



CORPUS CHRISTI REGIONAL  
TRANSPORTATION AUTHORITY

**Approved Annual Budget  
Fiscal Year Ending December 31, 2013**

**ADOPTED DECEMBER 4, 2012**

The "B" Logo:

When the Corpus Christi Regional Transportation Authority was first formed in 1985, the "B" was chosen as a symbol that simultaneously exemplifies the organization's mission and projects a unique identity. It stands for "Bus" and motor buses remain the core resource used to provide transportation services. The logo was updated in 2009.

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**CORPUS CHRISTI REGIONAL  
TRANSPORTATION AUTHORITY**

**2013 Operating & Capital Budget**

The schedule below shows the approved 2013 operating budget in comparison to the estimated economic activity for 2012.

| <b>Operating Budgets 2012 &amp; 2013</b>       |                      |                      |                      |                                  |             |
|--|----------------------|----------------------|----------------------|----------------------------------|-------------|
| Description                                    | 2012                 |                      | 2013                 |                                  | 2012<br>%   |
|  | Adopted<br>Budget    | Estimated            | Adopted<br>Budget    | Vs.<br>Increase/(Decrease)<br>\$ |             |
|  | A                    | B                    | C                    | C-B                              |             |
| <b>Sources of Funding:</b>                     |                      |                      |                      |                                  |             |
| Operating Revenues                             | \$ 1,864,740         | \$ 1,821,049         | \$ 1,867,517         | \$ 46,468                        | 2.6%        |
| Sales Tax Revenue                              | 26,760,575           | 29,700,000           | 31,482,000           | 1,782,000                        | 6.0%        |
| Federal, state and local operating grants      | 3,708,657            | 2,815,308            | 3,232,067            | 416,760                          | 14.8%       |
| Investment Income                              | 40,000               | 36,000               | 56,000               | 20,000                           | 55.6%       |
| Gain on Sale of Equipment                      | -                    | 1,770                | -                    | (1,770)                          | -           |
| Capital Grants                                 | 4,572,000            | 8,468,976            | 8,820,000            | 351,024                          | 4.1%        |
| <b>Total Sources of Funds</b>                  | <b>\$ 36,945,972</b> | <b>\$ 42,843,103</b> | <b>\$ 45,457,584</b> | <b>\$ 2,614,482</b>              | <b>6.1%</b> |
| <b>Uses of Funding:</b>                        |                      |                      |                      |                                  |             |
| Department Expenses                            | \$ 26,456,640        | \$ 26,071,697        | \$ 27,142,118        | \$ 1,070,421                     | 4.1%        |
| Depreciation                                   | 5,600,000            | 5,600,000            | 5,945,255            | 345,255                          | 6.2%        |
| Street Improvement Program                     | 2,154,150            | 2,154,150            | 2,593,634            | 439,484                          | 20.4%       |
| <b>Non Capital Uses of Funding</b>             | <b>\$ 34,210,790</b> | <b>\$ 33,825,847</b> | <b>\$ 35,681,007</b> | <b>1,855,160</b>                 | <b>5.5%</b> |
| Sources in Excess of Uses                      | \$ 2,735,182         | \$ 9,017,256         | \$ 9,776,577         | \$ 759,321                       |             |
| Capital in Excess of Depreciation              | -                    | (10,318,384)         | (9,453,203)          | 865,181                          |             |
| (Increase)/Decrease in Unrestricted Net Assets | (2,735,182)          | 1,301,128            | (323,374)            | (1,624,502)                      |             |
| Balance  | \$ -                 | \$ -                 | \$ -                 | \$ -                             |             |

As shown above, the proposed operating budget is \$35.7 million with additional capital expenditures of \$9.5 million in excess of depreciation. Total sources of funding are \$45.5 million. Funding in excess of current operational needs is available to meet future capital and operating needs of the Authority.

