AND TOOL ALLOWANCE	\$ 3,675	\$ 3,850	\$ 6,025	\$ 3,850	\$ -	0.00%
50214110 TUITION REIMBURSEMENT	\$ 11,260	\$ 109,100	\$ 24,198	\$ 83,600	\$ (25,500)	-23.37%
50214210 WORKERS COMPENSATION	\$ 79,250	\$ 92,871	\$ 79,030	\$ 166,083	\$ 73,212	78.83%
50214310 INCENTIVE AWARDS	\$ 3,445	\$ 144,600	\$ 77,900	\$ 77,900	\$ (66,700)	-46.13%
TOTAL SALARIES AND BENEFITS	\$ 10,799,587	\$ 12,292,430	\$ 11,840,340	\$ 13,348,373	\$ 1,055,943	8.59%
50310010 PRODUCTION FEES	\$ 11,978	\$ 60,560	\$ 58,147	\$ 59,760	\$ (800)	-1.32%
50322010 CONSULTING SERVICES	\$ 187,255	\$ 184,000	\$ 194,642	\$ 187,000	\$ 3,000	1.63%
50324010 LEGAL FEES	\$ 84,973	\$ 157,400	\$ 105,865	\$ 157,400	\$ -	0.00%
50326010 COMPUTER CONSULTING SERV	\$ 41,079	\$ 36,600	\$ 68,100	\$ 44,100	\$ 7,500	20.49%
50329910 OTHER PROFESSIONAL SERV	\$ 193,832	\$ 722,499	\$ 633,698	\$ 655,917	\$ (66,582)	-9.22%
50330010 TEMPORARY SERVICES	\$ 90,167	\$ 20,552	\$ 107,657	\$ 85,445	\$ 64,893	315.75%
50342010 GROUNDSKEEPING	\$ 189	\$ -	\$ -	\$ -	\$ -	0.00%
50344010 REFUSE REMOVAL	\$ 64,063	\$ 85,300	\$ 80,628	\$ 164,135	\$ 78,835	92.42%
50346010 CONTRACTED MAINTENANCE	\$ 355,687	\$ 445,228	\$ 426,766	\$ 789,809	\$ 344,581	77.39%
50346210 CONTRACTED BLDG MAINT	\$ 34,613	\$ 55,200	\$ 69,930	\$ 132,500	\$ 77,300	140.04%
50346410 CONTRACTED SHELTER MAINT	\$ 411,614	\$ 426,209	\$ 425,257	\$ 537,085	\$ 110,876	26.01%
50346610 CONTRACTED VEHICLE MAINT	\$ 172,876	\$ 245,400	\$ 224,414	\$ 194,200	\$ (51,200)	-20.86%
50360010 SECURITY SERVICE	\$ 531,685	\$ 538,200	\$ 473,357	\$ 610,351	\$ 72,151	13.41%
50372010 EMPLOYEE EXAMS	\$ 42,220	\$ 29,980	\$ 36,872	\$ 32,005	\$ 2,025	6.75%
50379910 OTHER SERVICES	\$ -	\$ 5,120	\$ 5,120	\$ 5,120	\$ -	0.00%
TOTAL OTHER SERVICES	\$ 2,222,231	\$ 3,012,248	\$ 2,910,453	\$ 3,654,827	\$ 642,579	21.33%
50401010 FUEL AND LUBRICANTS	\$ 2,017,799	\$ 2,820,130	\$ 1,707,260	\$ 1,104,547	\$ (1,715,583)	-60.83%
50401110 FUEL AND LUBRICANT TAXES	\$ 161,955	\$ 219,850	\$ 174,738	\$ 173,920	\$ (45,930)	-20.89%
50401210 FREIGHT, DELIVERY, ENVIRMTNL FEE	\$ 1,841	\$ 4,700	\$ 1,924	\$ 2,700	\$ (2,000)	-42.55%
50401310 SPILL TAX AND L. U.S.T.	\$ 3,963	\$ 3,300	\$ 3,903	\$ 3,900	\$ 600	18.18%
50402010 TIRES AND TUBES	\$ 208,854	\$ 225,000	\$ 207,224	\$ 116,250	\$ (108,750)	-48.33%
50490110 REPAIR PARTS	\$ 1,473,115	\$ 1,169,000	\$ 1,283,800	\$ 952,150	\$ (216,850)	-18.55%
50490210 BUS CLEANING SUPPLIES	\$ 6,985	\$ 11,200	\$ 13,248	\$ 13,200	\$ 2,000	17.86%
50490310 BUILDING MAINT MATERIALS	\$ 176,499	\$ 92,500	\$ 136,858	\$ 160,500	\$ 68,000	73.51%
50490410 PROMOTIONAL SUPPLIES	\$ 26,296	\$ 103,637	\$ 78,700	\$ 84,850	\$ (18,787)	-18.13%
SUB-TOTAL MATERIAL AND SUPPLIES	\$ 4,077,307	\$ 4,649,317	\$ 3,607,655	\$ 2,612,017	\$ (2,037,300)	-

