



CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY

**Fiscal Year 2017 Operating & Capital Budget
& 5 Year Capital Improvements Plan
Adopted November 2, 2016**



TABLE OF CONTENTS

Page

Transmittal Letter 1
 Organization of the Budget Document 3

INTRODUCTION

About the City of Corpus Christi 4
 About Corpus Christi Transportation Authority 6
 Benefits of Transportation 8
 Community Involvement..... 9
 Governance 10
 System Facilities 11
 Service Area 17
 Services Types..... 19

ORGANIZATIONAL STRUCTURE, PROCESSES, AND FINANCIAL POLICIES

Executive Management & Organizational Structure 21
 Employees and Employee Relations..... 27
 Budget Process and Budget Calendar 28
 Strategic Planning Process 29
 Strategic Planning Process Flowchart..... 30
 Financial Policies and Practices 31

FINANCIAL AND BUDGET SUMMARY

Twenty-Year Financial Plan 44
 Strategic Plan Overview..... 46
 Budget Overview 47
 Basis of Budget..... 49
 Fund Balance and Reserves Contingency Requirements..... 50
 Sources and Uses of Funds 52
 Five-Year Sources and Uses of Funds 53
 Annual Operating Budget 54
 Ridership Statistics and Performance Trends..... 64
 Capital Budget and Five-Year Capital Plan..... 74

OPERATING DETAIL BUDGET BY DEPARTMENT

Departmental Structure 77
 Transportation 78
 Customer Programs 80
 Purchased Transportation..... 82
 Service Development..... 84
 Management Information Systems 87
 Vehicle Maintenance..... 90
 Facilities Maintenance..... 93
 Procurement 95
 Chief Financial Officer 97
 Finance and Accounting..... 101
 Materials Management 103
 Human Resources 105
 Administration 107
 Infrastructure Programs 110
 Marketing & Communications 112
 Safety & Security 114
 Debt Service 116
 Staples Street Center 118
 Transfer to Other Funds 120
 Sub-Recipient Grant Agreements 120
 Street Maintenance and Depreciation 121
 Department Budgets by Object Code..... 122
 Glossary 124
 Service Changes 132
 City demographics and employment statistics 149



To the Citizens of the CCRTA service area and the Board of Directors

In 2017 CCRTA will be implementing the first year of service improvements recommended by Transit Plan 20/20. Over the years the Agency has become a viable presence in the community with a sustainable transportation network that has connected a generation of customers to their daily lives. We believe our successful journey rests on three core values; ***Customer Service, Safety & Security and Transparency.*** These core values have defined our organizational culture and continue to guide our decision making throughout the Agency and in everything we do.

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 49 bus routes, 1,426 bus stops, 5 transfer stations and 120 buses, we now connect approximately 5,500,000 passenger trips in the 841 square miles of service area to jobs, schools, and healthcare destinations. 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, well-being or recreation. On an annual basis, CCRTA assists over 200,000 individuals with disabilities, including over 100,000 wheelchair boarding's, and carrying over 85,000 bikes 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. Moreover, as a faithful steward, CCRTA has generously contributed funds annually for repairs and maintenance of streets, curbs, and sidewalks. Through a Streets Improvement Program that has been expanded to nine (9) participating regional communities, the Agency has returned over \$ 35,000,000 in sales tax revenues to these communities.

This year we completed 16 capital projects with a total project cost of \$ 28,569,284. The majority of our investment was for construction of the new Staples Street Center and renovated Transfer Station costing \$26,246,374, in addition to \$771,066 in technical equipment for the building, destination signage, and an information kiosk, \$145,228 for a veterans informational interactive wall, and furniture and equipment totaling \$519,803. Grant funding covered \$71,781 of these acquisitions. We also invested in bus stop amenities, (\$429,109), maintenance equipment including a new bus lift and chassis wash ((\$185,225), and several technological enhancements that will bring next-generation capabilities to the Agency (\$272,479).

In conclusion 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 is the continued training of our personnel and board members.

Once again, CCRTA has developed a balanced budget. Governed by the mission and goals of the eleven-member Board of Directors; the Budget was developed to maintain the current valued services while supporting new service levels necessary to meet the growing demands of the community.

As a result of our financial discipline and strategic planning efforts, I am pleased to report that a surplus of \$5,061 is projected for FY2017. This will allow CCRTA to continue our passionate commitment to the Agency’s vision, mission, and core values for not only meeting the immediate demands of our community but to also position ourselves for a greater role in the future.

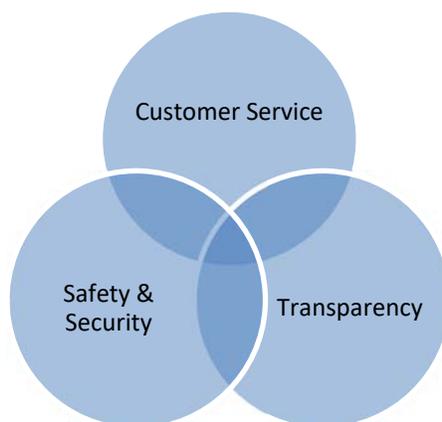
We are excited about the upcoming budget year and look forward to implementing the services and projects. Let us know how we are doing.

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, 2017 to December 31, 2017. 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) 2017.

Major Sections of the Budget Document

CCRTA’s budget document is divided into five (5) sections: Introduction, Financial Policies, Financial and Budgetary Summary, Department Operating Budgets and Appendices. 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..... | 4 |
| 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. | |
| Section 2 – Organizational Structure, Processes and Financial Policies..... | 20 |
| This section provides information describing: governance, management and employee structure, budget calendar, strategic plan, and a strategic plan flowchart. | |
| Section 3 -Financial and Budget Summary..... | 40 |
| 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. | |
| Section 4 – Operating Detail Budget By Departments..... | 71 |
| 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. | |
| Glossary..... | 114 |
| Supplemental..... | 120 |

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.

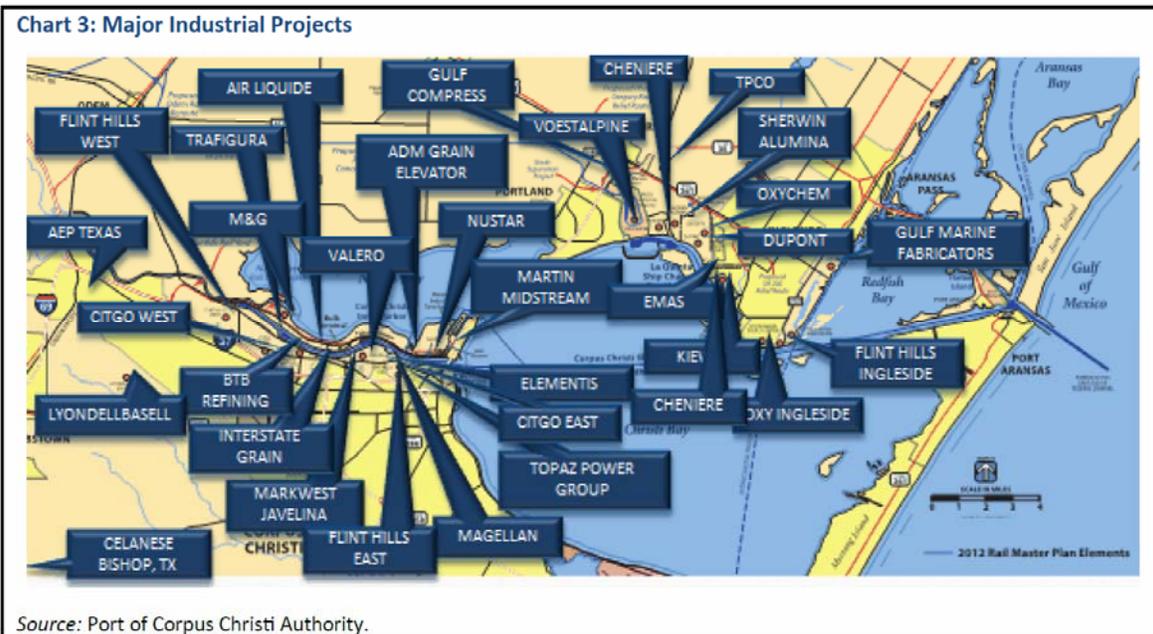


ECONOMY

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 6.1% at the end of 2016.

In 2015 a new game changer entered the regional economy and continues to play a significant role into 2016 and after. 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. Some of these projects are near completion or in the planning and construction phase of development.



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

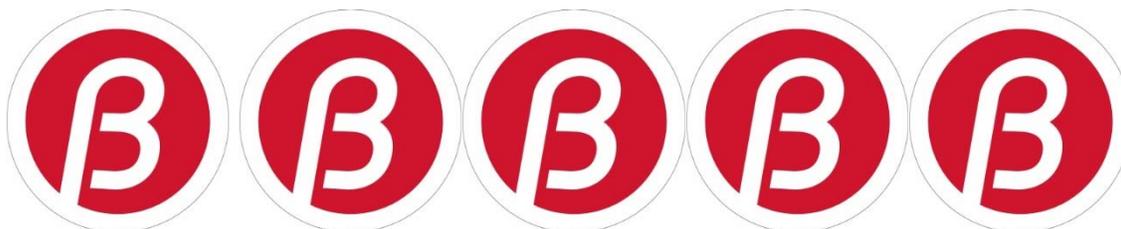
| Rank | Business | Type of Product Service | Employment 2015 | % of Total Employment |
|------|----------------------------------|-------------------------|-----------------|-----------------------|
| 1 | Corpus Christi Army Depot | Helicopter Repair | 5,800 | 2.73% |
| 2 | Corpus Christi ISD | School 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% |

2016 Labor Force = 170,323 (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 that would uniquely identify the CCRTA and simultaneously exemplify our mission. The "B" stands for "Bus". The logo design has since been rebranded but the mission remains focused 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 are the following guiding principles:

- ***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 down-sizing 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.

The CCRTA has continued to maintain 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 \$35,000,000 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 |
|-----------------------|---------------------|--------------------------------|---------------------|
| Curtis Rock, Chair | Board Chair | Board | 1/6/2018 |
| Michael Reeves | Board Vice Chairman | Committee of Small City Mayors | 10/14/2017 |
| Tom Niskala | Board Member | Nueces County | 11/14/2017 |
| Larry D. Young, Sr. | Board Member | City of Corpus Christi | 6/30/2018 |
| George B. Clower | Board Member | City of Corpus Christi | 6/30/2018 |
| Abel Alonzo | Board Member | City of Corpus Christi | 6/30/2018 |
| Angie Granado | Board Member | Nueces County | 10/14/2017 |
| Scott Harris | Board Member | Nueces County | 3/2/2018 |
| Glenn Martin | Board Member | Committee of Small City Mayors | 10/14/2017 |
| A.R. 'Butch' Escobedo | Board Member | City of Corpus Christi | 6/30/2018 |
| Edward Martinez | Board Member | City of Corpus Christi | 6/30/2018 |

The Board utilizes two standing committees and five subcommittees in matters that require special knowledge and or technical judgement. The five subcommittees (Rural Affairs; Governmental Relations; Audit, Finance, Health & Pension; Development and Disadvantage Business Enterprise) were combined into the two standing committees – Administration & Finance Committee and Operations & Capital Projects Committee in the latter part of 2016 to

provide more operational efficiency. The Board Chair appoints members of the committees with confirmation by the Board. All policy issues and operational matters must first pass through one of the committees before action can be taken by the Board. 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. The board and committees each meet monthly.

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 was 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 has leased multiple spaces to other governmental agencies, and plans to lease continue leasing 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.

New Staples Street Center



The new building which is 168,450 square feet of office facilities and includes renovations to the bus transfer station and a new parking lot consolidates two departments that were located at opposite ends of the City. This allows 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

Operations Building
5658 Bear Lane
Corpus Christi, Texas 78405

Administrative & Customer Service Center
602 N. Staples
Corpus Christi, Texas 78401

Park & Ride Locations

CCRTA utilizes three (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

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

Transfer Stations

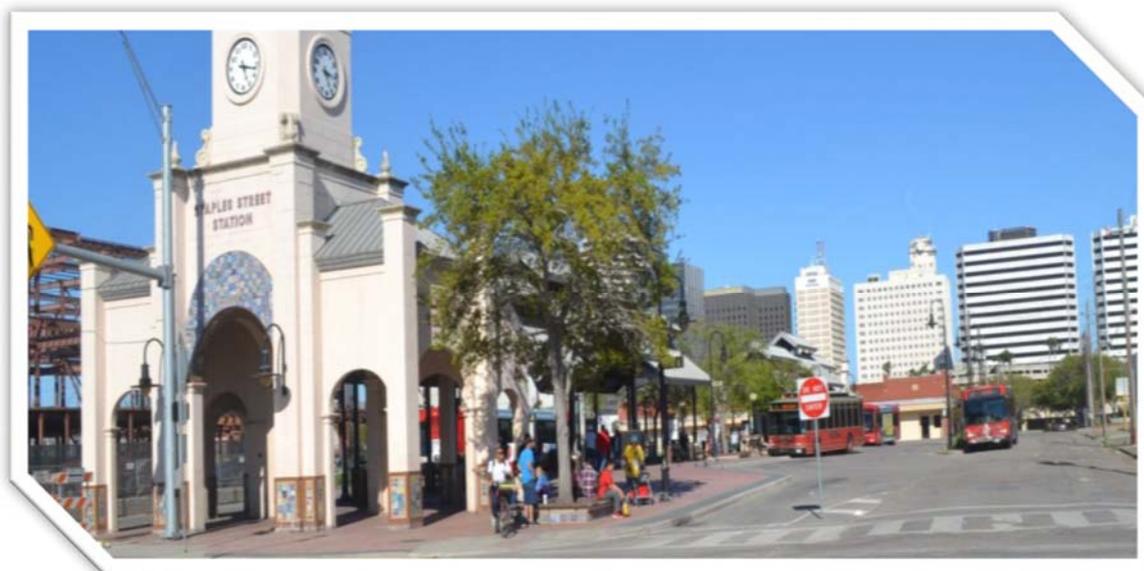
CCRTA offers five transfer stations centrally located throughout its service area to provide passengers with convenient transfer opportunities for connecting to their destinations. Each transfer station provides covered waiting areas and seating for customers. Transit buses meet up at these locations 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 (Renovated 2016) | 1994 2016 | 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.

New 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, though it was re-designed as part of the construction of the new Customer Service Center that was completed in May 2016, CCRTA retained the landmark “Clock tower” portion of the station. The new building is constructed adjacent to the newly designed Staples Street Transfer Station. The eight bays 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 1,200 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 1,500 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 was scheduled to close in early 2016 due to street construction resulting from the City of Corpus Christi bond projects. Reconstruction is anticipated to take two years to complete. Construction will begin in late February 2017, however, CCRTA is working on detours that will minimize effects on customers in that area in order to continue to provide needed services to the area customers. Reconstruction of the street projects is anticipated to take 15 months 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.