Key assumptions used to formulate the operating budget include:

- The proposed FY 2013 Budget delivers all services approved in the Service Plan and continues our efforts for Accessibility and Customer Service.
- The Budget was developed with the following Board priorities in mind:
  - Customer Service and Satisfaction
  - Effective and Efficient Routes
  - Enhance Awareness of Agency in the Region
  - Expansion of Services
  - Increased Emphasis on Safety & Security
  - Technology Improvements
  - Capital Projects
- The RTA Operating Budget for 2013 was prepared using the Zero Base Budgeting approach. All department expenditures were re-justified and reflect the actual estimated cost of providing the approved budgeted service levels.
- As in FY 2012 the RTA will continue to utilize FTA grants for preventive maintenance and para-transit operating assistance. This will allow the RTA to more rapidly close grants and allow for a more flexible mix of Federal/local funding for both operations and capital.
- The 2013 budget includes \$240,000 for a 3% cost of living wage adjustment. The budget also includes \$160,000 for merit increases. The employee contributions to health and dental costs are not being increased.
- During the year there was a staff realignment that resulted in a number of functions and staff being transferred between departments. Several positions were added including a Director of Transportation, an Assistant Director of Maintenance, a Program Manager in Capital Projects, and an MIS Tech. Positions that were deleted included a Trainer, a Tech Analyst, an Accounting Specialist, and an Administrative Assistant. Full time equivalent staff remained at 220.
- Sales & Use tax is the largest source of Local Funding for the RTA and is the primary funding source for operations. Sales tax is expected to be about \$29.7 million in 2012 (about \$3.0 million over budget) primarily due to activity related to the Eagle Ford Shale. The 2013 budget for sales tax is \$31.5 million – an increase of 6%. Other revenue streams have also been reviewed in light of changes in services and new information with the overall result being that total revenue for 2012 is budgeted at about \$45.5 million.
- Departmental expenses are budgeted at \$27.1 million, the street improvement program is budgeted at \$2.6 million, depreciation at about \$5.9 million. This budget will increase net assets by \$9.8 million. The investment in capital assets will increase by \$9.5 million and unrestricted net assets will increase by \$323,374.

Attachment A contrasts the proposed 2013 budget as compared to the 2012 estimated actual expenses by function.

Attachment B shows the proposed 2013 budget compared to the estimated 2012 actual expenses by type of expense.

Attachment C provides information on staffing

Attachment D shows the proposed cost by passenger, hours and miles.

**FY 2013 Capital Budget**

| <b>2013 Capital Budget</b>   |                     |                     |                      |
|--|---------------------|---------------------|----------------------|
| <b>Projects:</b>   | <b>2013</b>         | <b>2014</b>         | <b>Total</b>         |
| Customer Service Center*   |                     |                     |                      |
| Revenue Vehicles - 26 Cutaways for Paratransit/<br>Flexible/Fixed Routes   | 3,380,000           |                     | 3,380,000            |
| 3 Full Size Buses  |                     | 1,455,000           | 1,455,000            |
| 2 Double Deckers   |                     | 1,000,000           | 1,000,000            |
| Bus Stop Improvements at 231 Stops   | 3,240,887           |                     | 3,240,887            |
| Sixty Bus Shelters   | 506,994             |                     | 506,994              |
| Robstown Park & Ride   | 625,000             |                     | 625,000              |
| Six Pts Renovations  | 202,784             |                     | 202,784              |
| Concrete Improvements at Bear Lane   | 182,850             |                     | 182,850              |
| Pilings for the Harbor Ferry Dock  | 17,200              |                     | 17,200               |
| Trip Planning System - Hardware/Software/Equip - VTCLI   | 374,600             |                     | 374,600              |
| Customer Service Center Hardware/Software/Equip-<br>VTCLI  |                     | 400,000             | 400,000              |
| Fuel Management System   | 350,000             |                     | 350,000              |
| Management Information System & Related Hardware   | 315,000             |                     | 315,000              |
| Supervisor Vans (7)  | 490,000             |                     | 490,000              |
| 2 Way Radio System for Fleet (including 72 buses, 34<br>paratransit vehicles, relief vehicles and stationary radios for<br>both Control Centers) | 450,000             |                     | 450,000              |
| Bus Wash Renovations   | 200,000             |                     | 200,000              |
| Farebox Vault  | 55,000              |                     | 55,000               |
|  | <b>\$10,390,315</b> | <b>\$ 2,855,000</b> | <b>\$ 13,245,315</b> |

2014 items are shown only if they are (1) part of a project spanning multiple years or (2) require action in 2013 in order to complete the project in 2014.