Detail Department Budgets Continued

01 FUND EXPENDITURES	FY 2014	FY 2015	FY 2015	FY 2016	2016 vs 2015	2016 vs 2015
	Audited	Budget	Estimate	Budget	\$ Change	% Change
Sub Total From Previous Page	\$ 4,077,307	\$ 4,649,317	\$ 3,607,655	\$ 2,612,017	\$ (2,037,300)	\$ -
50490510 VEHICLE MAINTENANCE MANDS	\$ 145,603	\$ 135,000	\$ 147,404	\$ 150,000	\$ 15,000	11.11%
50490610 SHELTER MAINT SUPPLIES	\$ 22,559	\$ 168,500	\$ 26,474	\$ 85,000	\$ (83,500)	-49.55%
50490710 JANITORIAL SUPPLIES	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	100.00%
50491110 OFFICE SUPPLIES	\$ 48,166	\$ 71,880	\$ 55,725	\$ 54,890	\$ (16,990)	-23.64%
50491210 POSTAGE AND EXPRESS	\$ 32,652	\$ 21,095	\$ 24,625	\$ 24,860	\$ 3,765	17.85%
50491310 MINOR TOOLS AND EQUIPMENT	\$ 34,404	\$ 87,500	\$ 78,978	\$ 37,000	\$ (50,500)	-57.71%
50491410 MINOR OFFICE EQUIPMENT	\$ 84,139	\$ 47,599	\$ 37,774	\$ 43,130	\$ (4,469)	-9.39%
50492010 PRINTING	\$ 125,029	\$ 187,305	\$ 175,890	\$ 176,400	\$ (10,905)	-5.82%
50493010 UNIFORMS	\$ 68,502	\$ 94,326	\$ 102,730	\$ 122,740	\$ 28,414	30.12%
50499910 OTHER MATERIALS AND SUPPLIES	\$ 39,276	\$ 25,199	\$ 47,337	\$ 62,091	\$ 36,892	146.40%
TOTAL MATERIAL AND SUPPLIES	\$ 4,677,637	\$ 5,487,721	\$ 4,304,592	\$ 3,408,128	\$ (2,079,593)	-37.90%
50502010 TELECOMMUNICATIONS	\$ 108,736	\$ 122,278	\$ 123,894	\$ 126,877	\$ 4,599	3.76%
50502110 ELECTRICITY	\$ 282,180	\$ 416,200	\$ 360,505	\$ 710,020	\$ 293,820	70.60%
50502210 WATER AND GAS	\$ 41,814	\$ 56,771	\$ 145,940	\$ 318,664	\$ 261,893	461.31%
TOTAL UTILITIES	\$ 432,730	\$ 595,249	\$ 630,339	\$ 1,155,561	\$ 560,312	94.13%
50603010 PROPERTY AND LIABILITY INSURANCE	\$ 345,957	\$ 376,400	\$ 333,632	\$ 463,677	\$ 87,277	23.19%
50610010 HEALTH CARE SELF INSURANCE	\$ 2,416,002	\$ 1,900,000	\$ 2,583,671	\$ 2,290,603	\$ 390,603	20.56%
TOTAL INSURANCE	\$ 2,761,959	\$ 2,276,400	\$ 2,917,303	\$ 2,754,280	\$ 477,880	20.99%
50801010 CONTRACTED DEMAND RESPONSE SERVICES	\$ 7,406	\$ 14,511	\$ 29,009	\$ 30,000	\$ 15,489	106.74%
50802010 CONTRACT FIXED ROUTE	\$ 176,032	\$ 144,000	\$ 266,804	\$ 275,000	\$ 131,000	90.97%
50803310 HARBOR FERRY SERVICE	\$ 551,533	\$ 729,741	\$ 690,169	\$ 12,000	\$ (717,741)	-98.36%
50803410 ROBSTOWN #34	\$ 180,339	\$ 200,000	\$ 175,672	\$ 200,000	\$ -	0.00%
50803610 TEXAS A&M WAVE	\$ 123,688	\$ 145,000	\$ 125,096	\$ 145,000	\$ -	0.00%
50803910 B-LINE FUEL	\$ 651,738	\$ 461,960	\$ 671,846	\$ 400,000	\$ (61,960)	-13.41%
50804010 B-LINE SERVICE	\$ 3,716,222	\$ 3,800,000	\$ 3,269,088	\$ 3,800,000	\$ -	0.00%
50804110 FIXED ROUTE - SPECIAL	\$ 95,790	\$ 85,000	\$ 85,194	\$ 85,000	\$ -	0.00%
50805010 PORT ARANSAS FLEXI-B	\$ 103,506	\$ 110,000	\$ 100,394	\$ 110,000	\$ -	0.00%
50807010 RURAL - ROUTE 67	\$ 255,058	\$ 275,000	\$ 244,745	\$ 275,000	\$ -	0.00%
50808010 PT/VANPOOL	\$ 138,473	\$ 136,800	\$ 120,738	\$ 136,800	\$ -	0.00%
TOTAL PURCHASED TRANSPORTATION	\$ 5,999,785	\$ 6,102,012	\$ 5,778,755	\$ 5,468,800	\$ (633,212)	-10.38%
50901010 DUES AND SUBSCRIPTIONS	\$ 80,591	\$ 106,451	\$ 73,478	\$ 73,428	\$ (33,023)	-31.02%
50902110 TRAVEL, TRAINING AND MTNGS	\$ 287,734	\$ 349,075	\$ 250,789	\$ 303,250	\$ (45,825)	-13.13%
50908010 ADVERT/PROMO MEDIA EXP.	\$ 102,930	\$ 106,823	\$ 103,650	\$ 116,723	\$ 9,900	9.27%
50909510 COMMUNITY SERVICES	\$ 72,254	\$ 108,890	\$ 114,134	\$ 133,015	\$ 24,125	22.16%
50909910 OTHER MISCELLANEOUS EXP.	\$ 25,890	\$ 35,553	\$ 40,741	\$ 869,486	\$ 833,933	2345.61%
TOTAL OTHER MISCELLANEOUS	\$ 569,399	\$ 706,792	\$ 582,792	\$ 1,495,902	\$ 789,110	111.65%
51102010 INTEREST EXPENSE	\$ 468,703	\$ 1,073,364	\$ 1,074,164	\$ 1,064,245	\$ (9,119)	-0.85%
51201010 LEASES AND RENTALS	\$ 89,841	\$ 77,907	\$ 75,661	\$ 42,709	\$ (35,198)	-45.18%
TOTAL INTEREST EXPENSE AND LEASES & RENTALS	\$ 558,544	\$ 1,151,271	\$ 1,149,825	\$ 1,106,954	\$ (44,317)	-3.85%
60230110 DEPRECIATION EXPENSE	\$ 5,273,812	\$ 5,163,424	\$ 6,914,258	\$ 7,964,971	\$ 2,801,547	54.26%
60355510 STREET MAINTENANCE	\$ 2,900,327	\$ 2,969,380	\$ 3,008,433	\$ 3,080,190	\$ 110,810	3.73%
60401010 TRANSFER TO OTHER FUNDS	\$ -	\$ 1,520,000	\$ -	\$ 528,568	\$ (991,432)	-65.23%
TOTAL DEPRECIATION, STREETS, & CAPITAL	\$ 8,174,139	\$ 9,652,804	\$ 9,922,691	\$ 11,573,729	\$ 1,920,925	19.90%
TOTAL 01 FUND EXPENDITURES	\$ 36,196,011	\$ 41,276,927	\$ 40,037,090	\$ 43,966,554	\$ 2,689,627	6.52%