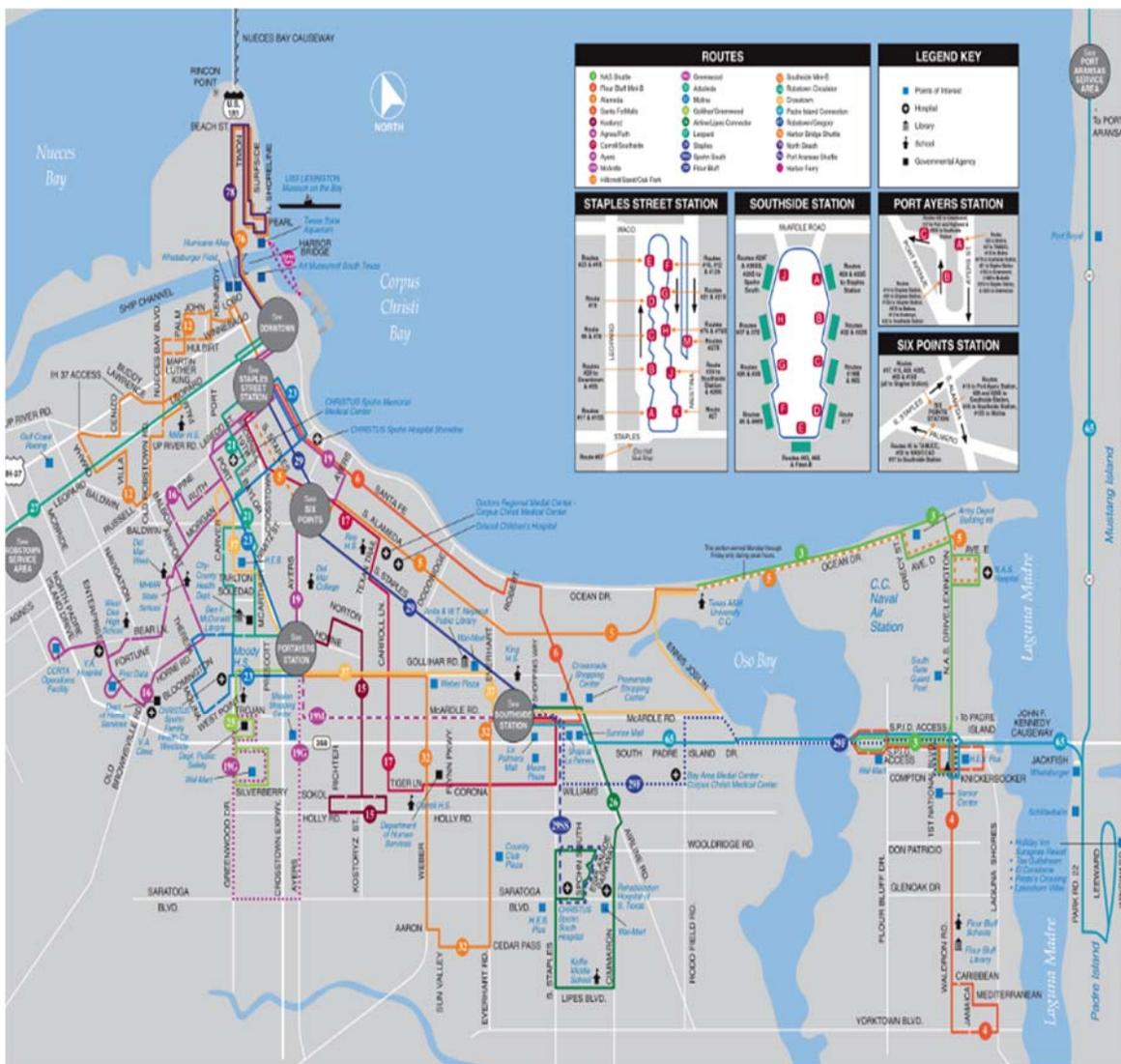
SERVICE AREA

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 2016 Estimate | Population Change | % Change |
|----------------|-----------------------------------|-------------------------------------|------------------------------|---------------------|
| Agua Dulce | 812 | 828 | 16 | 1.97% |
| Bishop | 3,134 | 3,150 | 16 | 0.51% |
| Corpus Christi | 305,215 | 324,074 | 18,859 | 6.18% |
| Driscoll | 739 | 752 | 13 | 1.76% |
| Gregory | 1,907 | 1,992 | 85 | 4.46% |
| Nueces County | 15,243 | 15,913 | 670 | 4.40% |
| Port Aransas | 3,480 | 3,955 | 475 | 13.65% |
| Robstown | 11,487 | 11,576 | 89 | 0.77% |
| San Patricio | 395 | 395 | -0- | 0.00% |
| Total | 342,412 | 362,635 | 20,223 | 5.91% |



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 $\frac{3}{4}$ 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 Corpus Christi, Gregory, Calallen, and Robstown.

| Park-and-Ride (P&R) | Location | Parking Spaces | Routes Served |
|---------------------|-------------------------------------|----------------|---|
| Calallen P&R | Leopard and Rehfeld | 60 | 50 Calallen |
| Gregory P&R | 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 |
| Corpus Christi | Greenwood Walmart | n/a | 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 Operations | Rosa Villarreal |
| Managing Director of Capital Programs | Sharon Montez |
| Managing Director of Administration | Robert Saldana |
| Director of Planning | Gordon Robinson |
| Director of Finance | Cindy O'Brien |
| Director of Maintenance | Bryan Garner |
| Director of Marketing | Kelly Coughlin |
| Director of IT | David Chapa |
| Director of Procurement | Vacant |
| General Manager of MV Transportation | CJ Loomis |
| Director of Safety and Security | Mike Rendon |
| Director of Human Resources | Angelina Gaitan |
| Director of Transportation | Vacant |
| DBE/EEO Compliance Officer | Christina Perez |

Additionally, there are department heads and staff that support these core functions. Following is a listing of core executive staff, including a brief biography of each, followed by an organizational chart which provides the functional structure of CCRTA.



JORGE CRUZ-AEDO / CEO
 jcruz-aedo@ccrta.org

Mr. Cruz-Aedo has 36 years of experience in private and public finance and administration. He has served as the Director of Administration for the City of Houston and Assistant City Manager for the City of Corpus Christi. He opened a facilities management operation in Corpus Christi for the larger international facilities management company. He has served as President of the Government Finance Officers Association for both the State of Texas and Arizona. He received his BBA with an emphasis on accounting in 1977 from Texas State University. He is a U.S. Navy Veteran.

ROSA VILLAREAL / Managing Director of Operations
 rvillarreal@ccrta.org

Mrs. Villarreal’s professional career began in municipal government having worked in 5 different Texas cities over 15 years in various Human Resources positions. Her career then moved her into the Public Transportation arena where she currently serves as the Managing Director of Operations overseeing the Transportation, Maintenance, Paratransit Operations, Planning and Human Resources departments for the agency. Mrs. Villarreal graduated from the University of Texas at Arlington with a degree in Political Science and subsequently attended Texas A & M University at Corpus Christi where she obtained her Master’s Degree in Public Administration (MPA)



SHARON MONTEZ / Managing Director of Capital Programs
 smontez@ccrta.org

Ms. Montez brings with her 14 and a half years of experience in the Transit industry which includes grants, contracts and procurements, facilities maintenance, marketing and planning. She received her Bachelor’s Degree in Business Administration and her Master’s in Accountancy from Texas A&M University—Corpus Christi.

ROBERT SALDANA / Managing Director of Administration
 rsaldana@ccrta.org

Robert brings 17 years of experience as General Manager, Plant Manager and Operations Manager in which he supervised groups of employees ranging from 50-278 in number. He specialized in turning around failing operations. He received his BBA with an emphasis in finance from Texas A&M University—Corpus Christi.





GORDON ROBINSON, PMP / Director of Planning
grobinsn@ccrta.org

Mr. Robinson brings over 14 years of experience in transit route planning, scheduling, bus stop and transfer station improvements, capital programs, transit operations, public outreach, project and program management, and Geographic Information Systems technology. Prior to working in the transit industry, Mr. Robinson worked as consultant to complete a variety of projects for transportation agencies, city and county governments, water districts, and developers. Mr. Robinson is a certified Project Management Professional and graduated from the University of California, Davis with a Bachelor of Science degree in Physical Geography.

CINDY O'BRIEN / Director of Finance
cobrien@ccrta.org

Cindy comes to the CCRTA after 27 years of experience with the City of Corpus Christi, 25 of which were in finance/budget working her way to Director of Financial Services. The last two years with the City was as Interim Assistant City Manager. She received her BBA from Sam Houston State University in Accounting.



BRYAN GARANER / Director of Maintenance
bgarner@ccrta.org

Mr. Garner began his career as an intern in Austin at Capital Metro after earning his Associates in Diesel Mechanics. He stayed with Capital Metro for over 20 years, working his way up to Superintendent of Vehicle Maintenance where he was involved in all aspects of the fleet. Mr. Garner moved to Las Vegas to further his career on a bigger fleet and began to work on hybrid vehicles as well as large bus styles. In Las Vegas, he earned his Master Transit Bus Technician ASE Certification. He transferred between Capital Metro in Austin to Phoenix Arizona, until he arrived at the CCRTA.

KELLY COUGHLIN / Director of Marketing
kcoughlin@ccrta.org

Ms. Coughlin specializes in Strategic Communication, Public Relations and Marketing. She serves as the spokesperson for the agency on behalf of the CEO and serves in numerous groups in the Coastal Bend area. She received her BA in International Communications and French from Texas A&M University and her Master of Arts in Communication from Texas A&M University Corpus Christi.





DAVID CHAPA / Director of IT
 dchapa@ccrta.org

Mr. Chapa received his Bachelor of Science Business Degree in Information Technology (IT) Management from The Western Governors University of Texas. He also graduated from Del Mar College with an Associate Degree in Computer Science in Networking Administration. He has over 10 Years of IT Experience that includes Project Managing and IT implementation.

CJ LOOMIS / General Manager of MV Transportation
 cloomis@mytransit.com

CJ has been working in Public Transportation for 15 years. He began as a Reservationist in Durham North Carolina, learning the core principles of Public Transportation. CJ then moved up the ranks before becoming an Operations Manager in Norfolk, Virginia. He is now the General Manager for MV Transportation overseeing the Paratransit Operations, Maintenance, and Safety Departments.



MIKE RENDON / Director of Safety and Security
 mrendon@ccrta.org

Mr. Rendon has over 30 years of safety and security experience. He began his career as a Military Police Officer. He then moved to manage a security company and provide security consulting for over years. His highest priority is to maintain safety and security for all CCRTA facilities.

ANGELINA GAITAN / Director of HR
 aolivares@ccrta.org

Mrs. Gaitan has been in the Human Resources field for over 10 years. She began her career as the Human Resources Director in the hospitality field before coming into the Public Transportation. Mrs. Gaitan holds a Masters of Arts in Administration with a concentration in Organizational Development from the HEB School of Business and Administration from the University of Incarnate Word.

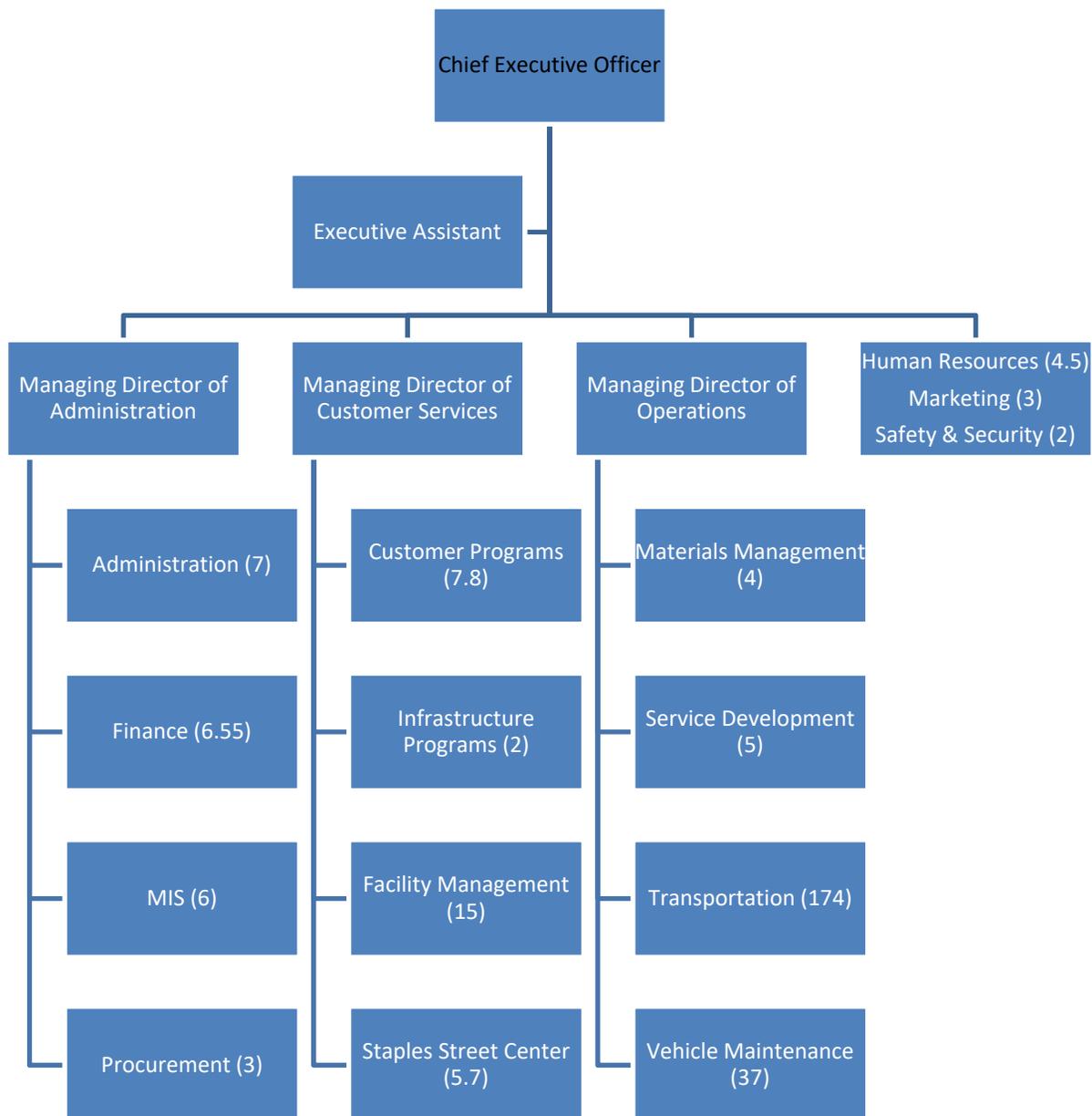




CHRISTINA PEREZ / DBE/EEO Compliance Officer
cperez@ccrta.org

Mrs. Perez began her public transportation career over 11 years ago in Chicago, Illinois. She has worked within the Government Affairs division and has managed the Small/Minority-owned and Disadvantaged Business Enterprise program for one of Chicago's leading public transportation entities. Mrs. Perez received her undergraduate degree in Criminal Justice from Northeastern Illinois University, with a minor in Sociology.

Organizational Chart



Employees and Employee Relations

There are 283.55 salaried and hourly positions included in the FY 2017 Annual Budget. Two (2) positions have been added and one (1) position has a reduction in hours in order to meet the demands of the upcoming year, increasing the total number of approved positions from 281.55 to 283.55.

A few positions were readjusted and moved in to different departments in which they were better suited. The Materials Management department added one (1) FTE for a Buyer/Inventory Specialist. The Administration department added one (1) FTE to their department for a Grant Writer. The Staples Street Center Receptionist moderated full-time hours to part-time.

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

| Department | FY 2014 FTE Actual | FY 2015 FTE Actual | FY 2016 FTE Actual | FY 2017 FTE Changes | FY 2017 FTE Budget | Notes |
|-----------------------------------|--------------------------|--------------------------|--------------------------|---------------------------|--------------------------|--|
| 01 TRANSPORTATION | 160.00 | 169.00 | 174.00 | 0.00 | 174.00 | No Change |
| 02 CUSTOMER PROGRAMS | 4.80 | 4.80 | 4.80 | 3.00 | 7.80 | FY 2017 received 2 FTE from Dept 03 and 1 FTE from Dept 11 |
| 03 PURCHASED TRANSPORTATION | 3.00 | 2.00 | 2.00 | -2.00 | 0.00 | FY 2017 transferred 2 FTE to Dept 02 |
| 04 SERVICE DEVELOPMENT | 3.00 | 4.00 | 5.00 | 0.00 | 5.00 | No Change |
| 07 MIS | 3.00 | 3.00 | 3.00 | 3.00 | 6.00 | FY 2017 received 3 FTE from Dept 11 |
| 11 VEHICLE MAINTENANCE | 38.00 | 41.00 | 41.00 | -4.00 | 37.00 | FY 2017 transferred 3 FTE to Dept 03 and 1 FTE Dept 02 |
| 21 FACILITIES MANAGEMENT | 15.00 | 15.00 | 15.00 | 0.00 | 15.00 | No Change |
| 40 PROCUREMENT | 5.00 | 4.00 | 4.00 | -1.00 | 3.00 | FY 2017 transferred 1 FTE to Dept 44 |
| 41 CEO | 1.00 | 2.00 | 2.00 | -1.00 | 1.00 | FY 2017 transferred 1 FTE to Dept 45 |
| 42 FINANCE AND ACCOUNTING | 5.55 | 5.55 | 6.55 | 0.00 | 6.55 | No Change |
| 43 MATERIALS MANAGEMENT | 3.00 | 3.00 | 3.00 | 1.00 | 4.00 | FY 2017 added Buyer/Inventory Specialist |
| 44 HUMAN RESOURCES | 3.00 | 3.50 | 3.50 | 1.00 | 4.50 | FY 2017 received 1 FTE from Dept 40 |
| 45 ADMINISTRATION | 5.00 | 5.00 | 5.00 | 2.00 | 7.00 | FY 2017 added Grant Writer |
| 49 INFRASTRUCTURE PROGRAMS | 2.00 | 2.00 | 2.00 | 0.00 | 2.00 | No Change |
| 50 MARKETING & COMMUNICATIONS | 3.00 | 3.00 | 3.00 | 0.00 | 3.00 | No Change |
| 52 SECURITY | 1.00 | 2.00 | 2.00 | 0.00 | 2.00 | No Change |
| 77 STAPLES STREET CENTER | 0.00 | 0.00 | 6.00 | -0.30 | 5.70 | FY 2017 FTE reduced hours |
| 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 FTE's | 255.35 | 268.85 | 281.85 | 1.70 | 283.55 | |

Budget Process

Chapter 451 of the Texas Transportation Code mandates that the Authority’s Board of Directors adopt an annual operating 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

| | Jan. | Feb. | Mar. | Apr. | May | June | July | Aug. | Sept. | Oct. | Nov. | Dec. |
|--|------|------|------|------|-----|------|------|------|-------|------|------|------|
| Management Team provides year-end analysis, Economic Trends, Budget key issues & challenges, key assumptions, Budget Calendar | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | |
| Management team develops objectives and strategies to achieve organizational goals | | | | | | | | | | | | |
| Department managers develop business plans that support achievement of objectives | | | | | | | | | | | | |
| Board reviews strategic plan | | | | | | | | | | | | |
| Management review current mid-year financial status, CIP status, Capital & preventive maintenance grant status, finalized assumptions, Budget development process begins | | | | | | | | | | | | |
| Budget workshops begins | | | | | | | | | | | | |
| Preliminary department budgets due, departmental and CEO reviews, trim notifications are provided, budgets are revised and reviewed, | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | |
| Board review final board document, continue budget workshops if needed | | | | | | | | | | | | |
| Final Budget Adoption Deadline December 6, 2017 | | | | | | | | | | | | |
| Approved budget document is published | | | | | | | | | | | | |

Strategic Planning Process

The strategic planning process began in early January 2016 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. During this process the Board re-affirmed the Vision Statement which is reflected below.