\* A budget amendment for the new customer service center will be submitted later in the year once the scope of the project has been determined.

| <b>Attachment A</b>                        | <b>2012</b>                                 |                  | <b>2013</b>    |                            |             |
|--|---|------------------|----------------|----------------------------|-------------|
|  | <b>Comparative Statements of Activities</b> |                  |                |                            |             |
|  | <b>Adopted</b>                              |                  | <b>Adopted</b> | <b>Vs.</b>                 | <b>2012</b> |
|  | <b>Budget</b>                               | <b>Estimated</b> | <b>Budget</b>  | <b>Increase/(Decrease)</b> |             |
|  |   |                  | <b>\$</b>      | <b>%</b>                   |             |
|  | <b>A</b>                                    | <b>B</b>         | <b>C</b>       | <b>B vs. C</b>             |             |
| Operating Revenues:                        |   |                  |                |                            |             |
| Passenger service                          | \$ 1,742,740                                | 1,693,800        | 1,733,970      | 40,170                     | 2.4%        |
| Other operating revenues                   | 122,000                                     | 127,249          | 133,547        | 6,298                      | 5.0%        |
| Total Operating Revenues                   | 1,864,740                                   | 1,821,049        | 1,867,517      | 46,468                     | 2.6%        |
| Operating Expenses:                        |   |                  |                |                            |             |
| Transportation                             | 4,997,864                                   | 5,111,689        | 5,232,056      | 120,367                    | 2.4%        |
| Customer Service Center                    | 521,931                                     | 266,147          | 248,782        | (17,365)                   | -6.5%       |
| Purchased Transportation/Customer Programs | 7,182,228                                   | 7,304,351        | 7,902,852      | 598,501                    | 8.2%        |
| Service Development                        | 533,360                                     | 554,761          | 278,848        | (275,913)                  | -49.7%      |
| MIS  | 334,700                                     | 331,767          | 345,764        | 13,997                     | 4.2%        |
| Vehicle Maintenance                        | 5,751,391                                   | 5,565,546        | 5,441,721      | (123,825)                  | -2.2%       |
| Facilities Maintenance                     | 1,023,868                                   | 1,006,756        | 1,063,846      | 57,090                     | 5.7%        |
| Contracts and Grants                       | 145,386                                     | 149,471          | 205,896        | 56,425                     | 37.8%       |
| CEO  | 700,051                                     | 678,620          | 597,728        | (80,892)                   | -11.9%      |
| Finance and Accounting                     | 388,254                                     | 383,851          | 361,577        | (22,274)                   | -5.8%       |
| Materials Management                       | 148,506                                     | 148,290          | 147,668        | (622)                      | -0.4%       |
| Human Resources                            | 3,525,372                                   | 3,301,862        | 3,603,513      | 301,651                    | 9.1%        |
| General Administration                     | 301,696                                     | 468,606          | 546,074        | 77,468                     | 16.5%       |
| Capital Projects Administration            | 126,155                                     | 128,912          | 174,397        | 45,485                     | 35.3%       |
| Marketing & Communications                 | 408,632                                     | 333,969          | 470,945        | 136,976                    | 41.0%       |
| Safety & Security                          | 367,246                                     | 337,099          | 520,451        | 183,352                    | 54.4%       |
| Total Departmental Expenses                | 26,456,640                                  | 26,071,697       | 27,142,118     | 1,070,421                  | 4.1%        |
| Depreciation                               | 5,600,000                                   | 5,600,000        | 5,945,255      | 345,255                    | 6.2%        |
| Total Operating Expenses                   | 32,056,640                                  | 31,671,697       | 33,087,373     | 1,415,676                  | 4.5%        |
| Operating Income (Loss)                    | (30,191,900)                                | (29,850,648)     | (31,219,856)   | (1,369,208)                | -4.6%       |
| Other Income (Expense)                     |   |                  |                |                            |             |
| Sales Tax Revenue                          | 26,760,575                                  | 29,700,000       | 31,482,000     | 1,782,000                  | 6.0%        |
| Federal, state and local grants            | 3,708,657                                   | 2,815,308        | 3,232,067      | 416,760                    | 14.8%       |
| Investment Income                          | 40,000                                      | 36,000           | 56,000         | 20,000                     | 55.6%       |
| Gain (Loss) on Property Disposition        | -   | 1,770            | -              | (1,770)                    | -100.0%     |
| Street Improvement Program                 | (2,154,150)                                 | (2,154,150)      | (2,593,634)    | 439,484                    | 20.4%       |
| Total Other Income (Expense)               | 28,355,082                                  | 30,398,928       | 32,176,433     | 1,777,506                  | 5.9%        |
| Net Income (Loss)                          | \$ (1,836,818)                              | 548,280          | 956,577        | 408,298                    |             |
| Capital Grants and Donations               | 4,572,000                                   | 8,468,976        | 8,820,000      | 351,024                    |             |
| Change in Net Assets                       | 2,735,182                                   | 9,017,256        | 9,776,577      | 759,321                    |             |