I. GLOSSARY

Accessible – As defined by FTA, a site, building facility, or portion thereof that complies with defined standards and that can be approached, entered, and used by persons with disabilities.

Accessible Service – A term used to describe service that is accessible to non-ambulatory riders with disabilities. This includes fixed-route bus service with wheelchair lifts or paratransit service with wheelchair lift-equipped vehicles.

Accidents per 100,000 Miles – Measures vehicle accidents reported (Bus and Paratransit) per 100,000 miles of actual fixed-route mileage. Management's objective is to reduce this ratio.

Calculation = [(Vehicle Accidents/Actual Mileage) * 100,000]

Accounting Basis - CCRTA uses the accounting principles and methods appropriate for a government enterprise fund. Financial statements are prepared on the accrual basis of accounting under which revenues and expenses are recognized when earned or incurred.

Accrual Method of Accounting - An accounting method that measures the performance and position of a company by recognizing economic events in the period they occur regardless of when cash transactions occur (i.e., recognize revenue in the period in which it is earned rather than when the cash is received; and recognize expenses when incurred rather than when cash is paid).

ADA (The Americans with Disabilities Act of 1990) - This federal act requires changes to transit vehicles, operations, and facilities to ensure that people with disabilities have access to jobs, public accommodations, telecommunications, and public services, including public transit.

ADA Paratransit Service – This is a non-fixed-route paratransit service utilizing vans and small buses to provide pre-arranged trips to and from specific locations within the service area to certified participants in the program.

Ambulatory Disabled – A person with a disability that does not require the use of a wheelchair or have a visual or hearing impairment.

American Public Transit Association (APTA) - Membership organization whose stated mission is to serve and lead its diverse membership through advocacy, innovation, and information sharing to strengthen and expand public transportation.

American Recovery and Reinvestment Act (ARRA) – The American Recovery and Reinvestment Act were signed into law by President Barack Obama on February 17, 2009. ARRA included appropriations and tax law changes totaling approximately \$787 billion to support government-wide efforts to stimulate the economy. Goals of the statute include the preservation or creation of jobs and the promotion of an economic recovery, as well as the investment in transportation, environmental protection, and other infrastructure providing long-term economic benefits.

Arbitrage – Investment earnings representing the difference between interest paid on bonds and the interest earned on the investment made using bond proceeds.

Associated Capital Maintenance (ACM) – This is a Federal Transit Administration capital program that subsidizes the cost of operations through the funding of certain bus and rail maintenance expenses.

Average Fare – Represents the average fare paid per passenger boarding on each mode of service during the period.