Vision Statement

"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 FY2017 Strategic Plan with the aim of continuing the focus on the four mainstay goal areas of the Authority:

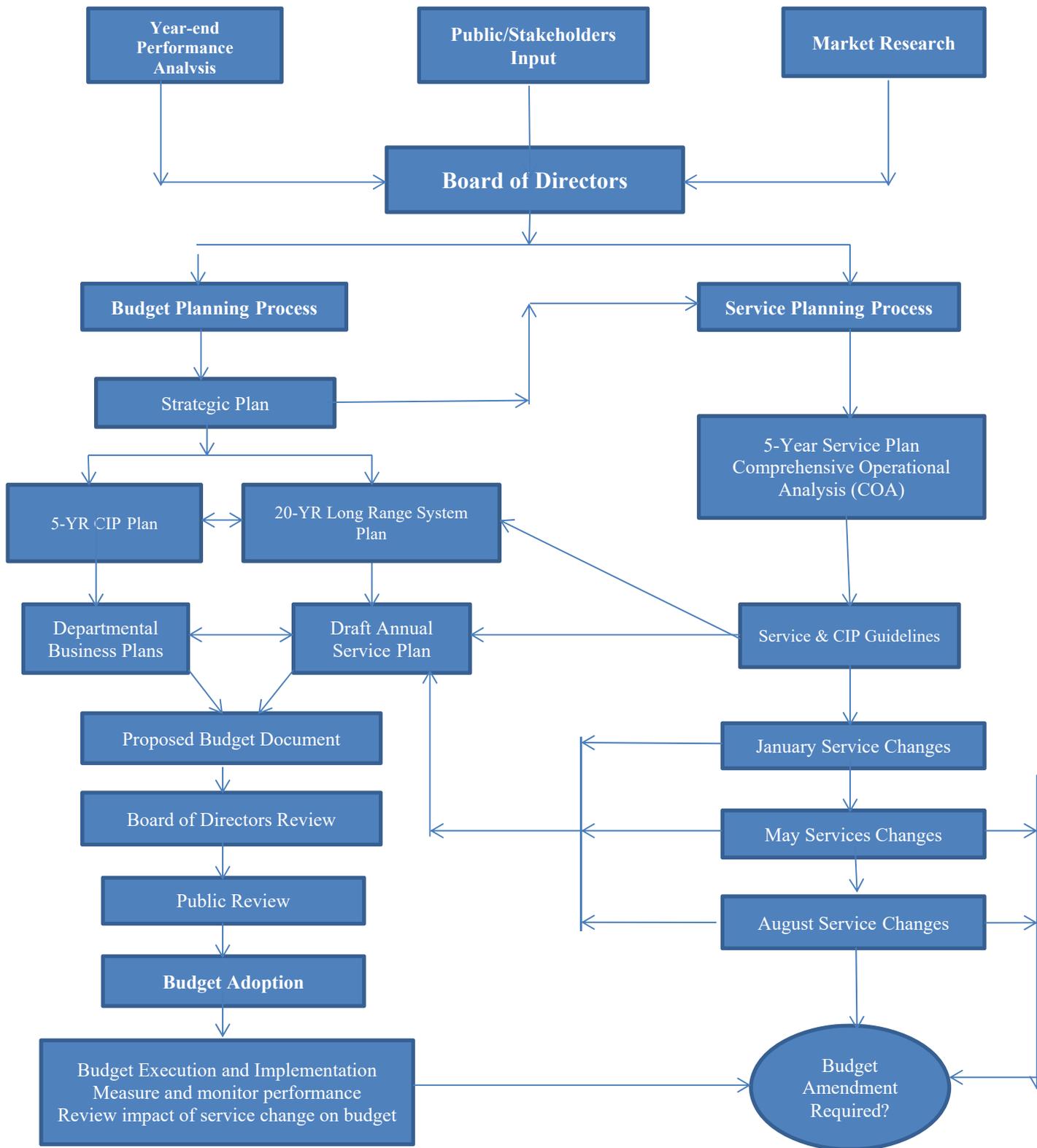
- Customer Service and Satisfaction
 - Deliver the Best Possible Customer Service
 - Efficient and Effective Service Delivery
 - Expansion of Service
 - Capital Projects
- Enhance awareness of Agency in the region
- Enhance awareness of the value of the transportation system in the community
- Improve 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 and practices 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. Regarding streets – 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 | 20-50 |
| 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 FY2016 and the fare recovery ratio is estimated at 6.37%. In Fiscal 2017, the fare recovery ratio is expected to be slightly higher than FY2016 at about 6.83% as a result of lower operating costs.

This fare structure remains in effect and is assumed in the budget to remain in effect through Fiscal 2017. 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.

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 | 6.37% |
| 2016 | 6.83% Unaudited |

Current Fare Structure

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.

| FARES | PASSES | OTHER SERVICES |
|--|--|---|
| <p>\$ 0.75 ADULT SINGLE FARE</p> | <p>\$ 1.75 DAY PASS</p> | <p>\$ 1.25 ADULT SINGLE FARE PARK AND RIDE/EXPRESS/RURAL SERVICES**</p> |
| <p>\$ 0.25 REDUCED FARE*</p> | <p>\$ 7.50 7-DAY PASS</p> | <p>\$ 0.25 REDUCED FARE* PARK AND RIDE/EXPRESS/RURAL SERVICES**</p> |
| <p>\$ 0.10 REDUCED FARE* OFF-PEAK</p> | <p>\$ 30.00 31-DAY PASS</p> | <p>\$ 0.25 #94 PORT ARANSAS SHUTTLE PARK AND RIDE/EXPRESS/RURAL SERVICES**</p> |
| <p>TAMUCC & Del Mar Students and Faculty</p> <p>Members of the TAMUCC and Del Mar faculty, staff and students may ride any of our fixed route buses for free. Simply show your SandDollar or Del Mar ID (current semester sticker is required) to the bus operator.</p> | <p>\$ 11.00 REDUCED FARE* 31-DAY PASS</p> | <p>\$ 1.25 REGULAR FARE B-LINE</p> |
| | <p>\$ 12.50 COMMUTER 11-TRIP PASS</p> | <p>\$ 2.00 REGULAR FARE B-LINE (SURCHARGE OUTSIDE ¼ MILE ADA ZONE)</p> |
| | <p>\$ 50.00 B-LINE PASS</p> | |

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 \$90,932,338 in capital projects and approximately \$342,999,158 through FY 2036. Through 2021 capital expenditures have no impact on the operating budget as they are either replacing or upgrading existing assets.

| Description | 2017 | 2018 | 2019 | 2020 | 2021 |
|------------------------------------|---------------------|-------------------|-------------------|-------------------|----------------------|
| Beginning Balance | \$ 18,111,061 | \$ 21,702,891 | \$ 15,187,695 | \$ 17,391,449 | \$ 15,893,203 |
| Revenue | \$ 51,698,074 | \$ 53,894,168 | \$ 53,600,310 | \$ 62,830,812 | \$ 58,966,509 |
| Debt Proceeds | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Available | \$ 69,809,135 | \$ 75,597,059 | \$ 68,788,005 | \$ 80,222,261 | \$ 74,859,712 |
| Operating & Non-Expense | \$ 35,631,601 | \$ 37,662,333 | \$ 39,573,188 | \$ 42,721,493 | \$ 43,450,000 |
| Debt Service | \$ 1,603,026 | \$ 1,604,908 | \$ 1,604,770 | \$ 1,607,565 | \$ 1,606,343 |
| Capital Expenditures | \$ 10,871,617 | \$ 21,142,123 | \$ 10,218,598 | \$ 20,000,000 | \$ 28,700,000 |
| Total Spending Requirements | \$ 48,106,244 | \$ 60,409,364 | \$ 51,396,556 | \$ 64,329,058 | \$ 73,756,343 |
| Surplus | \$ 21,702,891 | \$ 15,187,695 | \$ 17,391,449 | \$ 15,893,203 | \$ 1,103,369 |
| Less: Reserves/Contingencies | \$ 14,087,497 | \$ 15,056,865 | \$ 16,509,497 | \$ 14,985,410 | \$ 19,578,438 |
| Unrestricted Fund Balance | <u>\$ 7,615,394</u> | <u>\$ 130,830</u> | <u>\$ 881,952</u> | <u>\$ 907,793</u> | <u>\$ 54,177,905</u> |

| Description | 2022 | 2023 | 2024 | 2025 | 2026 |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|------------------------|
| Beginning Balance | \$ 1,103,369 | \$ 1,490,184 | \$ 4,344,541 | \$ 3,597,732 | \$ 5,043,666 |
| Revenue | \$ 61,993,652 | \$ 63,959,003 | \$ 65,863,945 | \$ 68,553,805 | \$ 70,921,413 |
| Debt Proceeds | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Available | \$ 63,097,021 | \$ 65,449,187 | \$ 70,208,486 | \$ 72,151,537 | \$ 75,965,079 |
| Operating & Non-Expense | \$ 44,000,000 | \$ 44,500,000 | \$ 45,000,000 | \$ 45,500,000 | \$ 46,000,000 |
| Debt Service | \$ 1,606,837 | \$ 1,604,646 | \$ 1,610,754 | \$ 1,607,871 | \$ 1,607,871 |
| Capital Expenditures | \$ 16,000,000 | \$ 15,000,000 | \$ 20,000,000 | \$ 20,000,000 | \$ 20,000,000 |
| Total Spending Requirements | \$ 61,606,837 | \$ 61,104,646 | \$ 66,610,754 | \$ 67,107,871 | \$ 67,607,871 |
| Surplus | \$ 1,490,184 | \$ 4,344,541 | \$ 3,597,732 | \$ 5,043,666 | \$ 8,357,208 |
| Less: Reserves/Contingencies | \$ 29,154,742 | \$ 27,338,558 | \$ 30,810,461 | \$ 30,205,838 | \$ 24,160,281 |
| Unrestricted Fund Balance | \$ 32,452,095 | \$ 33,766,088 | \$ 35,800,293 | \$ 36,902,033 | \$ (15,803,073) |

| Description | 2027 | 2028 | 2029 | 2030 | 2031 |
|----------------------------------|-----------------------|-----------------------|---------------------|---------------------|------------------------|
| Beginning Balance | \$ 8,357,208 | \$ 13,584,137 | \$ 20,338,899 | \$ 27,544,586 | \$ 35,362,512 |
| Revenue | \$ 73,333,789 | \$ 75,960,029 | \$ 79,422,265 | \$ 82,747,684 | \$ 81,694,914 |
| Debt Proceeds | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Available | \$ 81,690,997 | \$ 81,690,997 | \$ 89,544,166 | \$ 99,761,164 | \$ 99,761,164 |
| Operating & Non-Expense | \$ 46,500,000 | \$ 46,500,000 | \$ 47,500,000 | \$ 48,500,000 | \$ 77,242,687 |
| Debt Service | \$ 1,606,860 | \$ 1,606,860 | \$ 1,605,267 | \$ 1,606,578 | \$ 1,608,226 |
| Capital Expenditures | \$ 20,000,000 | \$ 20,000,000 | \$ 20,100,000 | \$ 22,110,000 | \$ 26,753,100 |
| Total Spending Requirements | \$ 68,106,860 | \$ 68,106,860 | \$ 69,205,267 | \$ 72,216,578 | \$ 105,604,013 |
| Surplus | \$ 13,584,137 | \$ 20,338,899 | \$ 27,544,586 | \$ 35,362,512 | \$ 11,453,413 |
| Less: Reserves/Contingencies | \$ 23,258,681 | \$ 21,852,878 | \$ 22,882,628 | \$ 26,463,433 | \$ 25,906,405 |
| Unrestricted Fund Balance | \$ (9,674,544) | \$ (1,513,979) | \$ 4,661,958 | \$ 8,899,079 | \$ (14,452,992) |

| Description | 2032 | 2033 | 2034 | 2035 | 2036 |
|----------------------------------|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Beginning Balance | \$ 11,453,413 | \$ (2,463,661) | \$ 13,985,475 | \$ 14,614,821 | \$ 15,401,598 |
| Revenue | \$ 84,149,563 | \$ 86,744,702 | \$ 89,594,123 | \$ 92,729,917 | \$ 94,584,515 |
| Debt Proceeds | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Available | \$ 95,602,976 | \$ 84,281,041 | \$ 103,579,598 | \$ 107,344,738 | \$ 109,986,113 |
| Operating & Non-Expense | \$ 64,357,936 | \$ 63,692,218 | \$ 81,273,735 | \$ 85,337,422 | \$ 87,044,170 |
| Debt Service | \$ 1,604,981 | \$ 1,603,348 | \$ 1,605,718 | \$ 1,605,718 | \$ 1,608,226 |
| Capital Expenditures | \$ 32,103,720 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,000,000 | \$ 5,000,000 |
| Total Spending Requirements | \$ 98,066,637 | \$ 70,295,566 | \$ 87,879,453 | \$ 91,943,140 | \$ 93,652,396 |
| Surplus | \$ (2,463,661) | \$ 13,985,475 | \$ 15,700,145 | \$ 15,401,598 | \$ 15,555,614 |
| Less: Reserves/Contingencies | \$ 20,974,121 | \$ 23,222,262 | \$ 21,861,894 | \$ 22,517,843 | \$ 22,968,200 |
| Unrestricted Fund Balance | \$ (23,437,782) | \$ (9,236,787) | \$ (6,161,749) | \$ (7,116,245) | \$ (7,412,586) |

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 2016.

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 will be a 7.23% decrease.
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 2017
4. **Staffing Levels** - The Full-Time Equivalent (FTE) Staffing Chart on page 14 shows the staffing levels by department. Staffing levels will increase by 2 FTE's in FY 2017 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.
6. **Fuel** - Low fuel prices will continue through the end of FY 2017 as predicted by the trend present during the development of the budget.

Short-Term Goals:

1. Continue to update departmental operating policies and procedures
 - a. Create operational manuals for Facilities Maintenance job sections
 - b. Implement predictive preventable maintenance program enhancements
 - c. Maintain a preventable cleaning program for the Fleet
 - d. Ensure all maintenance support contracts are in place to support new building's operational efficiency
2. Implement cost neutral fixed route service improvements in alignment with Transit Plan 20/20 (COA) Recommendations
 - a. More frequent services
 - b. New Express services
 - c. More direct services to key destinations
 - d. Improved connectivity with other services
 - e. Expanded service to Robstown
 - f. New seasonal beach bus service to Bob Hall Pier
3. Prepare for service changes at bus stops – route number changes on signage, relocation of bus stop amenities and removal of 73 bus stops eliminated from system
4. Statistics
 - a. Increase B-Line Application Review Process by 5%
 - b. Increase individualized travel/training from 14 to 20 and group training from 14 to 18
 - c. Increase Bus Wi-Fi users by 10%
 - d. Increase Network reliability to 98%
 - e. Increase Destination signage accuracy
 - f. Improve DVR reliability by 5%
 - g. Increase social media followers and impressions by 2% each
 - h. Engage in 10% more outreach via our Youth Program
 - i. Coordinate with local entities to create 2 Bus Wraps for the 2017 year
 - j. Increase miles between road calls (MBRC) by 5%
 - k. Reduce Customer Service Complaints by 10%
 - l. Complete 75% of NTD passenger miles traveled surveys per FTA requirements
5. Regarding capital programs – complete the following:
 - a. Construction of Phase VI ADA Bus Stop Improvements
 - b. Bear Lane and Leopard Street Parking Lot improvements
 - c. Tenant buildout for remaining available space
 - d. Parking
6. Workforce Development
 - a. Continue operator, customer service, and staff training and development
 - b. Fill vacant positions on timely basis
7. Electric Vehicle Acquisitions (21 support and relief vehicles)
8. Complete mid-year ridership and performance reports by July 2017

Strategic Priorities as Framework for Agency Initiatives

CCRTA uses the Board-adopted strategic priorities as framework for the Agency's initiatives. The following information exemplifies many of these initiatives. This is also demonstrated beginning on page 54, by the amounts for operating expenses, capital and non-operating costs, and debt service, in the FY 2017 budget to accomplish these initiatives.

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 used in the Agency's audited financial statements.*** According to these principles certain major repairs, one time, or non-routine projects that are not eligible for capitalization are budgeted as Non-Operating projects but are expensed is incurred for the year.

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 2017 the fund balance is projected to be **\$25,146,426**. The projection is based on the audited FY 2016 beginning balance of \$31,178,305, with no projected FY 2016 surplus, less the assigned restriction of \$6,031,879 to cover the local share of capital projects that are projected to be completed in FY 2016. In FY 2017 the contingencies and fund balance restrictions totaling **\$20,692,259** are projected to reduce the available and unrestricted portion of the fund balance to **\$4,454,168**.