| Attachment B<br>Expenses by Object<br>Draft<br>Description | 2012              |                  | 2013             |                |                          |
|--|-------------------|------------------|------------------|----------------|--------------------------|
|  | Adopted<br>Budget | Estimated        | Draft<br>Budget  | Vs.            | 2012                     |
|  |                   |                  |                  | \$             | Increase/(decrease)<br>% |
|  | A                 | B                | C                | B vs. C        |                          |
| <b>Labor</b>   |                   |                  |                  |                |                          |
| Salaries And Wages   | 3,406,580         | 3,409,458        | 3,685,071        | 275,613        | 8.1%                     |
| Other Salaries And Wages                                   | 4,396,102         | 4,213,603        | 4,595,538        | 381,935        | 9.1%                     |
| Overtime Wages   | 192,639           | 269,437          | 131,171          | (138,266)      | -51.3%                   |
| Overtime Wages-Operators                                   | 417,408           | 558,032          | 470,209          | (87,823)       | -15.7%                   |
| <b>Total Labor Expense</b>                                 | <b>8,412,729</b>  | <b>8,450,530</b> | <b>8,881,989</b> | <b>431,459</b> | <b>5.1%</b>              |
| <b>Benefits</b>  |                   |                  |                  |                |                          |
| Medicare   | 119,911           | 119,111          | 126,327          | 7,216          | 6.1%                     |
| Pension  | 1,232,926         | 1,311,034        | 1,362,427        | 51,393         | 3.9%                     |
| Dental   | 15,604            | 15,940           | 30,323           | 14,383         | 90.2%                    |
| Life Insurance   | 39,422            | 38,487           | 44,088           | 5,601          | 14.6%                    |
| Disability Insurance                                       | 33,168            | 33,194           | 34,255           | 1,061          | 3.2%                     |
| Unemployment   | 48,000            | 34,067           | 24,000           | (10,067)       | -29.6%                   |
| Uniform and Tools Allowance                                | 19,140            | 4,200            | 4,200            | -              | 0.0%                     |
| Tuition Reimbursement                                      | 29,900            | 12,682           | 28,700           | 16,018         | 126.3%                   |
| Workers' Compensation                                      | 98,290            | 94,146           | 78,031           | (16,115)       | -17.1%                   |
| Incentive & Awards   | 21,558            | 10,188           | 14,306           | 4,118          | 40.4%                    |
| <b>Total Fringe Benefits Exp</b>                           | <b>1,657,919</b>  | <b>1,673,049</b> | <b>1,746,657</b> | <b>73,608</b>  | <b>4.4%</b>              |
| <b>Services</b>  |                   |                  |                  |                |                          |
| Production Fees  | 90,000            | 20,453           | 41,250           | 20,797         | 101.7%                   |
| Consulting Services  | 165,000           | 162,403          | 166,000          | 3,597          | 2.2%                     |
| Legal Fees   | 108,400           | 110,961          | 120,000          | 9,039          | 8.2%                     |
| Computer Consulting  | 55,000            | 20,000           | 149,400          | 129,400        | 647.0%                   |
| Other Professional Serv                                    | 527,990           | 549,114          | 216,657          | (332,457)      | -60.5%                   |
| Temporary Services   | 24,560            | 27,542           | 10,916           | (16,626)       | -60.4%                   |
| Refuse Removal   | 47,382            | 47,816           | 44,207           | (3,609)        | -7.6%                    |
| Contracted Maintenance                                     | 257,466           | 253,289          | 270,159          | 16,870         | 6.7%                     |
| Contracted Bldg Maint                                      | 14,993            | 13,146           | 17,193           | 4,047          | 30.8%                    |
| Contracted Shelter Maint                                   | 17,000            | 12,213           | 12,000           | (213)          | -1.7%                    |
| Contracted Vehicle Maint                                   | 212,164           | 166,585          | 190,764          | 24,179         | 14.5%                    |
| Security Service   | 305,445           | 280,086          | 454,195          | 174,109        | 62.2%                    |
| Employee Exams   | 31,310            | 47,241           | 34,840           | (12,401)       | -26.3%                   |
| In-House Services  | -                 | -                | -                | -              | 0.0%                     |
| <b>Total Services Expense</b>                              | <b>1,856,710</b>  | <b>1,710,849</b> | <b>1,727,581</b> | <b>16,732</b>  | <b>1.0%</b>              |