Calculation = (Modal Passenger Revenue – Commissions & Discounts) / (Modal Passenger Boardings)

Average Weekday Ridership – The average number of passenger boardings (or HOV users) on a weekday. This measurement does not include ridership on Saturdays, Sundays, or holidays.

Balanced Budget – This is a budget in which projected revenues equal projected expenses during a fiscal period.

Boardings - Number of passengers utilizing transit service, measured on entrance of vehicle.

Capital – Funds that finance construction, renovation, and major repair projects or the purchase of machinery, equipment, buildings, and land.

Capital budget - The portion of the budget that provides for the funding of construction, improvements, projects, and major equipment purchases. Generally a capital item is one that has a cost in excess of \$5,000, and a useful life of at least two years.

Capital Expenditure - Expenditures made to purchase capital assets or increase the efficiency, capacity, useful life, or economy of an existing asset.

Major Capital Transit Investment Program – A federal grants program providing capital assistance for new fixed guideway, extensions of existing fixed guideway, or a corridor-based bus rapid transit system. This program includes New Starts, Small Starts, and Core Capacity projects.

Car Mile or Vehicle Mile – A single bus, traveling one mile.

CAFR (Comprehensive Annual Financial Report) - A **Comprehensive Annual Financial Report** is a set of U.S. government financial statements comprising the financial report of a state, municipal or other governmental entity that complies with the accounting requirements promulgated by the Governmental Accounting Standards Board (GASB).

Certified Riders – Certified riders are passengers who have been deemed eligible for Paratransit services because their disability prevents them from functionally accessing fixed route services. Eligibility is determined in accordance with the criteria outlined in the Americans with Disabilities Act of 1990.

Complaints Per 100,000 Passengers – This is a modal quality ratio that measures the number of service complaints per 100,000 passenger boardings (or per 1,000 boards for Paratransit). Management's objective is to reduce this ratio.

Calculation = [(Service Complaints Received / Modal Passenger Boardings) * 100,000]

Cost per Revenue Mile – Efficiency ratio that measures the cost of providing a revenue mile of service. This measurement is based on fully loaded costs and excludes operating revenues. Management's objective is to reduce this ratio.

Calculation = [Total Operating Expenses / Revenue Miles]

Deadhead - Hours or miles that the buses are in service, but there is not a reasonable expectation of carrying passengers. Examples include traveling between routes, between the garage and the start of a route.

Debt Service – The payment of interest and the repayment of principal on long-term borrowed funds according to a predetermined schedule.

Demand Response - Paratransit passengers call to request service; therefore, that service is provided on demand, and is considered to be demand responsive, rather than scheduled. This service is outsourced and all operating costs are reported separately in the Purchased Transportation Department.

Depreciation – This refers to the allocation of the cost of assets to periods in which the assets are used. The cost is allocated as an expense that affects the net income. The process is used to portion the cost over the life of the assets to account for wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

Directly Operated Motor Bus - Scheduled bus service that is provided directly by CCRTA.

Enterprise Fund – This type of fund establishes a separate accounting and financial reporting mechanism for services for which a fee is charged. Revenues and expenses from these services are segregated into a fund with financial statements separate from all other activities.

Equity - Captures the aggregate of accumulated revenues and expenses from previous years and is reflected on the Statement of Net Assets or Balance Sheet in and organization's financial statements under the caption of "Net Assets."

Fare box Recover Ratio – The fare box recover ratio of a passenger transportation system is the portion of operating costs that are covered by the fares paid by passengers.

Calculation = [Modal Fare box Revenue / Modal Operating Expense]

Fare box Revenue – All revenue from the sale of passenger tickets, passes, or other instruments of fare payment.

Fare Revenue Per Passenger - This calculation provides the ratio of total fare box revenues to the total number of passengers during the same period. Good indicator of revenue efficiency. Higher numbers indicate better performance.

Fares – The amount charged to passengers for use of various transportation services.

FTA (Federal Transit Administration) – The FTA is the federal agency that helps cities and communities provide mobility to their citizens. Through its grant programs, FTA provides financial and planning assistance to help plan, build, and operate bus, rail, and paratransit systems.

Fiscal year - A fiscal year is a 12-month period for which an organization plans the use of its funds, which does not necessarily correspond to a calendar year. The fiscal year adopted by CCRTA is on a calendar basis January 1 through December 31.

Fixed Route Service - This is a type of service that operates according to fixed schedules and routes; for CCRTA that is local bus service with fixed intervals and travel paths.

Full-time equivalent (FTE): This represents a measurement equal to one staff person working a full-time work schedule for one year based on 2,080 work hours per year.

Fund Balance – This is the difference between a fund's assets and liabilities which is also referred to as Fund Equity. Often this term refers to moneys set aside or earmarked for future needs. CCRTA uses "reserves" as well as *funds* to ensure resources are available for anticipated and unanticipated needs.

Funding Formula – A specific formula used to determine a subsidy level.

GAAP - This is an acronym that stands for "Generally Accepted Accounting Principles" used in the United States of America and recognized as the standards in the accounting profession.