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 \$30,436,740 which calculates to a **statutory reserve** of \$5,072,790. 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 **\$6,423,569** 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 **\$1,775,000** which represents 25% of the total project costs of the FY 2016 Capital Budget. In addition to these contingencies which total **\$9,398,569**, the fund balance is also further encumbered with **\$11,293,690** to cover the costs of capital projections rolling forward from previous years reducing the available projected fund balance by **\$20,692,259**.

| Projected Fund Balance and Reserve Requirements | |
|--|----------------------------|
| Description | Balances |
| Audited Unrestricted/Unreserved (As of 12/31/2015) | \$ 31,178,305 |
| Projected FY 2016 Surplus | - |
| Adjusted Balance Before Restricted/Reserved | \$ 31,178,305 |
| <u>Less Local Share for Capital Projects:</u> | |
| Completed in FY 2016 | \$ 6,031,879 |
| Rolling Forward to FY 2017 | 7,761,190 |
| New Projects FY 2017 | <u>3,532,500</u> |
| Total Local Share for Capital Projects | \$ <u>17,325,569</u> |
| Total Estimated Balance Before Restricted Funds | \$ 13,852,736 |
| <u>Less Restricted Funds:</u> | |
| <i>Operating Reserve:</i> | |
| (25% of \$30,436,740 FY 2017 Operating Budget less designated Employee Benefits Reserve) | \$ 6,423,569 |
| <i>Employee Benefits Reserve (Per Policy)</i> | 1,200,000 |
| <i>Capital Budget Reserve:</i> | |
| (25% of \$7,100,000 FY 2017 Capital Budget) | <u>1,775,000</u> |
| Total Restricted | \$ <u>9,398,569</u> |
| 2017 Estimated Fund Balance/Unreserved/Unrestricted | <u>\$ 4,454,168</u> |

Sources of Funds

Total sources of funds as shown below consists of seven major revenue categories, projected at \$48,150,280, which is 7.23% lower than the FY 2016 budget. The overall decrease is due to departmental tightening of expenditures. There has also been a new revenue category, which represents the revenue stream from lease income at the new Staples Street Center included. The capital grant revenue represents 80% of the eligible project costs that are expected to be completed in 2016.

| FY15 Actuals | Category | FY16 Budget | FY17 Budget | \$ Change | % Change |
|----------------------|------------------------------------|----------------------|----------------------|--------------------|-----------------|
| \$ 34,127,803 | Sales Tax Revenue | \$ 36,741,402 | \$ 34,086,571 | \$ (2,654,831) | -7.23% |
| 15,808,919 | Capital Grants & Donations | 5,606,710 | 8,697,295 | 3,090,585 | 55.12% |
| 2,283,645 | Operating Revenues | 2,146,354 | 2,527,362 | 381,008 | 17.75% |
| 2,512,070 | Federal and Other Grant Assistance | 3,960,664 | 2,240,000 | (1,720,664) | -43.44% |
| 125,143 | Investment Income | 120,000 | 98,000 | (22,000) | -18.33% |
| 41,716 | Non-Operating Revenues | 248,986 | 26,052 | (222,934) | -89.54% |
| | Staples Street Center Lease Income | 874,534 | 475,000 | (399,534) | -45.69% |
| \$ 54,899,296 | Total Sources of Funds | \$ 49,698,650 | \$ 48,150,280 | (1,548,370) | -131.35% |

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.

| FY15 Actuals | Category | FY16 Budget | FY17 Budget | \$ Change | % Change |
|----------------------|-------------------------------------|----------------------|----------------------|--------------------|-----------------|
| \$ 28,692,871 | Operating Expenses | \$ 29,615,161 | \$ 31,775,920 | 2,160,759 | 7.30% |
| 3,008,433 | Street Improvement Program | 3,080,190 | 2,860,934 | (219,256) | -7.12% |
| 6,592,946 | Depreciation Expense | 7,964,971 | 4,680,801 | (3,284,170) | -41.23% |
| - | Transfer Out To Other Funds | 528,568 | - | (528,568) | -100.00% |
| 1,608,364 | Debt Service (Principal & Interest) | 1,065,045 | 1,603,246 | 538,201 | 50.53% |
| 8,776,689 | Capital Projects | 7,005,559 | 7,100,000 | 94,441 | 1.35% |
| - | Sub-Recipient Grant Reimbursement | 838,086 | - | (838,086) | -100.00% |
| - | Staples Street Center Lease Income | 874,533 | 364,237 | (510,296) | -58.35% |
| \$ 48,679,303 | Total Sources of Funds | \$ 50,972,113 | \$ 48,385,138 | (2,586,975) | -247.52% |

Five-Year Sources and Uses Funding Plan

| 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 |
| <u>USES OF FUNDS:</u> | | | | | | | |
| 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) |
| <u>CASH POSITION</u> | | | | | | | |
| 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 |
| <u>Less Reserve Restrictions:</u> | | | | | | | |
| 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 Revenue 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 |

Five-Year Forecast Assumptions

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.

FY 2017 Annual Operating and Capital Budget

The exhibit below provides a summary view of the FY 2017 Annual Budget which calls for \$46,969,389 and consists of an operating budget in the amount of \$39,869,389 and a capital budget of \$7,100,000. The overall increase in the operating budget is lower than FY 2016 by \$ 4,222,551 or -9.58% while the capital budget increased by \$94,441. The decrease in the operating budget is largely due to the decrease in depreciation expenses as a result of contributing only towards the depreciation cost of the portion funded. The capital budget has fewer projects projected than that of FY 2016.

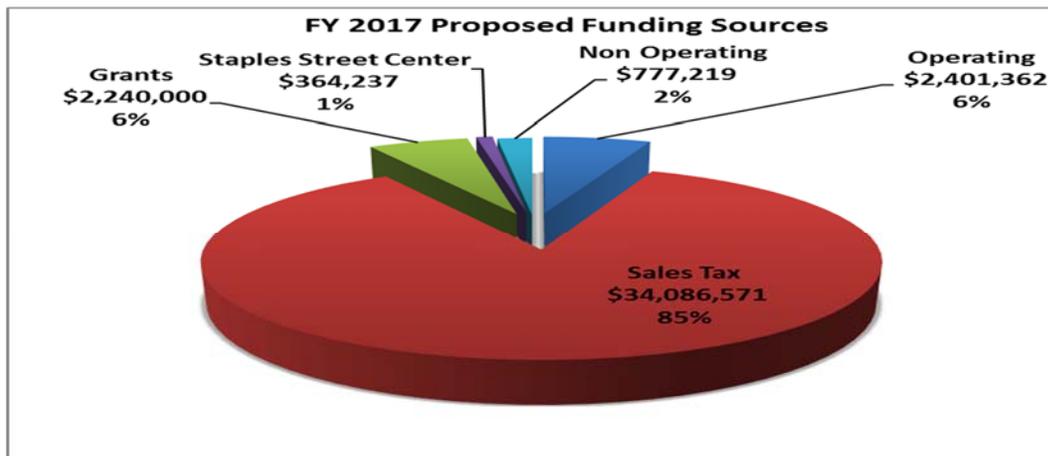
| FY15 Budget Actuals | Category | FY16 Budget | FY17 Budget | \$ Change | % Change |
|---------------------|---------------------|---------------|---------------|----------------|----------|
| \$ 41,276,926 | Operating Budget | \$ 44,091,940 | \$ 39,869,389 | \$ (4,222,551) | -9.58% |
| 8,776,689 | Capital Budget | 7,005,559 | 7,100,000 | \$ 94,441 | 1.35% |
| \$ 50,053,615 | Total Uses of Funds | \$ 51,097,499 | \$ 46,969,389 | \$ (4,128,110) | -8.23% |

Revenue by Category

The below schedule shows FY 2017 revenue projections along with the net change in dollars and percentage from the FY 2016 budget.

| REVENUES | | | | | | |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------|
| | FY 2015 | FY 2016 | | FY 2017 | | |
| Fund Revenues | ACTUALS 2015 | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ Change | % Change |
| Operating Revenues | | | | | | |
| PASSENGER FARES | \$900,429 | \$1,039,636 | \$827,141 | \$1,473,888 | \$434,252 | 41.77% |
| PRESOLD PASSES/TICKET | \$190,238 | \$199,500 | \$171,673 | \$175,106 | (\$24,394) | -12.23% |
| SERVICE CONTRACTS | \$249,425 | \$291,739 | \$263,127 | \$274,080 | (\$17,659) | -6.05% |
| STUDENT TICKETS | \$1,523 | \$1,105 | \$0 | \$0 | (\$1,105) | -100.00% |
| PORT ARANSAS SERVICES | \$3,139 | \$4,000 | \$3,620 | \$4,289 | \$289 | 7.23% |
| HARBOR FERRY | \$89,708 | \$0 | \$0 | \$0 | \$0 | 0.00% |
| EXPRESS FARES - PARK AND RIDE | \$196,566 | \$210,000 | \$182,459 | \$186,108 | (\$23,892) | -11.38% |
| EXPRESS FARES - COMMUTER CARDS | \$7,903 | \$8,466 | \$5,230 | \$5,500 | (\$2,966) | -35.03% |
| DEMAND RESPONSE | \$164,632 | \$174,908 | \$178,925 | \$182,503 | \$7,595 | 4.34% |
| VANPOOL REVENUE | \$49,905 | \$50,000 | \$64,618 | \$99,888 | \$49,888 | 99.78% |
| BUS BENCH ADVERTISING | \$61,308 | \$167,000 | \$153,890 | \$219,219 | \$52,219 | 31.27% |
| OTHER OPERATING REVENUE | \$263,038 | \$193,986 | \$398,650 | \$405,000 | \$211,014 | 108.78% |
| TOTAL OPERATING REVENUE | \$2,177,814 | \$2,340,340 | \$2,249,333 | \$3,025,581 | \$685,241 | 29.28% |
| Non-Operating Revenues | | | | | | |
| INVESTMENT INCOME | \$125,143 | \$120,000 | \$95,249 | \$98,000 | (\$22,000) | -18.33% |
| GAIN(LOSS) ASSET DISPOSAL | -\$32,819 | \$55,000 | \$0 | \$55,000 | \$0 | 0.00% |
| STAPLES STREET CENTER | | \$874,534 | \$25,219 | \$364,237 | (\$510,297) | 0.00% |
| SALES TAX REVENUES | \$34,127,803 | \$36,741,402 | \$32,457,926 | \$34,086,571 | (\$2,654,831) | -7.23% |
| FEDERAL CAPITAL GRANTS | \$278,696 | \$3,960,664 | \$1,599,336 | \$2,240,000 | (\$1,720,664) | -43.44% |
| TOTAL NON-OPERATING REVENUES | \$34,498,823 | \$41,751,600 | \$34,177,730 | \$36,843,808 | (\$4,907,792) | -11.75% |
| TOTAL FUND REVENUES | \$36,676,637 | \$44,091,940 | \$36,427,063 | \$39,869,389 | (\$4,222,551) | -9.58% |

The chart below provides a visual representation of the major revenue sources showing that sales tax revenue accounts for 85% of total revenue.



Factors Affecting Revenues

Operating Revenue

Passenger Fares Revenue – represent 49% of total sources of funds for FY 2017 and the largest source of revenue for the Operating Revenue. The projections for the upcoming year 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 also present in FY 2016.

Revenue from Service Contracts, Express Fares – Commuter Cards, and other operating income are projected to have a miniscule decrease. Revenues from service contracts are projected to maintain due to the contracts for student shuttle services remaining the same. A slight decrease in commuter cards forecasted lead to the decline in expected revenue.

Revenue projections from Port Aransas services and Vanpool services are being projected to increase.

New marketing strategies are being developed to help boost activity in the future and advertising revenue is expected to increase by 31%.

Non-Operating Revenue

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

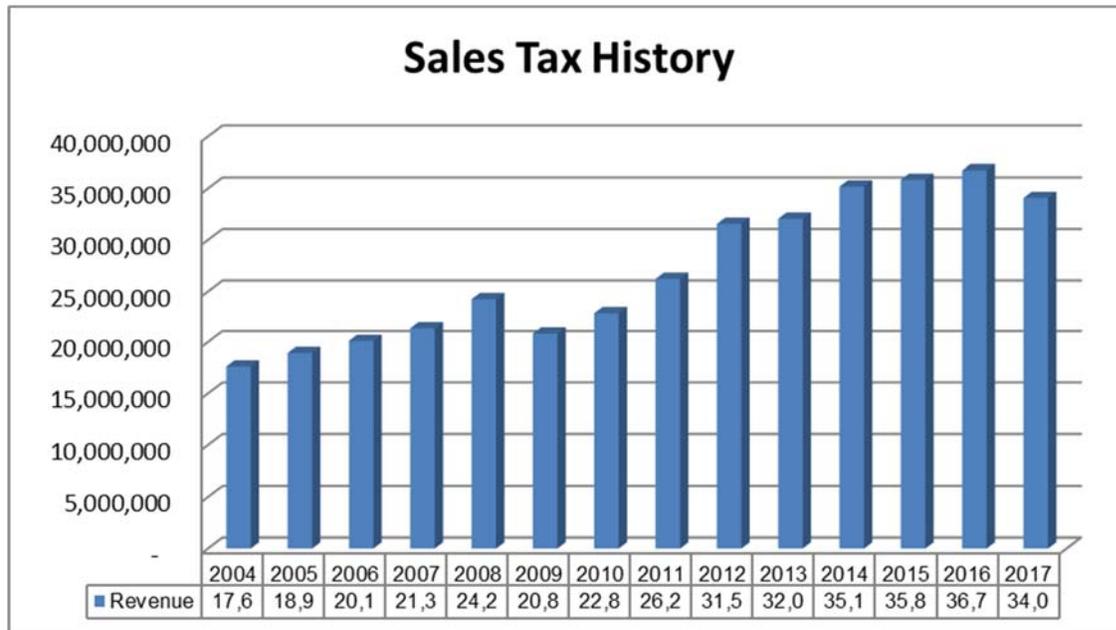
Investment Income – The \$22,000 reduction in change is due to the managing of cash reserves and time management of investment withdrawals.

Gain (Loss) Asset Disposal – Auction disposal of buses is expected to remain the same as the previous year.

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 2017. No additional construction is expected other than new tenant buildouts that will be done until full rental capacity is met.

Sales Tax – The sales tax revenue accounts for approximately 85% of total income. However, based on economic trends the FY 2017 Operating Budget sales taxes are presumed to decline by 7.23%. Though this amount will be subject to change based on economic developments. 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.



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 – Enhanced Mobility of Seniors and Individuals with Disabilities
- 5316 – Job Access: Route Frequency Improvements
- 5317 – New Freedom Flexible Route Service
- 5337 – State of Good Repair
- 5339 – Buses & Bus Facilities Grant Programs

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.

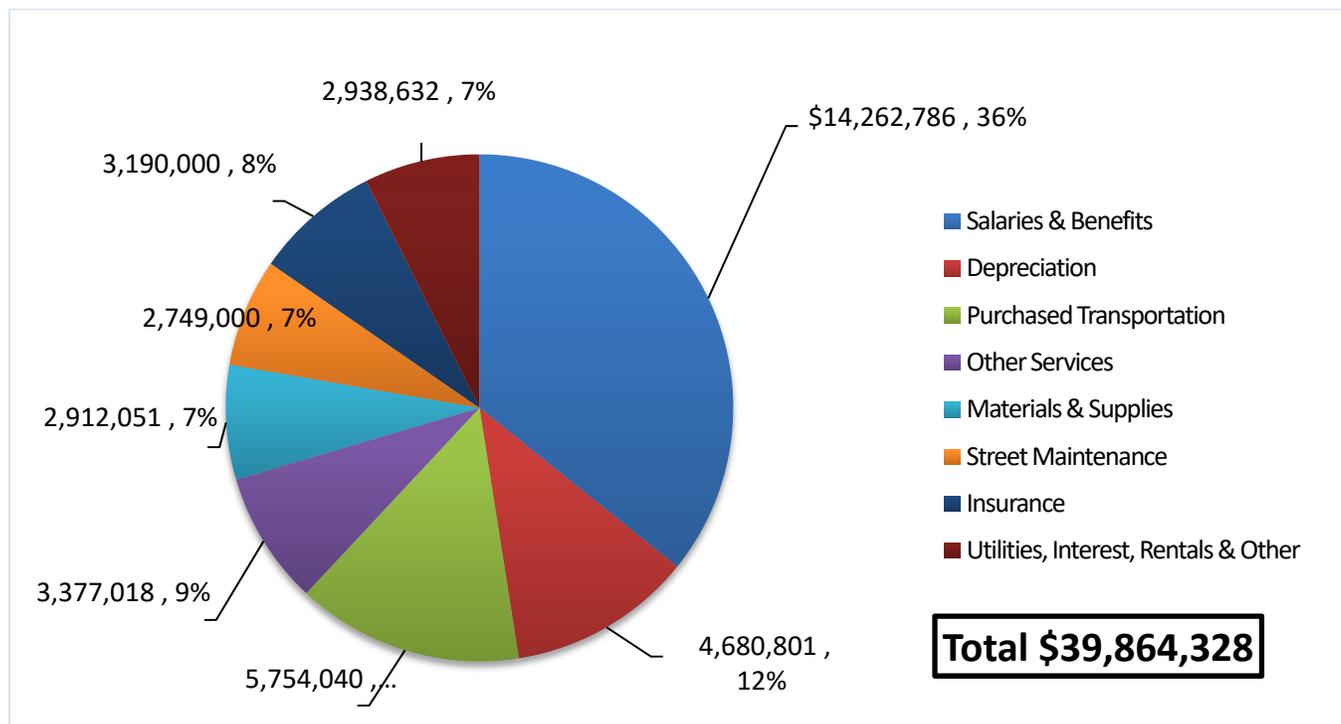
In FY2016 CCRTA had projects totaling \$17,551,205 in progress. Forty-two (42) percent of the cost or \$7,351,043 will be funded by these formula grants. Eleven (11) percent of federal funds will flow to projects relating to individuals with disabilities while earmarking the balance of federal funds as follows:

- 16% for bus stop improvements
- 4% to enhance computer and maintenance equipment
- 69% for bus replacements

Operating Expense by Category

| Expense Category | FY 2015 Budget | FY2016 Budget | FY2017 Budget | Budget to Budget Change | % Change |
|---------------------------|----------------------|----------------------|----------------------|-------------------------|---------------|
| Salaries & Benefits | \$ 12,292,444 | \$ 13,348,373 | \$ 14,262,786 | \$ 914,413 | 6.85% |
| Services | \$ 3,012,248 | \$ 3,654,827 | \$ 3,377,018 | \$ (277,809) | -7.60% |
| Materials & Supplies | \$ 5,487,721 | \$ 3,408,128 | \$ 2,912,051 | \$ (496,077) | -14.56% |
| Utilities | \$ 595,249 | \$ 1,155,561 | \$ 1,402,016 | \$ 246,455 | 21.33% |
| Insurance | \$ 2,276,400 | \$ 2,754,280 | \$ 3,190,000 | \$ 435,720 | 15.82% |
| Purchased Transportation | \$ 6,102,012 | \$ 5,468,800 | \$ 5,754,040 | \$ 285,240 | 5.22% |
| Miscellaneous | \$ 706,792 | \$ 1,495,902 | \$ 445,512 | \$ (1,050,390) | -70.22% |
| Interest | \$ 1,073,364 | \$ 1,064,245 | \$ 1,048,026 | \$ (16,219) | -1.52% |
| Leases & Rentals | \$ 77,907 | \$ 42,709 | \$ 43,078 | \$ 369 | 0.86% |
| Transfer to Capital | \$ 1,520,000 | \$ 528,568 | \$ - | \$ (528,568) | 0.00% |
| Street Maintenance | \$ 2,969,380 | \$ 3,080,190 | \$ 2,749,000 | \$ (331,190) | -10.75% |
| Depreciation | \$ 5,163,424 | \$ 7,964,971 | \$ 4,680,801 | \$ (3,284,170) | -41.23% |
| Total Expenditures | \$ 41,276,941 | \$ 43,966,554 | \$ 39,864,328 | \$ (4,102,226) | -9.33% |

Personnel costs represent the largest investment of the Agency accounting for 36% of the total operating budget.