| Attachment B<br>Expenses by Object<br>Draft<br>Description | 2012              |                  | 2013             |                     |              |
|--|-------------------|------------------|------------------|---------------------|--------------|
|  | Adopted<br>Budget | Estimated        | Draft<br>Budget  | Vs.                 | 2012         |
|  |                   |                  |                  | Increase/(decrease) |              |
|  | A                 | B                | C                | \$                  | %            |
|  |                   |                  |                  |                     | B vs. C      |
| <b>Materials &amp; Supplies Consumed</b>                   |                   |                  |                  |                     |              |
| Fuel And Lubricants  | 2,406,772         | 2,378,778        | 2,299,813        | (78,965)            | -3.3%        |
| Fuel And Lubricant Taxes                                   | 197,104           | 217,822          | 209,313          | (8,509)             | -3.9%        |
| State Environmental Fee                                    | 1,872             | 1,978            | 1,978            | -                   | 0.0%         |
| Superfund Fee  | 3,003             | 3,046            | 3,046            | -                   | 0.0%         |
| Tires And Tubes  | 181,332           | 179,320          | 178,270          | (1,050)             | -0.6%        |
| Ins Proceeds-Bus Repairs                                   | (3,000)           | (3,154)          | -                | 3,154               | 100.0%       |
| Repair Parts   | 1,340,000         | 1,323,381        | 1,169,000        | (154,381)           | -11.7%       |
| Bus Cleaning Supplies                                      | 14,918            | 15,454           | 13,200           | (2,254)             | -14.6%       |
| Building Maint Materials                                   | 70,090            | 74,180           | 76,500           | 2,320               | 3.1%         |
| Promotional Supplies                                       | 30,039            | 21,621           | 28,350           | 6,729               | 31.1%        |
| Vehicle Maintenance M&S                                    | 168,300           | 184,657          | 120,000          | (64,657)            | -35.0%       |
| Shelter Maint Supplies                                     | 27,802            | 55,167           | 42,802           | (12,365)            | -22.4%       |
| Office Supplies  | 50,368            | 48,229           | 50,000           | 1,771               | 3.7%         |
| Postage And Express  | 26,086            | 26,729           | 26,515           | (214)               | -0.8%        |
| Minor Tools And Equipment                                  | 19,750            | 19,429           | 46,750           | 27,321              | 140.6%       |
| Minor Office Equipment                                     | 10,506            | 11,426           | 23,650           | 12,224              | 107.0%       |
| Printing   | 177,159           | 184,935          | 129,982          | (54,953)            | -29.7%       |
| Uniforms   | 54,611            | 64,612           | 77,235           | 12,623              | 19.5%        |
| Other Materials And Suppl                                  | 35,400            | 28,468           | 22,376           | (6,092)             | -21.4%       |
| <b>Total Materials &amp; Supplies Exp</b>                  | <b>4,812,112</b>  | <b>4,836,078</b> | <b>4,518,780</b> | <b>(317,298)</b>    | <b>-6.6%</b> |
| <b>Utilities</b>   |                   |                  |                  |                     |              |
| Telephone  | 109,226           | 122,922          | 97,157           | (25,765)            | -21.0%       |
| Electricity  | 208,904           | 192,000          | 253,874          | 61,874              | 32.2%        |
| Water And Gas  | 48,509            | 27,127           | 30,509           | 3,382               | 12.5%        |
| <b>Total Utilities Expense</b>                             | <b>366,639</b>    | <b>342,049</b>   | <b>381,540</b>   | <b>39,491</b>       | <b>11.6%</b> |
| <b>Insurance</b>   |                   |                  |                  |                     |              |
| Insurance  | 321,185           | 324,886          | 329,700          | 4,814               | 1.5%         |
| Health Care Self Insurance                                 | 1,992,000         | 1,732,730        | 1,959,158        | 226,428             | 13.1%        |
| <b>Total Insurance Expense</b>                             | <b>2,313,185</b>  | <b>2,057,616</b> | <b>2,288,858</b> | <b>231,242</b>      | <b>11.2%</b> |