GASB – This is an acronym that stands for "Governmental Accounting Standards Board" which is the source of generally accepted principals used by State and Local governments in the United States. The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

Grants - This is a source of revenue that is received from another governmental body such as local, federal, and state governments to provide capital or operating assistance.

Headway – The time span between service vehicles on a specific route.

High occupancy vehicle lanes (HOV) - A lane of traffic in a major roadway reserved for vehicles carrying two or more (sometimes three or more) persons.

Investment Income - Income gained from interest on funds that have been invested.

JARC (Job Access Reverse Commute)/ New Freedom – JARC is a federally funded program that provides operating and capital assistance for transportation services planned, designed, and carried out to meet the transportation needs of eligible low-income individuals and of reverse commuters regardless of income. The New Freedom program provides new public transportation services and public transportation alternatives beyond those required by the Americans with Disabilities Act (ADA).

Labor Expenditure – This refers to the cost of wages and salaries (including overtime) to employees for the performance of work.

Lift Malfunctions - The percent of times that a lift or ramp malfunctions when a person in a wheelchair boards a bus on a lift or ramp. This information indicates effectiveness and convenience of service performance for passengers in wheelchairs. Lower percentage indicates better performance.

Line Item – An appropriation that is itemized on a separate line in a budget or financial plan.

Maintenance Expenditure – This term refers to the expenditures for labor, materials, services, and equipment to repair and service transit and service vehicles and facilities.

Map-21 – The Moving Ahead for Progress in the 21st Century Act – This Act was signed into law by President Obama on July 6, 2012 to provide over \$105 billion in funds for surface transportation programs in 2013 and 2014.

Mean Distance Between Service Calls – This is a quality ratio that measures the average number of miles a vehicle operates before a service call occurs. Management's objective is to increase this ratio.

$$\text{Calculation} = [\text{Total Miles Operated} / \text{Total \# of Service Calls}]$$

Miles between Road calls - This a reliability ratio that measures the total system miles to number of mechanical road calls. Management's objective is to increase this ratio, with a higher mileage number indicating better performance.

New Starts Program – A federal program which provides funding for fixed guideway transit projects which utilize and occupy a separate right-of-way or other high occupancy vehicle. This type of funding is also referred to as discretionary federal transit funds.

Net Assets - See "Equity" above.

Obligation – This is the term used to refer to funds that have been obligated to a specific purpose but have not been expended.

Off-Peak – Non-rush hour time periods.

On-Time Performance – This is a quality ratio that measures how often a service is on time (i.e., at a designated pick-up spot within a predetermined timeframe). The timeframe differs based on mode and frequency of service. Generally for fixed route, on-time performance is defined as not arriving at a point early or and not leaving more than 5 minutes late. For paratransit services, it is no more than a half hour before or after a scheduled pick-up time. Management's objective is to increase this ratio.

$$\text{Calculation} = [(\# \text{ Scheduled Trips Sampled} - \# \text{ of Times Early or Late}) / \text{Total \# of Scheduled Trips Sampled}]$$

Operating Budget - The planning of revenue and expenditures for a given period of time to maintain daily operations is referred to as the Operating Budget.

Operating Cost Per Hour – This is a service cost efficiency ratio of total operating costs to the total number of vehicle hours operated during the same period. This does not include depreciation or the cost to fund the street improvement program. Management's objective is to decrease this ratio.

Operating Revenues – Revenues from fare box, special events service, advertising, and pass sales are included in this revenue category and does not include sales tax revenue, interest income, or gain on sale of assets.

Operating Expenses – Expenses required to operate CCRTA's revenue services and general mobility projects are included in this expense category and do not include the cost of road improvement or the staff costs for providing administrative support services

Paratransit Services: This type of service refers to the complementary transportation services for the elderly and disabled that are provided and established in accordance with ADA.

Passenger Canceled Trips Ratio – This ratio measures the percentage of times that Paratransit users cancel a scheduled a trip. Total schedule trips include actual trips made, cancellations, and no-shows.

Calculation = [# of Canceled Trips / Total # of Scheduled Trips]

Passenger Mile – This refers to a single passenger traveling one mile.

Passenger No-Show Ratio – This is a quality ratio for Paratransit service that measures the number of times a Paratransit user makes a reservation and does not show-up for the ride. This measurement is different from the *Passenger Cancelled Trips Ratio* that requires the user to cancel a scheduled trip. Management's objective is to reduce this number so that other trips can be scheduled in that timeframe. Users can lose the ability to access the Paratransit system if they have an excessive number of no-shows.

Calculation = [# of No-Shows / Total # of Scheduled Trips]

Passengers per Hour – This is a productivity ratio that measures the ridership to the hours of service operated during the same period. Management's objective is to increase this number.

Calculation = [Actual Passenger Boardings / Revenue Hours]

Passengers per Vehicle Mile: This is a productivity ratio that measures route productivity by comparing the number of passenger boardings to the number of revenue miles. Management's objective is to increase this ratio.

Calculation = [Passenger Boardings / Revenue Miles]

Passenger Revenue - Revenue earned through fares charged directly to passengers for transit services.

Peak Period - The period during which the maximum amount of travel occurs.