Factors Affecting Operating Expenses

Salaries and Benefits- The 6.85% increase is a result of an increase in FTE's, COLA and step increases. One and even tenths (1.70) new positions are included in the budget to meet the demands of the upcoming year. There has been shuffling of positions to better suit the departmental needs which are described in detail on the Staffing Chart. Two (2) positions are included to manage the daily operations of facilities which require one (1) Buyer / inventory specialist, one (1) grant writer and (1) previous FTE had a reduction in hours. 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?

Services- Costs for contracted services in the facilities department are expected to decrease. 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 both facilities.

Insurance - The cost of insuring the Agency's Assets and providing health insurance through a self-insured program is expected to increase by 15.82%. Included in this increase is the insurance cost on the new Customer Service Center.

Purchased Transportation – The costs in Purchased Transportation only increased by 5%.

Miscellaneous – Expenses were slimmed down to accommodate the tight budget for FY2017.

Leases & Rentals – This budget includes a minor reduction in equipment leasing costs.

Transfer to Capital/SSC- Moving local funds to cover the cost of capital projects is not necessary in FY2017.

Street Maintenance – The budget includes a 10.75% decrease 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.

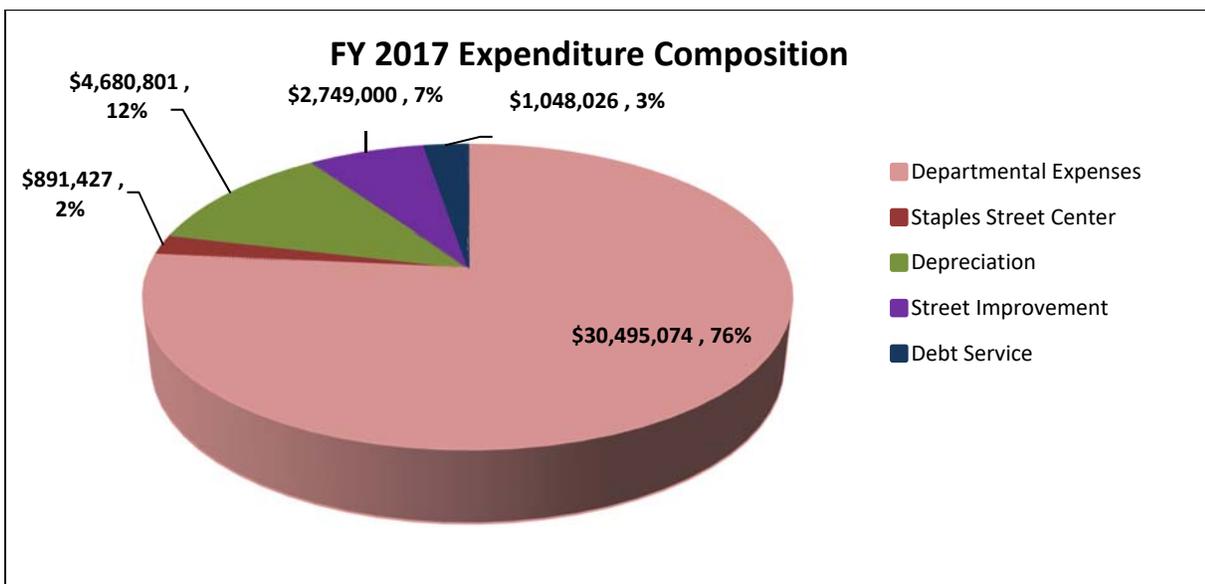
Depreciation – FY 2017 budget depreciation expense declined due to covering depreciation cost only towards the portion of buses purchased.

Operating Budget Summary

The Budget Summary provides an overall comparative budget-to-budget analysis of the Sources and Uses of Funding between the Proposed FY2017 and the Adopted FY2016.

| BUDGET SUMMARY | | | | | |
|---|----------------------|---------------------|----------------------|-------------------------|--------------------|
| Description | 2016 Adopted Budget | 2016 Estimates | 2017 Proposed | Budget to Budget Change | Budget to Budget % |
| Source of Funding | | | | | |
| Operating Revenues | \$ 1,979,354 | \$ 1,680,133 | \$ 2,401,362 | \$ 422,008 | 21.32% |
| Advertising Revenue | 874,534 | 81,805 | 126,000 | \$ (748,534) | -85.59% |
| Sales Tax Revenue | 36,741,402 | 32,457,926 | 34,086,571 | \$ (2,654,831) | -7.23% |
| Grants | 3,960,664 | 1,599,336 | 2,240,000 | \$ (1,720,664) | -43.44% |
| Other Income | 535,986 | 607,802 | 1,015,456 | \$ 479,470 | 89.46% |
| Total Source of Funds | \$ 44,091,940 | \$36,427,002 | \$ 39,869,389 | \$ (4,222,551) | -9.58% |
| Uses of Funding | | | | | |
| Department Expenses | \$ 29,615,161 | \$ 29,000,000 | \$ 30,494,274 | \$ 879,113 | 2.97% |
| Debt Service | 1,065,045 | 1,065,045 | 1,048,826 | \$ (16,219) | -1.52% |
| Staples Street Center | 874,533 | 143,229 | 891,427 | \$ 16,894 | 100.00% |
| Capital Transfer Out | 528,568 | - | - | \$ (528,568) | 100.00% |
| Sub-Recipient Grant Agreements | 838,086 | - | - | \$ (838,086) | 100.00% |
| Street Maintenance | 3,080,190 | 2,170,190 | 2,749,000 | \$ (331,190) | -10.75% |
| Depreciation | 7,964,971 | 4,048,538 | 4,680,801 | \$ (3,284,170) | -41.23% |
| Total Uses of Funding | \$ 43,966,554 | \$36,427,002 | \$ 39,864,328 | \$ (4,102,226) | -9.33% |
| Sources in Excess of Uses/Net Income | \$ 125,386 | \$ - | \$ 5,061 | \$ (120,325) | |

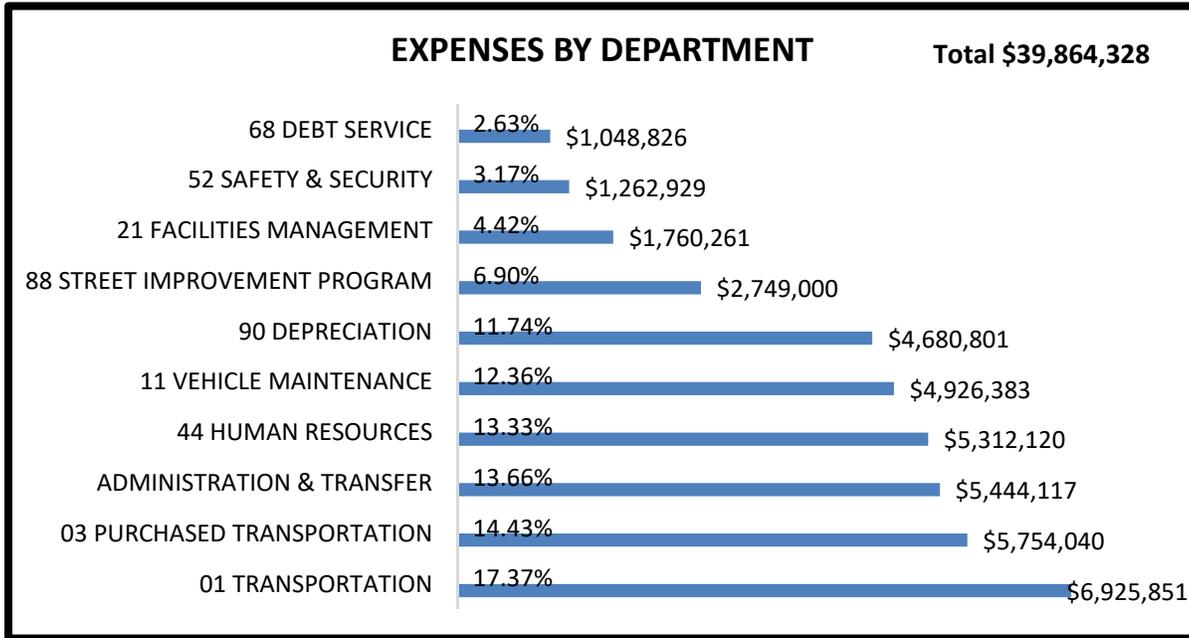
This graph shows the expenditure composition and illustrates that 76% of the budget is used to fund operations including administrative support operations.



Operating Budgets By Department

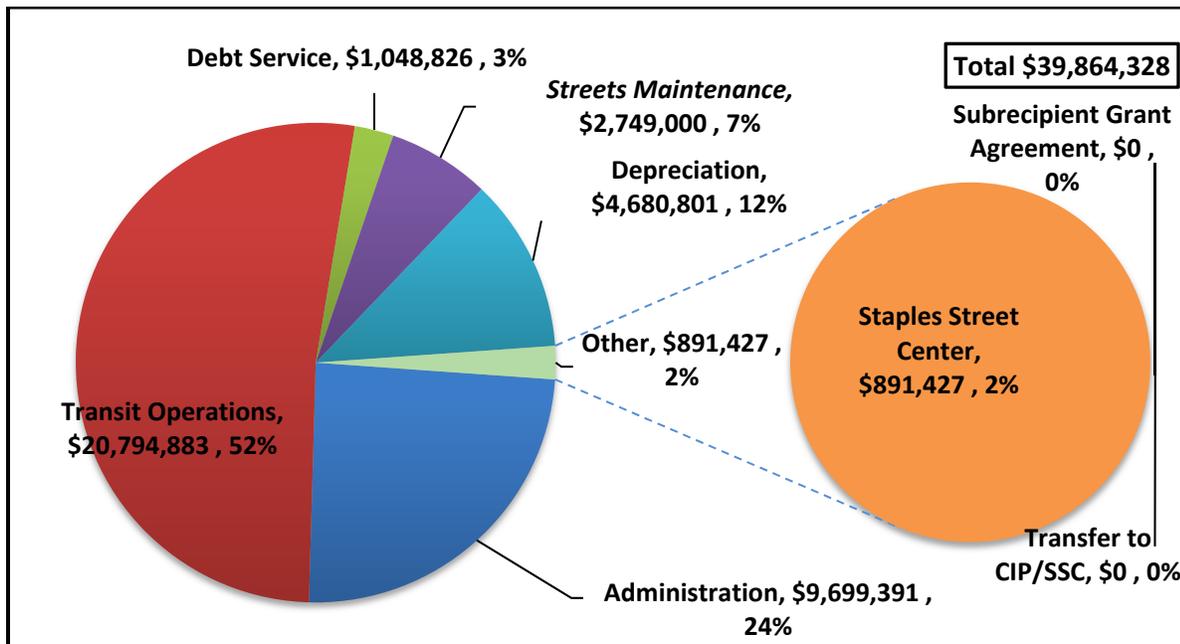
This table expands on the 76% funding for operations by providing a listing of the departmental budgets along with the department's percentage relative to the entire operating budget to illustrate the funding levels of each department.

| Department | Proposed FY 2017 | % of Budget |
|----------------------------------|---------------------|----------------|
| 01 TRANSPORTATION | 6,925,851 | 17.37% |
| 02 CUSTOMER SERVICE CENTER | 449,167 | 1.13% |
| 03 PURCHASED TRANSPORTATION | 5,754,040 | 14.43% |
| 04 SERVICE DEVELOPMENT | 425,411 | 1.07% |
| 07 MIS | 858,668 | 2.15% |
| 11 VEHICLE MAINTENANCE | 4,926,383 | 12.36% |
| 21 FACILITIES MANAGEMENT | 1,760,261 | 4.42% |
| 40 PROCUREMENT | 175,421 | 0.44% |
| 41 CEO | 625,904 | 1.57% |
| 42 FINANCE AND ACCOUNTING | 490,513 | 1.23% |
| 43 MATERIALS MANAGEMENT | 165,419 | 0.41% |
| 44 HUMAN RESOURCES | 5,312,120 | 13.33% |
| 45 ADMINISTRATION | 604,925 | 1.52% |
| 49 INFRASTRUCTURE PROGRAMS | 195,405 | 0.49% |
| 50 MARKETING AND COMMUNICATION | 561,857 | 1.41% |
| 52 SECURITY | 1,262,929 | 3.17% |
| 65 DEBT SERVICE | 1,048,826 | 2.63% |
| 77 STAPLES STREET CENTER | 891,427 | 2.24% |
| 80 TRANSFER TO CAPITAL | - | 0.00% |
| 85-SUBRECIPIENT GRANT AGREEMENTS | - | 0.00% |
| 88 STREET MAINTENANCE | 2,749,000 | 6.90% |
| 90 DEPRECIATION | 4,680,801 | 11.74% |
| TOTAL EXPENSES | 39,864,328 | 100.00% |



Expenses By Divisions

This chart groups the departmental expenses in divisional categories to emphasize that over 50% of our expenses are in transit operations.