| Attachment B<br>Expenses by Object<br>Draft<br>Description | 2012                   |                   | 2013                 |                     |              |
|--|------------------------|-------------------|----------------------|---------------------|--------------|
|  | Adopted<br>Budget<br>A | Estimated<br>B    | Draft<br>Budget<br>C | Vs.                 | 2012         |
|  |                        |                   |                      | Increase/(decrease) |              |
|  |                        |                   |                      | \$                  | %<br>B vs. C |
| <b>Purchased Transportation</b>                            |                        |                   |                      |                     |              |
| Banquete/Agua Dulce  | -                      | 18,580            | 24,000               | 5,420               | 29.2%        |
| Commuter Service   | 1,368,880              | 1,319,721         | 1,504,144            | 184,423             | 14.0%        |
| Harbor Ferry Service                                       | 391,237                | 516,200           | 527,200              | 11,000              | 2.1%         |
| Robstown #34   | 154,684                | 134,280           | 141,371              | 7,091               | 5.3%         |
| NW Jarc Rte  | 136,334                | -                 | 120,911              | 120,911             | 0.0%         |
| Texas A&M Shuttle  | 102,901                | 98,106            | 104,480              | 6,374               | 6.5%         |
| B-Line Fuel  | 722,622                | 691,031           | 621,344              | (69,687)            | -10.1%       |
| B-Line Service   | 3,219,903              | 3,356,838         | 3,613,177            | 256,339             | 7.6%         |
| New Freedom  | 68,592                 | -                 | -                    | -                   | 0.0%         |
| Port Aransas Flexi-B                                       | 82,964                 | 95,772            | 100,360              | 4,588               | 4.8%         |
| Port Aransas Trolley Svc                                   | 82,656                 | 95,438            | 100,107              | 4,669               | 4.9%         |
| Rural Service  | 186,919                | 215,333           | 226,133              | 10,800              | 5.0%         |
| Van Pools  | 51,150                 | 50,346            | 59,940               | 9,594               | 19.1%        |
| <b>Total Purchased Transportation</b>                      | <b>6,568,842</b>       | <b>6,591,645</b>  | <b>7,143,167</b>     | <b>551,522</b>      | <b>8.4%</b>  |
| <b>Miscellaneous Expenses</b>                              |                        |                   |                      |                     |              |
| Dues And Subscriptions                                     | 53,314                 | 53,302            | 56,405               | 3,103               | 5.8%         |
| Travel, Training & Mtngs                                   | 205,705                | 197,804           | 218,478              | 20,674              | 10.5%        |
| Advert/Promo Media Exp.                                    | 62,100                 | 35,639            | 66,400               | 30,761              | 86.3%        |
| Community Services   | 56,558                 | 28,548            | 26,900               | (1,648)             | -5.8%        |
| Other Miscellaneous Exp.                                   | 22,870                 | 28,709            | 17,777               | (10,932)            | -38.1%       |
| <b>Total Miscellaneous Expenses</b>                        | <b>400,547</b>         | <b>344,002</b>    | <b>385,960</b>       | <b>41,958</b>       | <b>12.2%</b> |
| <b>Leases And Rentals</b>                                  | <b>67,957</b>          | <b>65,879</b>     | <b>67,586</b>        | <b>1,707</b>        | <b>2.6%</b>  |
| <b>Total Dept - Operating Expenses</b>                     | <b>26,456,640</b>      | <b>26,071,697</b> | <b>27,142,118</b>    | <b>1,070,421</b>    | <b>4.1%</b>  |

**Attachment C - Full Time Equivalent Positions**

| Department                                 | 2011             | 2012             | 2013       |                  |
|--|------------------|------------------|------------|------------------|
|  | Funded Positions | Funded Positions | Add/Delete | Funded Positions |
| Transportation                             | 117              | 130              | (2)        | 128              |
| Customer Service Center                    | 4                | 4                | -          | 4                |
| Purchased Transportation/Customer Programs | 5                | 5                | (2)        | 3                |
| Service Development                        | 3                | 4                | -          | 4                |
| MIS  | 2                | 1                | 1          | 2                |
| Vehicle Maintenance                        | 38               | 35               | -          | 35               |
| Facilities Maintenance                     | 13               | 15               | -          | 15               |
| Procurements                               | 3                | 3                | -          | 3                |
| CEO's Office                               | 5                | 4                | (3)        | 1                |
| Finance and Accounting                     | 6                | 6                | (1)        | 5                |
| Materials Management                       | 4                | 4                | -          | 4                |
| Human Resources                            | 3                | 2                | -          | 2                |
| General Administration                     | 3                | 3                | 5          | 8                |
| Capital Projects Management                | 2                | 2                | -          | 2                |
| Marketing                                  | 2                | 2                | 1          | 3                |
| Safety & Security                          | -                | -                | 1          | 1                |
| Total                                      | 210              | 220              | 0          | 220              |