Principal – This represents the amount borrowed or the amount still owed on a loan, separate from the interest.

Purchased Transportation Demand Response - This type of service is provided on an "as-needed" basis by a vendor under contract to the Authority.

Reduced Fares – Our fare structure offers a variety of discounted fares. Refer to table containing fee structure for specifics.

Reserves – CCRTA uses "reserves" as well as "funds" to ensure resources are available for anticipated and unanticipated needs. This is a means used for the accumulation of cash for future purposes to cover contingencies, statutory and board requirements,

Revenue Bond – This is a bond on which debt service is payable solely from a restricted revenue source.

Revenue Hours - The number of hours that the buses are available to the general public where there is a reasonable expectation of carrying passengers (this includes layover time) is referred to revenue hours. May be

scheduled or actual; see revenue service below.

Revenue Miles - The number of miles that the buses are available to the general public and there is a reasonable expectation of carrying passengers is referred to as revenue miles.

Revenue Passengers - Transit passengers who enter the system through the payment of a fare as distinguished from those who enter via an employee or complimentary pass is referred to as revenue passengers.

Revenue Service: This is used to identify the transit service run for the purpose of generating revenue, with a route beginning and end point and is distinguished from trips run for maintenance purposes or trips which carry passengers without charge.

Ridership - The number of boardings (each time a passenger boards a bus) which measures service effectiveness and usefulness. Directly impacts budget revenues. Higher ridership indicates better service and community image.

Sales Tax - A tax levied and collected by the State. Texas has six metropolitan transit authorities (MTA's), two City Transit Departments (CTD's), one County Transit Authority (CTA) and one Advanced Transit District (ATD) that imposes a sales and use tax. CCRTA is under the jurisdiction of the Corpus Christi MTA and receives monthly allocations for the ½% transit sales tax collected.

Section 5307 Urbanized Area Formula (Formerly Section 9) - A Federal grant administered by the Federal Transit Administration for urbanized areas, providing capital, operating, and planning assistance for mass transportation. Funds are apportioned to urbanized areas utilizing a formula based on population, population density and other factors associated with transit service and ridership.

Section 5309 Capital Program Funds - A Federal grant that provides assistance for the establishment of new rail transit projects, improvement and maintenance of existing rail transit and other fixed-guideway systems, buses and other bus-related capital projects. The bus-funding portion is a discretionary allocation program.

Van Pool Program - A service provided for a group of people who live and work in close proximity to each other. This service relieves congestion, and reduces pollution.

Vehicle Hours - The amount of time a bus spends in operation, from the time that it leaves the Garage to the time that it returns at the end of its assignment. Measures service levels provided to community; directly impacts budgeted operating costs. Lower vehicle hour levels indicate lower service levels, but also lower expenses.

Vehicle Miles - The distance a bus operates from when it leaves the Garage when it returns at the end of its assignment. Measures service levels provided to community. Vehicle miles directly impacts budgeted operating costs for example; lower vehicle hour levels indicate lower service levels, but also lower expenses.

Wheelchair Boardings - The number of times the wheelchair lift was used on buses.

Zero-based Budgeting - A method of budgeting in which all expenditures must be justified for each new budget period as opposed to only explaining the amounts requested in excess of the previous period's funding.



January 2015 Fixed Route Service Improvements Effective January 5, 2015

Route	Change	Days of Week
12 Hillcrest Saxet/Oak Park	Adjusted schedules to improve OTP*	Monday-Saturday
15 Kostoryz	<ul style="list-style-type: none"> • Interlined service with Route 25 to improve service efficiency • Reduced layover time to improve efficiency 	Monday-Saturday
16 Agnes/Ruth	Adjusted schedules to improve OTP	Monday-Saturday
17 Carroll/Southside	<ul style="list-style-type: none"> • Adjusted schedules to improve OTP • Minor adjustment to outbound routing near Six Points Station to further improve OTP 	Monday-Saturday
19/19G/19M Ayers/Greenwood/McArdle	<ul style="list-style-type: none"> • Adjusted schedules to improve connectivity and OTP • Reduced layover time to improve efficiency 	Monday-Saturday
21 Arboleda	Adjusted schedules to improve OTP	Monday-Saturday
23 Molina	Adjusted schedules to improve OTP	Monday-Saturday
25 Gollihar/Greenwood	Interlined service with Route 15 to improve service efficiency and OTP	Monday-Saturday
26 Airline/Lipes	Adjusted schedules to improve connectivity and OTP	Monday-Saturday
27 Leopard	Adjusted schedules to improve OTP	Monday-Saturday
27S Northwest	Adjusted schedule to improve OTP	Sunday
29/29SS/29F Staples/Spohn South/Flour Bluff	<ul style="list-style-type: none"> • Adjusted schedules to improve connectivity and OTP • Only every other trip will serve Downtown segment • Reduced layover time to improve efficiency 	Monday-Saturday
34 Robstown Circulator	<ul style="list-style-type: none"> • Adjusted schedules to improve connectivity with routes serving Robstown Transfer Station 	Monday-Saturday
76 Harbor Bridge Shuttle	Adjusted schedules to improve OTP	Monday-Saturday

No changes: Routes 3, 4, 5, 5S, 6, 8S, 12S, 15S, 21S, 24S, 29S, 32, 32S, 37, 37S, 50, 51, 53, 55, 60, 63, 65, 66S, 67, 76S, 78, 83, 84, Flexi-B (90), and 94.