Ridership Statistics and Performance Trends

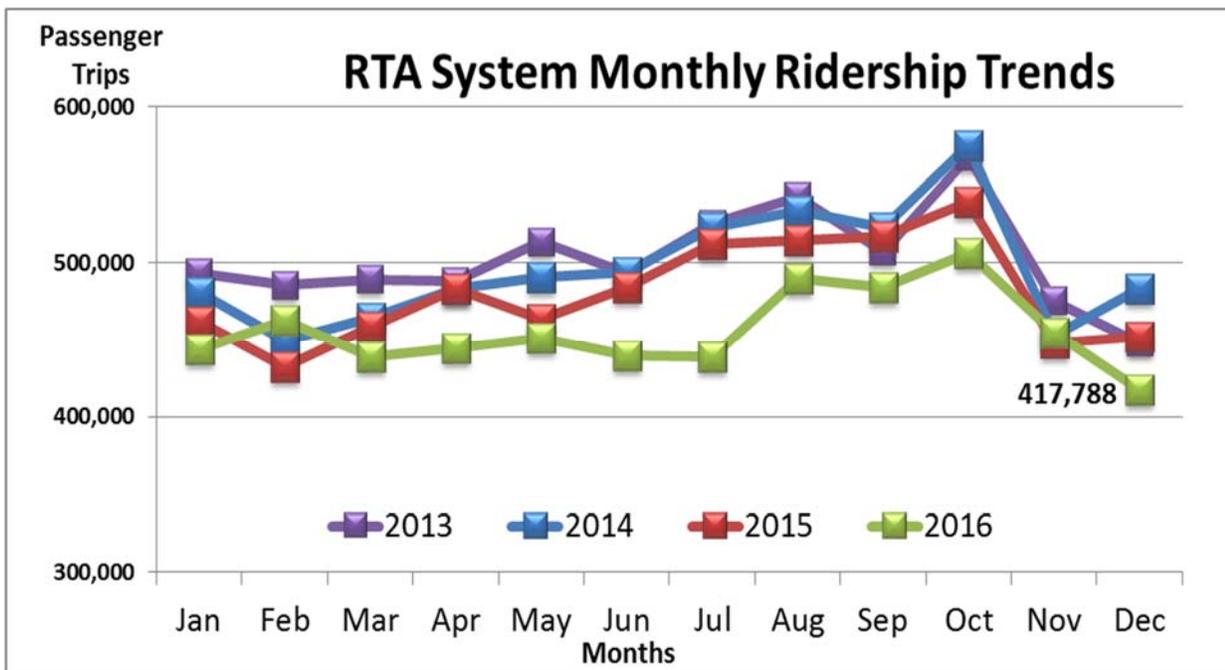


1. System-wide Ridership and Service Performance Results

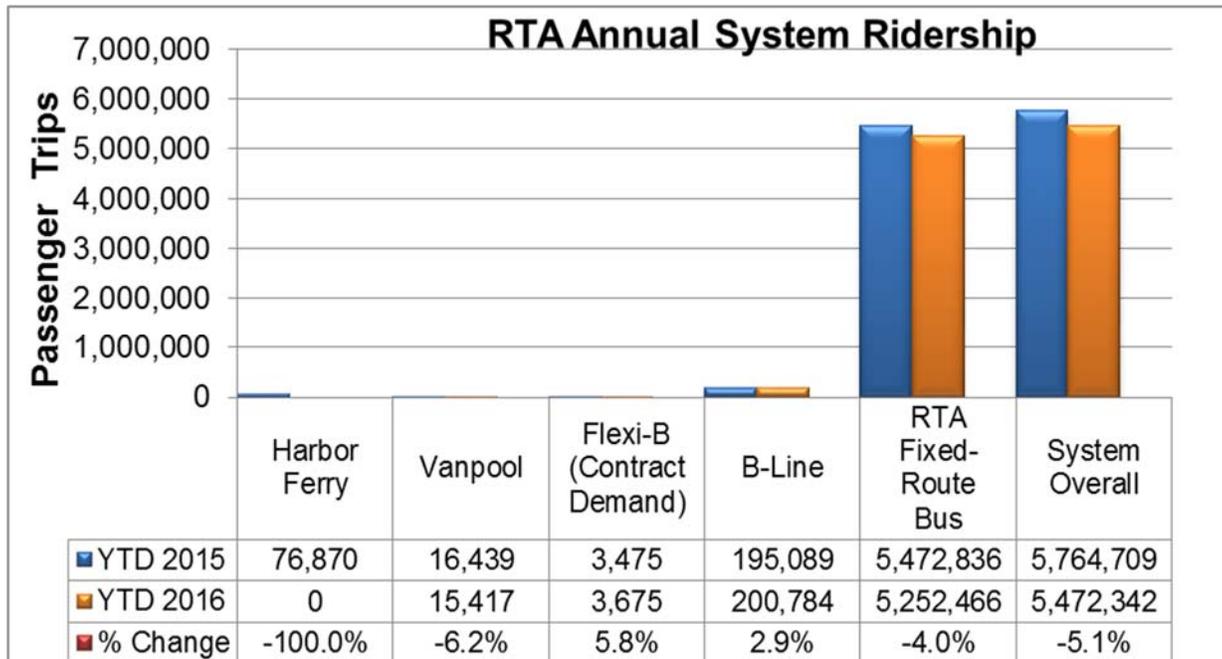
In the last month of the year, boardings for all services in December 2016 totaled 417,788. This represents a -5.1% decrease as compared to 451,552 boardings in December 2015 or 33,746 fewer boardings. Four external factors normally have a negative effect on ridership levels in our service area; namely: 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 is still historically low, averaging \$1.36 per gallon in 2016 as compared to \$1.64 in 2015. Additionally, the continued downturn in the economy affecting employment levels also become a contributing factor as did the street construction projects that affected major route services throughout the year.

As you can see from the below graph ridership trends have been on the decline since FY 2013. However, the FY 2017 budget has been formulated with strategic plans designed to respond to the dynamics that have influenced ridership in the past.



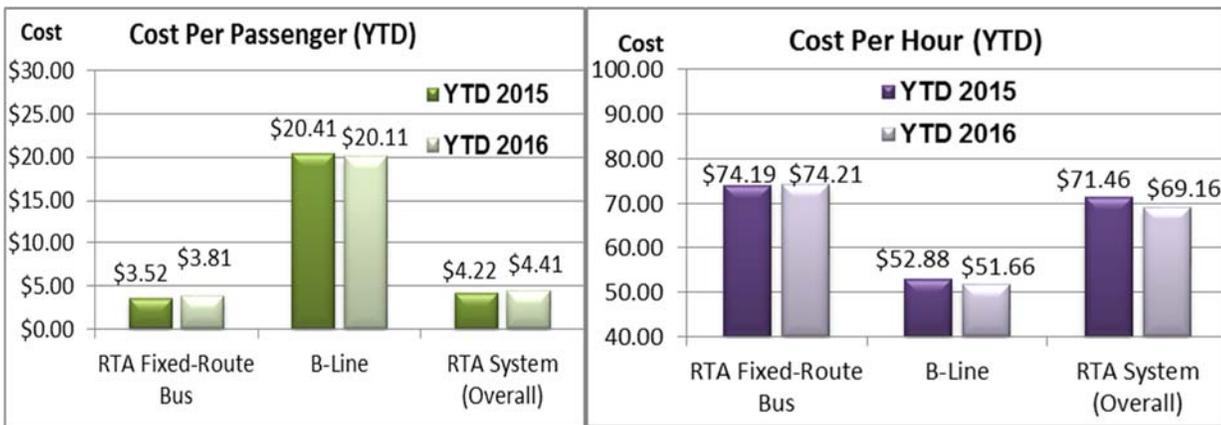
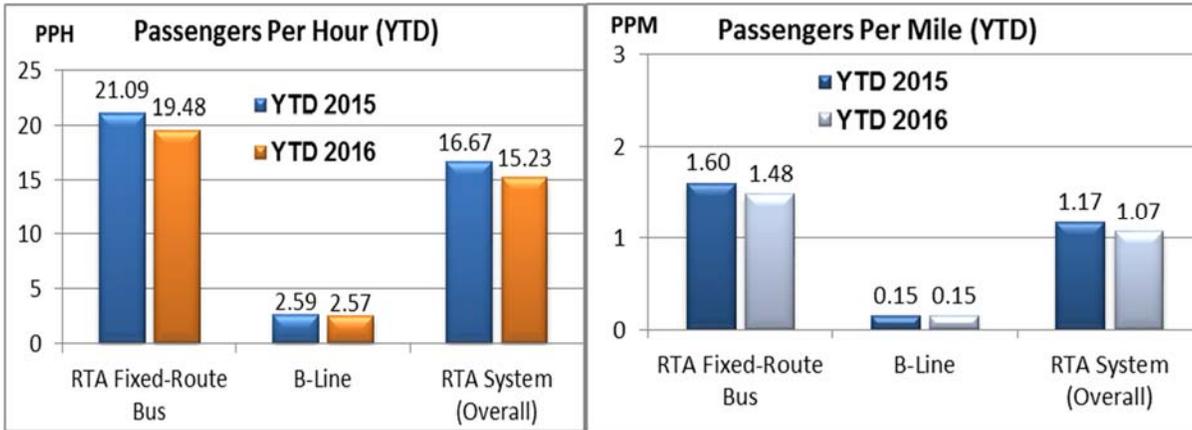
The below graph reflects the overall system ridership for FY2016 which closed with a 5.1% decrease from 2015 ridership. However, strong management policies along with the leadership of RTA staff, have allowed CCRTA to establish parameters to minimize the drop in ridership.



Excluding the 2015 Harbor Ferry ridership (eliminated in 2016), the YTD difference is 215,497 fewer boardings or 3.8% less in 2016 for System Overall.

Performance Trends

The graphs below depict cost efficiency performance trends for FY 2016 in comparison to FY 2015.



On Time Performance

Changes to on-time performance standards 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 became effective January 2016.

On-Time Performance Standards Prior to 1/1/2016

| 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> | |

The following table shows on-time performance of RTA Fixed-Route services for the last three months of 2016 and a 2016 YTD average figure.

| Schedule Adherence | Standard | Oct-16 | Nov-16 | Dec-16 | YTD Average |
|------------------------------|-------------|--------|--------|--------|-------------|
| Early Departure | <1% | 0.4% | 0.0% | 1.0% | 0.8% |
| Departure within 0-5 minutes | >85% | 84.4% | 90.0% | 88.6% | 88.8% |
| Monthly Wheelchair Boardings | No standard | 5,428 | 4,500 | 3,893 | 4,644 |
| Monthly Bicycle Boardings | No standard | 9,676 | 7,824 | 7,161 | 8,254 |

Current City of Corpus Christi Bond Project Impacts:**Bond 2012 Project-Kostoryz Road (Brawner Parkway to S. Staples Street)**

This (15) month project continues to affect routes 15 in both directions and route 24s in only the out bound "OB" direction. Both routes are now on detour from Norton Drive between Ramsey and Kostoryz along Horne Road.

Bond 2012 Project-South Alameda Street (Ayers Street to Louisiana Parkway aka Six Points)

Will begin construction in late February of 2017 and is scheduled to take (15) months. Routes 5, 5s, 15s, 17, 19, 29 & 29s will be directly impacted and as a result detoured to various arterials.

Bond 2014 Project-North Alameda Street (Kinney Street to Lipan Street)

Planned as a (6) month project although not along any established bus route will resulted has resulted in a detour at the intersection of Comanche & N. Alameda impacting routes 21 & 21s.

Bond 2014 Project-Ayers Street (Ocean Drive to Alameda aka Six Points)

On target to begin construction late February or early March of 2017 and is scheduled to take (12) months. Routes 6, 17 & 19 will be directly impacted and as a result detoured to Santa Fe and Louisiana Parkway.

Bond 2014 Project-Gollihar Road (South Staples Street to Weber Road)/(Weber Road to Carroll Lane)/(Carroll Lane to Kostoryz Road)

This project in concert with the next two bond projects is planned to be a three phase (24) month project which includes the (4) phase closure of the Weber Road and Gollihar Road intersection. This corridor replacement will require major underground utility rehabilitation and could take much longer to complete should private utility "tie-in" prove problematic and or bad weather delays persist. Routes affected include: 32, 37 & 37s.

Bond 2014 Project-Corona Drive (Flynn Parkway to Everhart Road)

Planned as a (9) month project will involve a total road closure at the intersection of Flynn Parkway, Tiger Lane and Corona Drive and resulting in a third detour for the route 17.

Bond 2014 Project-Carroll Lane (Houston to McArdle)

This project is scheduled to take (12) months and involves yet another total road closure resulting in a fourth significant detour for the route 17.

Bond 2014 Project-South Staples Street (Morgan Avenue to Six Points)

This (14) month project scheduled to begin mid-summer of 2017 will directly impact routes 5s, 29 & 29s. This project is ahead of schedule and could be complete in spring of 2017, five months ahead of schedule.

Bond 2014 Project-Old Robstown Road (Leopard Street to Agnes i.e. Hwy 44)

This (12) month project will involve a total road closure and for a several month period of time and a one-way redirection of the traffic for an extended period of time forcing a major rerouting of the route 12 either east, Port Avenue or west Baldwin Boulevard from Old Robstown Road. Preliminary utility work began in late November 2016.

Bond 2012 Project-Greenwood Drive (Gollihar Road to Horne Road)

This project began in September is scheduled to take approximately (11) months with a completion date in late fall of 2017. This project continues to impact Routes 15s & 23.

Bond 2012 Project-Williams Drive (Airline Road to South Staples Street)

Routes 8s, 29F and 63 out bound are impacted by the Williams Drive project. This (15) month project included a prolonged partial closure of the Airline Road @ Williams Drive intersection. This project is back on schedule and should be completed August of 2017.

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

This project has been underway for over two years and has directly impacted routes 8s, 29F, 37 & 66s. These routes remain on detour from McArdle Road to the frontage road of South Padre Island Drive between Airline Road & Ennis Joslin Road. Completion is scheduled for mid-2017.

Bond 2012 Project-South Staples Street (Antelope i.e. IH-37 to Morgan Avenue)

This 24 month project continues to directly impact 11 bus routes daily resulting in a variety of significant detours. Routes impacted include: 5, 5s, 6, 12, 12s, 17, 21, 21s, 23, 29 & 29s. This project is five months ahead of schedule and could be complete in spring of 2017.

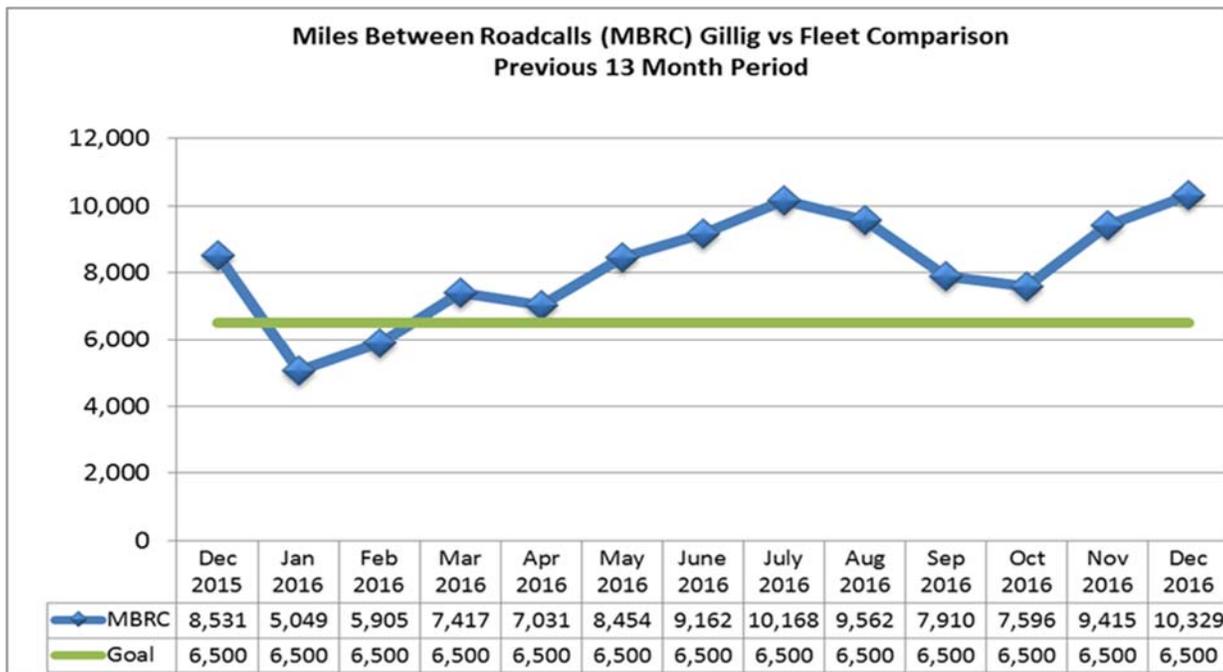
2. B-Line Service Contract Standards & Ridership Statistics (YTD)

- Productivity: **2.53** PPH exceeded the contract standard of 2.50 PPH.
- On Time Performance: **97.2%** exceeded the contract standard of 96%.
- In Vehicle Time: **98.9%** exceeded the contract standard of 95%.
- Denials: 0 denials or 0.0% did meet contract standard of 0.0%.
- Miles between Road Calls: **26,801** did not meet the contract standard of 12,250 miles.
- Ridership Statistics: **10,004** ambulatory; **4,479** average wheelchair boardings

| Metric | Standard | Oct-16 | Nov-16 | Dec-16 | YTD Average |
|------------------------------|-------------|--------|--------|--------|-------------|
| Passengers per Hour | 2.50 | 2.58 | 2.55 | 2.47 | 2.53 |
| On-time Performance | 96% | 96.4% | 97.2% | 97.9% | 97.2% |
| In Vehicle Time | 95.0% | 98.4% | 99.0% | 99.3% | 98.9% |
| Denials | 0.00% | 0.00% | 0.00% | 0.00% | 0.0% |
| Miles Between Roadcalls | 12,250 | 18,877 | 41,522 | 20,005 | 26,801 |
| Monthly Wheelchair Boardings | No standard | 4,694 | 4,382 | 4,328 | 4,479 |

3. Vehicle Maintenance Department Miles Between Road Calls Report

For December 2016, 10,329 miles between road calls (MBRC) were recorded as compared to 8,531 MBRC in December 2015. A standard of 6,500 miles between road calls is used based on the fleet size, age, and condition of RTA vehicles.