**Attachment D - Services**

|                          | <b>2011</b>      | <b>2012</b>      | <b>2013</b>      | <b>Increase/Decrease</b> |             |
|--------------------------|------------------|------------------|------------------|--------------------------|-------------|
| <b>Passenger Trips</b>   | <b>Actual</b>    | <b>Estimated</b> | <b>Budgeted</b>  | <b>2013 vs 2012</b>      | <b>%</b>    |
| Fixed Route              | 5,737,329        | 5,751,304        | 5,860,710        | 109,406                  | 1.9%        |
| B-Line                   | 194,021          | 200,265          | 214,284          | 14,019                   | 7.0%        |
| Ferry                    | 52,951           | 87,326           | 91,692           | 4,366                    | 5.0%        |
| Contract Demand/Van Pool | 26,813           | 16,073           | 17,267           | 1,194                    | 7.4%        |
| <b>Total</b>             | <b>6,011,114</b> | <b>6,054,969</b> | <b>6,183,953</b> | <b>128,985</b>           | <b>2.1%</b> |

|                          | <b>2011</b>    | <b>2012</b>      | <b>2013</b>     | <b>Increase/Decrease</b> |             |
|--------------------------|----------------|------------------|-----------------|--------------------------|-------------|
| <b>Vehicle Hours</b>     | <b>Actual</b>  | <b>Estimated</b> | <b>Budgeted</b> | <b>2013 vs 2012</b>      | <b>%</b>    |
| Fixed Route              | 222,357        | 237,647          | 243,107         | 5,460                    | 2.3%        |
| B-Line                   | 71,997         | 76,722           | 82,416          | 5,694                    | 7.4%        |
| Ferry                    | 882            | 1,204            | 1,204           | -                        | 0.0%        |
| Contract Demand/Van Pool | 9,150          | 4,867            | 5,862           | 995                      | 20.4%       |
| <b>Total</b>             | <b>304,386</b> | <b>320,440</b>   | <b>332,589</b>  | <b>12,149</b>            | <b>3.8%</b> |

|                          | <b>2011</b>      | <b>2012</b>      | <b>2013</b>      | <b>Increase/Decrease</b> |             |
|--------------------------|------------------|------------------|------------------|--------------------------|-------------|
| <b>Vehicle Miles</b>     | <b>Actual</b>    | <b>Estimated</b> | <b>Budgeted</b>  | <b>2013 vs 2012</b>      | <b>%</b>    |
| Fixed Route              | 3,121,750        | 3,394,986        | 3,479,704        | 84,718                   | 2.5%        |
| B-Line                   | 1,506,891        | 1,430,464        | 1,530,597        | 100,133                  | 7.0%        |
| Ferry                    | 2,179            | 2,975            | 2,975            | -                        | 0.0%        |
| Contract Demand/Van Pool | 237,014          | 110,479          | 128,389          | 17,910                   | 16.2%       |
| <b>Total</b>             | <b>4,867,834</b> | <b>4,938,904</b> | <b>5,141,665</b> | <b>202,761</b>           | <b>4.1%</b> |

| <b>Cost per:</b> | <b>2011</b>   | <b>2012</b>      | <b>2013</b>     | <b>Increase/Decrease</b> |          |
|------------------|---------------|------------------|-----------------|--------------------------|----------|
|                  | <b>Actual</b> | <b>Estimated</b> | <b>Budgeted</b> | <b>2013 vs 2012</b>      | <b>%</b> |
| Passenger Trip   | \$ 3.96       | \$ 4.31          | \$ 4.39         | \$ 0.08                  | 1.9%     |
| Hour             | \$ 78.19      | \$ 81.36         | \$ 81.61        | \$ 0.25                  | 0.3%     |
| Mile             | \$ 4.89       | \$ 5.28          | \$ 5.28         | \$ -                     | 0.0%     |

\* Costs include administrative costs