Other improvements for 2015 include frequency improvements on Route 27 within the Primary Transit Network and possibly additional trips on Route 65 upon the opening of Schlitterbahn.

* OTP is on time performance

May 2015 Fixed Route Service Improvements Effective May 18, 2015

Route	Change	Days of Week
3 NAS Shuttle/Flour Bluff	Formally include early AM trip from Port Ayers Station to CCAD/NAS into weekday schedule. Adjust weekday peak hour trips to improve transfer connections with Route 5 at TAMU-CC.	Monday-Saturday
5 Alameda	Adjust weekday schedule on first AM trip to improve travel time into CCAD/NAS	Monday-Friday
8S Flour Bluff/Malls	Adjust schedule to improve OTP* and operational efficiency	Sunday
16 Agnes/Ruth	<ul style="list-style-type: none"> • Adjust weekday schedule to begin first two AM trips at Staples Street Center • Adjust schedules to improve OTP* and operational efficiency 	Monday-Saturday
21 Arboleda	<ul style="list-style-type: none"> • Adjust weekday schedule to begin first two AM trips at Staples Street Center • Adjust schedules to improve OTP* operational efficiency 	Monday-Saturday
23 Molina	<ul style="list-style-type: none"> • Adjust schedules to improve OTP* operational efficiency 	Monday-Saturday
37 Crosstown	Adjust schedules to improve OTP* and operational efficiency	Monday-Saturday
65 Padre Island Connection	<ul style="list-style-type: none"> • Extend route to serve Port Aransas City Hall • Add two additional peak hour trips to accommodate ridership growth 	Monday-Sunday
76/76S Harbor Bridge Shuttle	Adjust schedules to improve OTP* and connections with Harbor Ferry	Monday-Sunday
78 North Beach	Adjust schedules to improve operational efficiency	Monday-Saturday
90 Flexi-B	Add trips in midday period.	Monday-Saturday

No changes: Routes 4, 5S, 6, 12, 12S, 15, 15S, 17, 19, 21S, 24S, 25, 26, 27, 27S, 29, 29S, 32, 32S, 34, 37S, 50, 51, 53, 55, 60, 63, 66S, 67, 83, 84, and 94.

Continue detours for routes impacted by McArdle, Horne Road and Williams St. construction projects.

In June, routes serving Staples Street Station are planned to be re-routed to a temporary station location on Leopard between Josephine and Sam Rankin adjacent City of Corpus Christi City Hall.

Other improvements planned for 2015 include frequency improvements on Route 27 Leopard within the Primary Transit Network.

* OTP is on time performance

Service Change Details:

Route 3

- Formally make permanent early AM trip from Port Ayers Station to CCAD/NAS. Revise peak hour trip times to improve connectivity with Route 5 trips at TAMU-CC. Adjust weekday and Saturday schedules between NAS Bldg. 8 and Wal-Mart. Too much running time.

Route 4

- Consider operating service using smaller ARBOC cut-away vehicles.

Route 5

- Add notes in schedule to allow free running time for first AM express trip into CCAD/NAS to improve OTP*.

Route 8S

- Formally make HEB Plus in Flour Bluff first time point instead of Compton and Waldron. Remove Compton and Waldron time point. Update Sunday service map to reflect change and scheduled times.

Route 16

- Begin two AM trips at Staples Street Station.
- Shift running time by up to 3 minutes at Del Mar West campus time point and place at terminal points at the RTA and SSS.

Route 21

- Begin two AM trips at Staples Street Station.
- In OB direction to Port Ayers Station, remove time point at MacArthur and Tarlton due to safety reasons.

Route 23

- In both directions, relocate Port and Baldwin time point to Port and Tarleton where HEB is located. If the bus arrives early, this would provide more time for riders to load/unload. Operators want this change.

Route 25

- Marketing only: Formally change bay assignment from C to A at Port Ayers Station.

Route 29

- Marketing only: print last Saturday night trip on schedules as follows:
 - Depart SSS 10:12pm, 6 Pts 10:20pm, Staples/Weber 10:30pm, Arrive STS 10:42pm

Route 37

- Remove Gollihar and Staples time point in both directions.

Route 65

- Under a test pilot or demonstration project, extend route to serve Port Aransas City Hall and add two additional peak hour trips in each direction to accommodate ridership growth. First two trips on Sundays will not operate upon implementation.

Route 76

- Minor re-route returning to Buford St. (as similar to old Route 79) to safely make left turn at traffic signal due to opening of re-aligned Shoreline Blvd. in March 2015. Traffic signal Shoreline and Furman was removed.
- Move Furman time point to Buford.

Route 76S

- Adjust schedule at Texas Aquarium time point 5 minutes to improve connections with Harbor Ferry. Bus is departing terminal 5 minutes earlier than the scheduled arrival of ferry vessel.