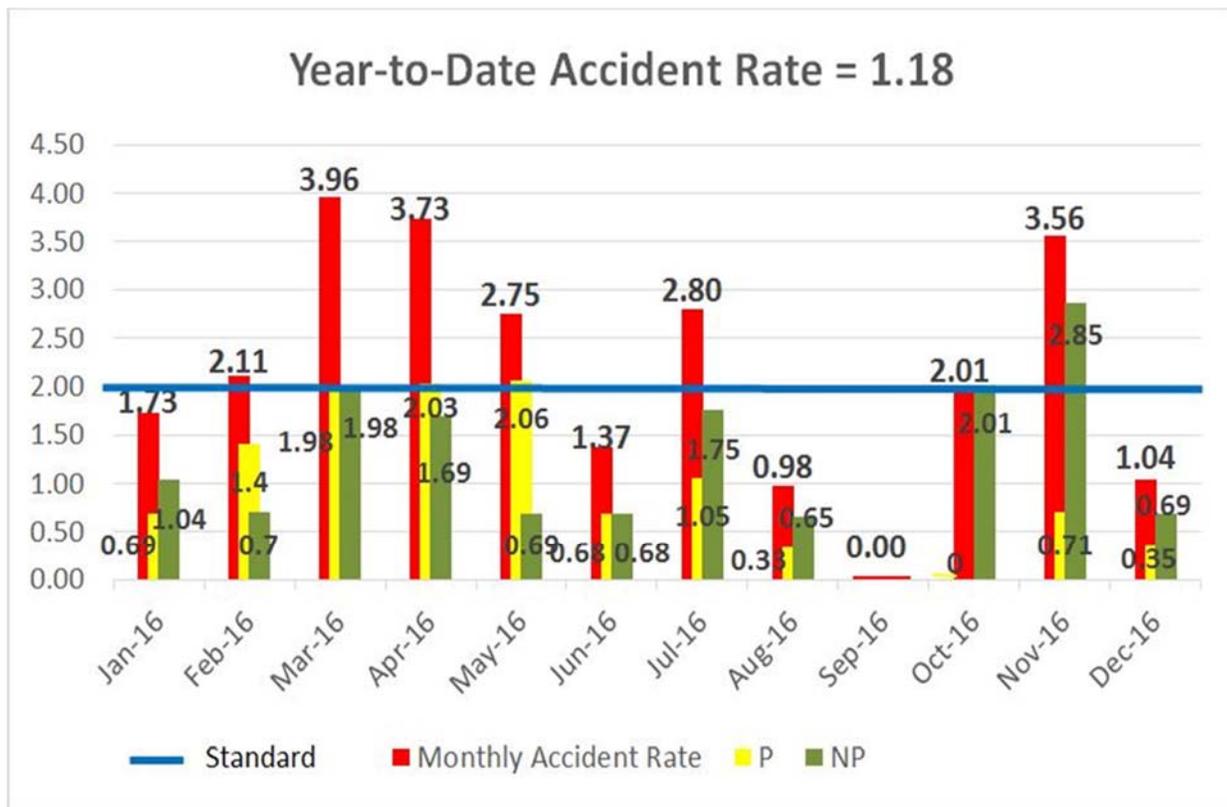
MBRC is a performance gauge of maintenance quality, fleet age, and condition; an increase in MBRC is a positive indicator. As defined by the Federal Transit Administration, a road-call is the practice of dispatching a service vehicle to repair or retrieve a vehicle on the road. There are two types of road-calls; Type I and Type II. A Type I road-call is a major mechanical failure that prevents the revenue vehicle from completing a scheduled revenue trip. A Type II road-call is a mechanical failure causing an interruption in revenue service.

4. Safety/Security Department Report

For December 2016, there were 3 vehicle reported incidents compared to 7 in 2015. Two of the accidents were non-preventable and one was preventable. There were 30 customer related incidents. CCRTA drove a total of 288,465.46 miles. The total accident rate for the month was 1.04 per hundred thousand miles driven. The desirable range for total collisions is at 2.0 or less.

The chart below shows the 2016 monthly accident rates which depicts all vehicle accidents regardless of fault. The rates are further broken out by preventable (P) and non-preventable (NP).

Total 2016 Accident Rates by month
Monthly rate = Total collisions per 100,000 miles driven



On Time Performance

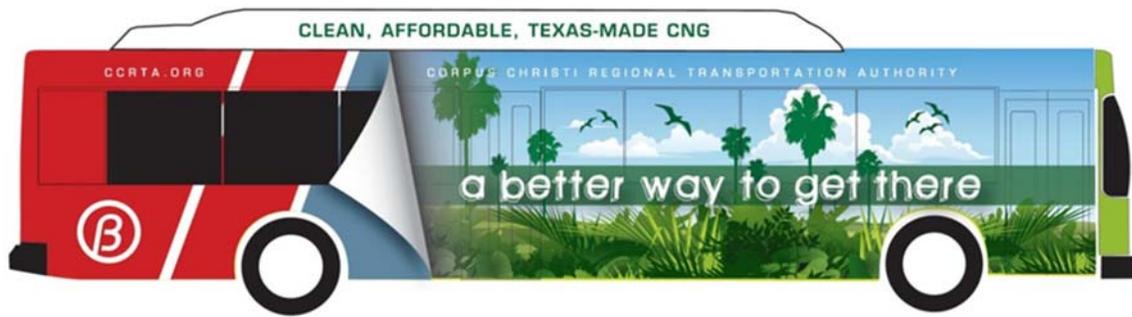
On-time performance standards changes were necessary due to the ongoing construction and traffic delays associated with the City of Corpus Christi bond projects that are expected to continue through 2018. The new standards became effective January 2016.

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 four (4) new projects in the FY 2017 Capital Budget with total project costs of \$7,100,000. CCRTA anticipates grant funding of \$3,567,500 for projects that meet eligibility requirements and funding the balance of \$3,532,500 from local funds.

Capital acquisitions include the purchase of several buses of which 85% is funded by a federal grant (\$2,167,500) and 15% or \$382,500, from operating funds. These purchases will continue to 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 92 and the ratio to 75% of the total fleet. The operating impact reflects a 1.35% escalated cost from the previous year.



The Capital Budget also includes one (1) project budgeted at \$1.5M for City related ADA improvements and pedestrian and bicycle infrastructure improvements. Additional funding is also budgeted for the continuation of bus stop improvements in the amount of \$250,000, which is 80% federally funded.

The budget also includes funding of \$2,800,000 for the tenant build-out costs at the new Staples Street Center.

| New Projects Approved for FY2017 | FY2017 Budget | Grant Funded | Local Funded |
|--|---------------------|---------------------|---------------------|
| Buses | \$ 2,550,000 | \$ 2,167,500 | \$ 382,500 |
| Bus Stops | \$ 250,000 | \$ 200,000 | \$ 50,000 |
| City ADA, Pedestrian and bicycle Infrastructure Improvements | \$ 1,500,000 | \$ 1,200,000 | \$ 300,000 |
| | \$ 4,300,000 | \$ 3,567,500 | \$ 732,500 |
| Tenant Build Out | \$ 2,800,000 | \$ - | \$ 2,800,000 |
| Total 2017 CIP | \$ 7,100,000 | \$ 3,567,500 | \$ 3,532,500 |

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 2016 with a remaining project balance of \$15,531,226. 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 \$8,062,815 in local funding and \$7,468,411 in grant funding. Since the projects are either replacements or upgrades there is no future impact on operations.

| Project Type | Project Costs | Grant Funded | Local Funded |
|------------------------------|----------------------|---------------------|---------------------|
| Bus Shelter Amenities | \$ 171,399 | \$ - | \$ 171,399 |
| Bus Stop Improvements | \$ 2,944,419 | \$ 2,001,619 | \$ 942,800 |
| Equipment | \$ 40,000 | \$ 32,000 | \$ 8,000 |
| Facilities | \$ 2,008,853 | \$ - | \$ 2,008,853 |
| Street Improvements | \$ 1,548,391 | \$ 338,428 | \$ 1,209,963 |
| Technology | \$ 773,500 | \$ 604,400 | \$ 169,100 |
| Transfer Stations | \$ 810,000 | \$ - | \$ 810,000 |
| Buses | \$ 6,284,664 | \$ 4,491,964 | \$ 1,792,700 |
| Non-Revenue Vehicles | \$ 950,000 | \$ - | \$ 950,000 |
| | \$ 15,531,226 | \$ 7,468,411 | \$ 8,062,815 |

The table below is a detail listing of the projects rolling forward. The table identifies the project number, project name, category of project, project costs, and grant and local funding amounts for each project.

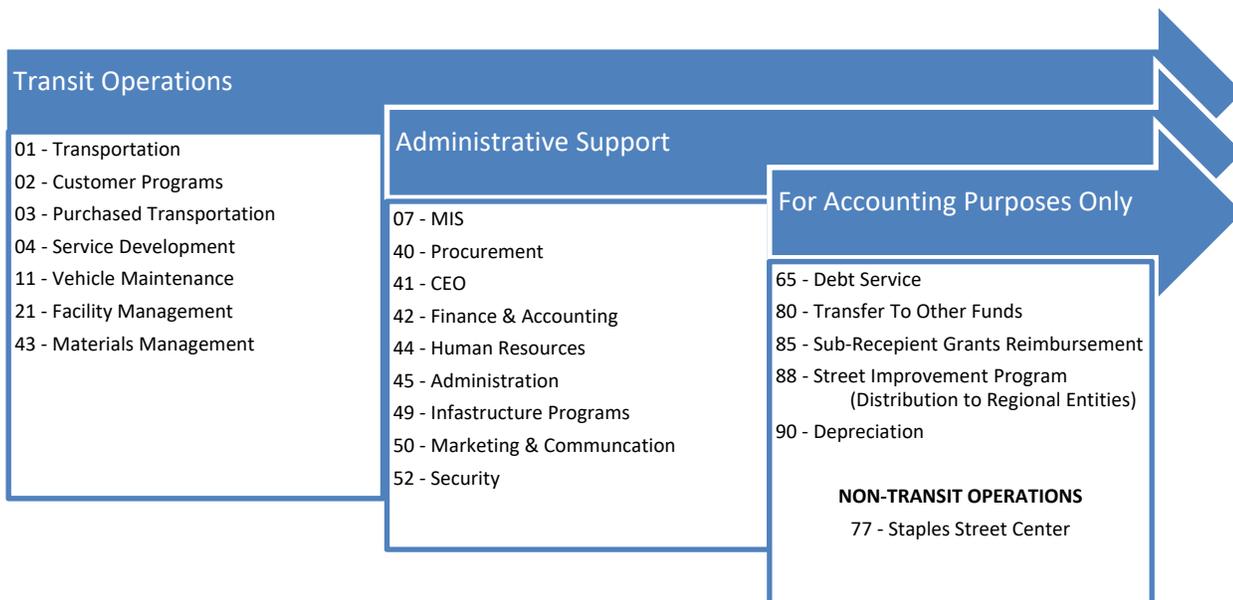
| Project # | Project Name | Category | Project Costs | Grant Funded | Local Funded |
|-----------|---|---------------------|---------------------|--------------------|--------------------|
| 2010-03 | CC Street Program-Transit Enhancements | Street Improvements | \$ 659,488 | \$ 338,428 | \$ 321,060 |
| 2011-01 | Staples St Center | Facilities | \$ 1,200,320 | \$ - | \$ 1,200,320 |
| 2013-08 | Shelter Amenities | BS Amenities | \$ 101,399 | \$ - | \$ 101,399 |
| 2014-03 | Hardware/Software Equip | Technology | \$ 400,000 | \$ 320,000 | \$ 80,000 |
| 2014-05 | Six Points Station | Transfer Station | \$ 810,000 | \$ - | \$ 810,000 |
| 2014-06 | Bus Stop Improvements Phase V | BS Improvements | \$ 502,024 | \$ 401,619 | \$ 100,405 |
| 2014-09 | La Retama Park joint venture with City | BS Improvements | \$ 70,000 | \$ - | \$ 70,000 |
| 2014-21 | Community Busses (Double Decker Buses) | Vehicles | \$ 1,000,000 | \$ - | \$ 1,000,000 |
| 2015-02 | Miscellaneous Concrete Services | BS Improvements | \$ 50,000 | \$ - | \$ 50,000 |
| 2015-04 | Bus Stop Imp Concrete Infrastructure Phase VI | BS Improvements | \$ 1,000,000 | \$ 800,000 | \$ 200,000 |
| 2015-05 | Bear Lane Land Acq renamed to Bear Ln Renovations | Facilities | \$ 482,533 | \$ - | \$ 482,533 |
| 2015-06 | Design Services for Admin Renovations | Facilities | \$ 63,000 | \$ - | \$ 63,000 |
| 2015-07 | Mestina & Artesian St. Improvements | Street Improvements | \$ 888,903 | \$ - | \$ 888,903 |
| 2015-11a | Operator Relief Vehicles (10 @ \$40,000)/ | Vehicles | \$ 400,000 | \$ - | \$ 400,000 |
| 2015-11b | Maintenance Support Trucks (11 @ \$50,000) | Vehicles | \$ 550,000 | \$ - | \$ 550,000 |
| 2015-11d | Replace R134 HVAC Reclaimer | Equipment | \$ 40,000 | \$ 32,000 | \$ 8,000 |
| 2015-15 | Phone Server Call Enhancements | Technology | \$ 45,000 | \$ 36,000 | \$ 9,000 |
| 2015-26 | ADA /RCAT SSC Improvements | Facilities | \$ 263,000 | \$ - | \$ 263,000 |
| 2016-01 | 11-40" Gillig Buses | Buses | \$ 5,284,664 | \$ 4,491,964 | \$ 792,700 |
| 2016-02 | Bus Stop Road Maint Program (8-10 Bus Stops) | BS Improvements | \$ 322,395 | \$ - | \$ 322,395 |
| 2016-03 | Waco Street ADA Pedestrian Signalization | BS Amenities | \$ 70,000 | \$ - | \$ 70,000 |
| 2016-04 | State of Good Repair Tracking Software | Technology | \$ 18,000 | \$ - | \$ 18,000 |
| 2016-05 | Trip-End Facility Installation | Technology | \$ 310,500 | \$ 248,400 | \$ 62,100 |
| 2016-06 | ADA Bus Stop Improvements Phase VII (100 Stops) | BS Improvements | \$ 1,000,000 | \$ 800,000 | \$ 200,000 |
| | | | \$15,531,226 | \$7,468,411 | \$8,062,815 |

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 |

Departmental Structure

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 2017 over 50% of the budget is concentrated in transit operations.

| Dept. # | Department | FY 2015 Budget | FY 2016 Budget | FY 2017 Budget | \$ Change | % Change |
|---------|---------------------------|----------------------|----------------------|----------------------|-----------------------|---------------|
| | Transit Operations | \$ 22,834,346 | \$ 21,095,198 | \$ 20,406,532 | \$ (688,666) | -3.26% |
| | Administration Support | \$ 7,689,213 | \$ 8,519,963 | \$ 10,087,742 | \$ 1,567,779 | 18.40% |
| | Indirect Cost Allocations | \$ 10,726,168 | \$ 13,476,860 | \$ 8,478,627 | \$ (4,998,233) | -37.09% |
| | Staples Street Center | \$ 27,200 | \$ 874,533 | \$ 891,427 | \$ 16,894 | 1.93% |
| | Total | \$ 41,276,927 | \$ 43,966,554 | \$ 39,864,328 | \$ (4,102,226) | -9.33% |

**The next several pages present individual departmental 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 2016 Accomplishments

- **Deliver the Best Possible Experience**
 - Created a division within the department specifically aimed at Pro-Active training
 - Conducted post-accident re-training with drivers within 24 hours of incident
 - Continue to utilize quarterly meetings in conjunction with IT, Customer Service, and Safety and Security departments to conduct group training and development sessions.
 - Partnered with Del Mar College to provide drivers with Defensive Driving courses
 - Began implementation of paperless environment for Road Monitors through the use of Tablets
 - Had zero (0) accidents for the month of September 2016
 - Completed 5,472,520 boarding, 5,807,406 miles and 377,925 of service hours.

FY 2017 Performance Measures, Goals, and Objectives

- **Continue to Improve Organizational Practices**
 - Re-structure and update the Driver Trainee Road Test and Written Test
 - Continue to utilize quarterly meetings to review performance measure outcomes and identify solutions for improvements
 - Plan a more active role in recruitment of Drivers to reach our target number of 150
 - Reinstate the Driver Mentor Program with the aim of improving employee morale
 - Implement a paperless environment for the Transportation Supervisors and Training Division
 - Continue working to reduce overtime for the entire department – goal reduction of 50%
- **Deliver the Best Possible Experience**
 - Target zero accidents for at least 3 months out of the year

Budgetary Changes

- **Salaries and Wages** for bus operators includes 5% step increase
- Decrease in **Tuition Reimbursement** due to the anticipated drop in participation
- Decrease in **Other Materials and Supplies** due to the training in-house and re-training programs in-house.