Route 78

Remove time point at Ortiz Center to improve operational efficiency

August 2015 Sign-Up Summary

Effective: August 24, 2015: **Rev: 07/28/15**

Service Improvements:

- Route 63: TAMU-CC service expansion due to Momentum Campus opening in Fall 2015. In addition to operating on weekdays, service was added on Saturdays and Sundays. Additionally, a minor re-route was made to utilize Islander Way to better serve the Momentum Campus. Consider operating service using small vehicles.

Note: Route 37 and 66S will not be re-aligned to serve Momentum Campus on Islander Way at this time.

Service Changes:

- Routes 15S, 19, 23, 29, 76, 76S, 78: Adding Leopard and Carrizo stop into system by Nueces County Court House. Stop ID 1504.
- Route 26: Re-instate removed stop at the new Memorial High School near Lipes and Cimmaron. Stop ID 2251. Add announcement too.
- Route 29: Revised first trip of Block 2907 to depart Staples Street Station at 4:57am instead of 4:47am. Revise head sign to include "Downtown" at temporary site for all trips serving I-37 and Water stop.
- **Route 37: On weekdays, renumbered blocks to maintain sequential numerical order.**
- Route 55: Minor re-route near TPCO area to avoid railroad tracks by utilizing I-35 and to enter into a second entrance.
- Route 65: Minor routing and schedule revisions were made effective June 29.
 - *Remove stop announcement at Whataburger*
 - *Add stop announcement at Schlitterbahn and incorporate other changes*

Upcoming Bus Stop Impacts due to City of CC Bond Projects (CCRTA notified on 7/14; Revised timelines received 7/21 from city staff):

- Route 4/8S: Temporary closure of 6 bus stops along portion of Waldron Rd. between Glenoak and Caribbean effective August 2015 through February 2016.
- Route 8S/29/63/63S: Temporary closure of 6 bus stops on Williams Dr. due to another phase of the Williams Dr. Bond project (Staples St. to Airline Rd.) effective September 2015 through November 2016. *Route 8S and 29 only, resumed regular operations on Williams Dr. effective July 1 due to bond project completion. Approximately 12 stops were re-instated on Williams Dr.*
- Routes 6/15S/19/23: Temporary closure of 1 bus stop on Santa Fe due to Santa Fe Bond project (Hancock to Elizabeth Street) effective September 2015. It's an 8-month project.

Current or On-going Detours due to Bond Projects (includes Temporary Staples Street Station Relocation):

- Horne Road: 11 Routes Impacted
- McArdle Road: 4 Routes Impacted
- Staples Street (I-37 to Morgan): 19 Routes Impacted

Reinstate or resume service operation on:

- Route 12 and 32 school trippers.
- Route 60 TAMU-CC Islander shuttle service.

Corpus Christi Demographics

Population	Corpus Christi city, Texas	Texas
Total Population	277,454	20,851,820
Male	48.9%	49.6%
Female	51.1%	50.4%
18 years and over	71.9%	71.8%
65 years and over	11.1%	9.9%
Married Persons	52.1%	56.5%
Single Persons	47.9%	43.5%
Median Age	33.2	32.3
Average Family Size	3.27	3.28
Ethnicity		
White	74.4%	73.1%
Black or African American	5.1%	12.0%
American Indian and Alaska Native	1.1%	1.0%
Asian	1.7%	3.1%
Native Hawaiian and Other Pacific Islander	0.2%	0.1%
Other	20.9%	13.3%
Hispanic or Latino (of any race)	54.3%	32.0%
Housing Characteristics	Corpus Christi city, Texas	Texas
Total Housing Units	107,842	8,157,575
Median Home Cost	\$72,100	\$82,500
Number of Households	98,791	7,393,354
Persons per Household	2.75	2.74
Economic Characteristics	Corpus Christi city, Texas	Texas
Median Household Income	\$36,414	\$39,927
Per Capita Income	\$17,419	\$19,617
In Labor Force	62.6%	63.6%
Families below poverty level	14.1%	12.0%
Education Characteristics	Corpus Christi city, Texas	Texas
School Enrollment		
Elementary School Enrollment	36,037	2,707,281
High School Enrollment	18,401	1,299,792
College or Graduate School	16,658	1,202,890
Educational Attainment Population 25 years and older		
High School Graduate	24.7%	24.8%
Associates Degree	5.9%	5.2%
Bachelor's Degree	12.5%	15.6%
Graduate or Professional Degree	7.2%	7.6%

Data provided by the 2000 U.S. Census

Corpus Christi Employment Information

Index	Corpus Christi	Texas	National
Income per capita	\$23,970	\$25,809	\$28,051
Median household income	\$47,029	\$51,563	\$53,046
Median income owner occupied	\$62,945	\$66,332	\$67,062
Median income renter occupied	\$30,381	\$32,377	\$32,212
Median earnings male	\$31,667	\$33,434	\$35,771
Median earnings female	\$20,427	\$23,548	\$25,299
Unemployment rate	5.1%	5.0%	6.0%
Poverty level	18.0%	17.4%	14.9%