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 01 TRANSPORTATION | | 01 TRANSPORTATION | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50101010 SALARIES AND WAGES - OPERATOR | \$4,990,006 | \$4,869,809 | \$5,151,628 | \$161,622 | 3.24% |
| 50102010 SALARIES AND WAGES - OTHER | \$1,159,535 | \$937,627 | \$910,450 | (\$249,085) | -21.48% |
| 50103010 OVERTIME - OTHER | \$1,000 | \$30,962 | \$45,000 | \$44,000 | 4400.00% |
| 50104010 OVERTIME - OPERATORS | \$521,115 | \$571,322 | \$520,000 | (\$1,115) | -0.21% |
| 50201010 MEDICARE | \$95,453 | \$103,695 | \$86,554 | (\$8,899) | -9.32% |
| 50205010 LIFE INSURANCE | \$33,408 | \$24,331 | \$31,872 | (\$1,536) | -4.60% |
| 50206010 DISABILITY INSURANCE | \$34,333 | \$35,095 | \$39,583 | \$5,250 | 15.29% |
| 50214110 TUITION REIMBURSEMENT | \$20,000 | \$15,000 | \$10,000 | (\$10,000) | -50.00% |
| 50214210 WORKERS COMPENSATION | \$73,691 | \$54,800 | \$0 | (\$73,691) | -100.00% |
| 50214310 INCENTIVE AWARDS | \$75,000 | \$13,205 | \$13,000 | (\$62,000) | -82.67% |
| SALARIES AND BENEFITS TOTAL | \$7,003,541 | \$6,655,847 | \$6,808,087 | (\$195,454) | -2.79% |
| 50329910 OTHER PROFESSIONAL SERV | \$25,000 | \$25,000 | \$25,000 | \$0 | 0.00% |
| SERVICES TOTAL | \$25,000 | \$25,000 | \$25,000 | \$0 | 0.00% |
| 50491110 OFFICE SUPPLIES | \$8,000 | \$7,162 | \$6,500 | (\$1,500) | -18.75% |
| 50491310 MINOR TOOLS AND EQUIPMENT | \$2,000 | \$2,000 | \$1,000 | (\$1,000) | -50.00% |
| 50491410 MINOR OFFICE EQUIPMENT | \$600 | \$600 | \$500 | (\$100) | -16.67% |
| 50492010 PRINTING | \$0 | \$0 | \$3,000 | \$3,000 | 0.00% |
| 50493010 UNIFORMS | \$54,000 | \$53,280 | \$52,904 | (\$1,096) | -2.03% |
| 50499910 OTHER MATERIALS AND SUPPL | \$18,000 | \$18,222 | \$5,000 | (\$13,000) | -72.22% |
| MATERIALS AND SUPPLIES TOTAL | \$82,600 | \$81,263 | \$68,904 | (\$13,696) | -16.58% |
| 50901010 DUES AND SUBSCRIPTIONS | \$0 | \$60 | \$0 | \$0 | 0.00% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$37,000 | \$36,333 | \$15,060 | (\$21,940) | -59.30% |
| 50908010 ADVERT/PROMO MEDIA EXP. | \$1,600 | \$1,600 | \$1,600 | \$0 | 0.00% |
| 50909510 COMMUNITY SERVICES | \$0 | \$455 | \$0 | \$0 | 0.00% |
| 50909910 OTHER MISCELLANEOUS EXP. | \$3,600 | (\$1,724) | \$6,700 | \$3,100 | 86.11% |
| MISCELLANEOUS TOTAL | \$42,200 | \$36,724 | \$23,360 | (\$18,840) | -44.64% |
| 51201010 LEASES AND RENTALS | \$0 | \$327 | \$500 | \$0 | 0.00% |
| LEASES AND RENTALS TOTAL | \$0 | \$327 | \$500 | \$500 | 0.00% |
| 01 TOTAL | \$7,153,341 | \$6,799,161 | \$6,925,851 | (\$227,490) | -3.18% |

| PERSONNEL SCHEDULE | | | |
|----------------------------|------------|-----------|------------|
| POSITION TITLE | FY 2016 | Additions | FY 2017 |
| BUS OPERATOR | 149 | 0 | 149 |
| BUS OPERATOR (PT) | 2 | 0 | 2 |
| DIRECTOR OF TRANSPORTATION | 1 | 0 | 1 |
| DISPATCHER | 6 | 0 | 6 |
| MANG. DIR OF OPERATIONS | 1 | 0 | 1 |
| RECEPTIONIST | 1 | 0 | 1 |
| ROAD MONITOR | 8 | 0 | 8 |
| TRAINING INSTRUCTOR | 3 | 0 | 3 |
| TRANS SUPERVISOR | 3 | 0 | 3 |
| TOTAL FTEs | 174 | 0 | 174 |

Customer Service Department #02

Functions and Responsibilities

The Customer Service department is comprised of four functions: Call Center, Transit Store, Customer Service Advocate and Mobility Management. 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. The Customer Advocate works with operations, customer service, facilities maintenance and individual customers with a person centered focus – coordinating with transportation to improve mobility and the customer experience with an emphasis on older adults, persons with disabilities and veterans. Mobility management provides travel training to older adults and persons with disabilities, determines eligibility for use of ADA paratransit services, and provides outreach to the community.

FY 2016 Accomplishments

- **Deliver the Best Possible Customer Experience**
 - Processed nearly 48,417 calls.
 - Process 7,307 face-to-face transactions including
 - Processed 669 CAFs (Customer Assistant Form).
 - The Transit Store produced \$295,412.25 sales for passes (including online sales).

FY 2017 Performance Measures, Goals, and Objectives

- **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

- Increase in **Services** due to an intensification in professional services.
- **Materials & Supplies** increase of 6.84% due to maintaining a conservative allowance in office supplies, postage, minor office equipment, printing, and uniforms.
- Increase in **Miscellaneous** expenses due to increase in subscriptions and travel.
- **Leases & Rentals** presume to remain the same.

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|-------------------------------------|----------------------------|------------------|----------------------------|------------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 02 CUSTOMER SERVICE CENTER | | 02 CUSTOMER SERVICE CENTER | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATE 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$134,246 | \$139,815 | \$289,424 | \$155,178 | 115.59% |
| 50103010 OVERTIME - OTHER | \$659 | \$659 | \$0 | (\$659) | -100.00% |
| 50201010 MEDICARE | \$1,998 | \$2,546 | \$4,197 | \$2,199 | 110.06% |
| 50205010 LIFE INSURANCE | \$960 | \$960 | \$1,498 | \$538 | 56.04% |
| 50206010 DISABILITY INSURANCE | \$854 | \$954 | \$1,967 | \$1,113 | 130.33% |
| 50214110 TUITION REIMBURSEMENT | \$0 | \$358 | \$13,000 | \$13,000 | 0.00% |
| SALARIES AND BENEFITS TOTAL | \$138,717 | \$145,292 | \$310,086 | \$171,369 | 123.54% |
| 50329910 OTHER PROFESSIONAL SERV | \$1,500 | \$1,500 | \$16,000 | \$14,500 | 966.67% |
| 50330010 TEMPORARY SERVICES | \$1,000 | \$1,833 | \$0 | (\$1,000) | -100.00% |
| 50346010 CONTRACTED MAINTENANCE | \$500 | \$500 | \$500 | \$0 | 0.00% |
| SERVICES TOTAL | \$3,000 | \$3,833 | \$16,500 | \$13,500 | 450.00% |
| 50490410 PROMOTIONAL SUPPLIES | \$1,000 | \$1,000 | \$0 | (\$1,000) | -100.00% |
| 50491110 OFFICE SUPPLIES | \$2,000 | \$2,000 | \$1,000 | (\$1,000) | -50.00% |
| 50491210 POSTAGE AND EXPRESS | \$500 | \$500 | \$500 | \$0 | 0.00% |
| 50491310 MINOR TOOLS AND EQUIPMENT | \$0 | \$0 | \$190 | \$190 | 0.00% |
| 50491410 MINOR OFFICE EQUIPMENT | \$500 | \$500 | \$500 | \$0 | 0.00% |
| 50492010 PRINTING | \$97,000 | \$97,000 | \$106,000 | \$9,000 | 9.28% |
| 50493010 UNIFORMS | \$1,000 | \$1,000 | \$1,000 | \$0 | 0.00% |
| 50499910 OTHER MATERIALS AND SUPPL | \$300 | \$300 | \$300 | \$0 | 0.00% |
| MATERIALS AND SUPPLIES TOTAL | \$102,300 | \$102,300 | \$109,300 | \$7,000 | 6.84% |
| 50901010 DUES AND SUBSCRIPTIONS | \$25 | \$25 | \$125 | \$100 | 400.00% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$2,500 | \$2,500 | \$5,200 | \$2,700 | 108.00% |
| MISCELLANEOUS TOTAL | \$2,525 | \$2,525 | \$5,325 | \$2,800 | 110.89% |
| 51201010 LEASES AND RENTALS | \$7,956 | \$31,698 | \$7,956 | \$0 | 0.00% |
| LEASES AND RENTALS TOTAL | \$7,956 | \$31,698 | \$7,956 | \$0 | 0.00% |
| 02 TOTAL | \$254,498 | \$285,648 | \$449,167 | \$194,669 | 76.49% |

| PERSONNEL SCHEDULE | | | |
|-------------------------|----------------|------------|------------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| CC SUPERVISOR | 1.000 | 0 | 1.000 |
| CUSTOMER ADVOCATE | 0.000 | 1 | 1.000 |
| ELIGIBILITY COORDINATOR | 0.000 | 1 | 1.000 |
| INFOA | 3.000 | 0 | 3.000 |
| INFOA PT | 0.800 | 0 | 0.800 |
| MOBILITY COORDINATOR | 0.000 | 1 | 1.000 |
| TOTAL FTEs | 4.800 | 3 | 7.800 |

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 2016 Accomplishments

• **Deliver the Best Possible Experience**

- Renewed annual contract with TAMU-CC,--renegotiated rate and expanded service to include weekend and summer service; and renewed contract with Del Mar College
- Continued agreements for annual Demand Response Services to the Kingsville area with Paisano Transit and to City of 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.
- MV – met or exceeded contract standards 10 out of 12 months
- MV – preventable accidents were 1.45 per 100,000 miles versus 1.71 goal
- MV – total accidents were 5.05 per 100,000 miles versus 6.46 goal
- MV – 2 months with 0 preventable accidents and September 2016 reported 0 complaints

FY 2017 Performance Measures, Goals, and Objectives

• **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
- MV – meet or exceed all contract standards for 12 months
- MV – have 2 or more months with no complaints and 0 preventable accidents

Budgetary Changes

- A reduction in personnel due to the transfer of both FTEs to the Customer Service Department.
- A decrease in Other Professional *Services* due to the elimination of an Occupational Therapy Assistance (OTA)
- A reduction in *miscellaneous* expenses due to no travel, training or meetings.

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|---------------------------------------|--------------------|--------------------|-----------------------------|-------------------|-----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 03 PURCHASED | | 03 PURCHASED TRANSPORTATION | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATE 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$75,232 | \$72,905 | \$0 | (\$75,232) | -100.00% |
| 50103010 OVERTIME - OTHER | \$1,512 | \$172 | \$0 | (\$1,512) | -100.00% |
| 50201010 MEDICARE | \$1,114 | \$1,156 | \$0 | (\$1,114) | -100.00% |
| 50205010 LIFE INSURANCE | \$384 | \$384 | \$0 | (\$384) | -100.00% |
| 50206010 DISABILITY INSURANCE | \$522 | \$580 | \$0 | (\$522) | -100.00% |
| 50214310 INCENTIVE AWARDS | \$0 | \$0 | \$0 | \$0 | 0.00% |
| SALARIES AND BENEFITS TOTAL | \$78,815 | \$75,197 | \$0 | (\$78,815) | -100.00% |
| 50329910 OTHER PROFESSIONAL SERV | \$25,000 | \$25,000 | \$0 | (\$25,000) | -100.00% |
| SERVICES TOTAL | \$25,000 | \$25,000 | \$0 | (\$25,000) | -100.00% |
| 50491110 OFFICE SUPPLIES | \$600 | \$1,513 | \$0 | (\$600) | -100.00% |
| MATERIALS AND SUPPLIES TOTAL | \$600 | \$1,513 | \$0 | (\$600) | -100.00% |
| 50801010 CONTRACTED DEMAND RESPONSE | \$30,000 | \$30,000 | \$7,500 | (\$22,500) | -75.00% |
| 50802010 CONTRACT FIXED ROUTE | \$275,000 | \$275,000 | \$521,982 | \$246,982 | 89.81% |
| 50803310 HARBOR FERRY SERVICE | \$12,000 | \$12,000 | \$5,000 | (\$7,000) | -58.33% |
| 50803410 ROBSTOWN #34 | \$200,000 | \$200,000 | \$185,000 | (\$15,000) | -7.50% |
| 50803610 TEXAS AANDM WAVE | \$145,000 | \$145,000 | \$195,000 | \$50,000 | 34.48% |
| 50803910 B-LINE FUEL | \$400,000 | \$400,000 | \$210,000 | (\$190,000) | -47.50% |
| 50804010 B-LINE SERVICE | \$3,800,000 | \$3,858,224 | \$4,054,558 | \$254,558 | 6.70% |
| 50805010 PORT ARANSAS FLEXI-B | \$85,000 | \$85,000 | \$100,000 | \$15,000 | 17.65% |
| 50805110 PORT ARANSAS TROLLEY SERVICE | \$110,000 | \$110,000 | \$100,000 | (\$10,000) | -9.09% |
| 50807010 RURAL - ROUTE 67 | \$275,000 | \$275,000 | \$225,000 | (\$50,000) | -18.18% |
| 50808010 PT/VANPOOL | \$136,800 | \$136,800 | \$150,000 | \$13,200 | 9.65% |
| PURCHASED TRANSPORTATION TOTAL | \$5,468,800 | \$5,527,024 | \$5,754,040 | \$285,240 | 5.22% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$15,500 | \$15,500 | \$0 | (\$15,500) | -100.00% |
| MISCELLANEOUS TOTAL | \$15,999 | \$15,999 | \$0 | (\$15,999) | -100.00% |
| 03 TOTAL | \$5,589,214 | \$5,644,733 | \$5,754,040 | \$164,826 | 2.95% |

| PERSONNEL SCHEDULE | | | |
|-------------------------|--------------|------------|---------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| ELIGIBILITY COORDINATOR | 1.000 | -1 | 0.000 |
| MOBILITY COORDINATOR | 1.000 | -1 | 0.000 |
| TOTAL FTEs | 2.000 | -2 | 0.000 |

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 2016 Accomplishments

- **Deliver the Best Possible Experience**

- Completed 5-year Comprehensive Operational Analysis (COA) plan to guide phased service improvements through 2020 – Transit Plan 20/20
- Completed National Transit Database program passenger miles traveled surveys to meet mandatory reporting requirements
- Implemented service adjustments in January, May and August
 - Re-designed routing movements and staging locations for opening of new Staples Street Center
 - Discontinued service on unproductive trips
- Awarded Trip-end Bike Facility project (grant funded) for manufacture of 1,305 bicycle racks, pumps, tool kiosks and lockers.
- Achieved record breaking bicycle boardings totaling 9,821 in August 2016
- Developed new pilot service with Route 57 – Joe Fulton Corridor
- Worked closely with City of Corpus Christi to minimize detour service impacts due to multiple street constructions projects

FY 2017 Performance Measures, Goals, and Objectives

- **Deliver the Best Possible Experience**

- Implement COA Phase I service improvements (Transit Plan 20/20) in January 2017
 - Evaluate and monitor customer feedback and performance
 - Prepare to restructure Sunday system services under Phase 2 improvements
- Advance short term COA fare recommendations:
 - Work with departments to launch new 31-day premium pass on all commuter or express routes
- Research simplifying fare structure by adjusting the 10 cent off-peak fare to 25 cents

- Review raising the reduced fare senior eligibility age from 60 to 65
 - Assist departments with installation of approximately 1,305 bicycle products at stations and bus stops
 - Evaluate opportunities with potential cost-effective transportation providers to fill gaps in 840 square mile service area
 - Complete annual NTD annual report and passenger miles traveled surveys to meet mandatory federal reporting requirements.
 - Complete Title VI of the Civil Rights Act of 1964 triennial report
 - Continue bus rides and field research to evaluate on-time performance and passenger loads.
- **Enhance Awareness of Agency in the Region**
 - Continue discussions with City staff on existing bond projects affecting bus stops
- **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

- 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

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|-------------------------------------|------------------------|-------------------|------------------------|--------------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 04 SERVICE DEVELOPMENT | | 04 SERVICE DEVELOPMENT | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$305,437 | \$265,447 | \$303,805 | (\$1,632) | -0.53% |
| 50201010 MEDICARE | \$4,434 | \$4,302 | \$4,405 | (\$29) | -0.65% |
| 50205010 LIFE INSURANCE | \$960 | \$768 | \$960 | \$0 | 0.00% |
| 50206010 DISABILITY INSURANCE | \$2,078 | \$2,111 | \$2,066 | (\$12) | -0.58% |
| SALARIES AND BENEFITS TOTAL | \$313,202 | \$272,628 | \$311,236 | (\$1,966) | -0.63% |
| 50329910 OTHER PROFESSIONAL SERV | \$313,828 | \$320,243 | \$110,000 | (\$203,828) | -64.95% |
| SERVICES TOTAL | \$313,828 | \$320,243 | \$110,000 | (\$203,828) | -64.95% |
| 50491110 OFFICE SUPPLIES | \$250 | \$438 | \$150 | (\$100) | -40.00% |
| MATERIALS AND SUPPLIES TOTAL | \$250 | \$438 | \$150 | (\$100) | -40.00% |
| 50901010 DUES AND SUBSCRIPTIONS | \$650 | \$50 | \$825 | \$175 | 26.92% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$5,000 | \$4,659 | \$2,950 | (\$2,050) | -41.00% |
| 50908010 ADVERT/PROMO MEDIA EXP. | \$250 | \$0 | \$250 | \$0 | 0.00% |
| MISCELLANEOUS TOTAL | \$5,900 | \$4,709 | \$4,025 | (\$1,875) | -31.78% |
| 04 TOTAL | \$633,180 | \$598,018 | \$425,411 | (\$207,769) | -32.81% |

| PERSONNEL SCHEDULE | | | |
|---------------------|----------------|------------|------------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| DATA TECHNICIAN | 1 | 0 | 1 |
| DIR OF PLANNING | 1 | 0 | 1 |
| OUTREACH COORD | 1 | 0 | 1 |
| PLANNING TECHNICIAN | 1 | 0 | 1 |
| SR. TRANSIT PLANNER | 1 | 0 | 1 |
| TOTAL FTEs | 5 | 0 | 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 2016 Accomplishments

- **Staples Street Center IT Technology**
 - New security camera system was installed at the staples street center building and transfer Station.
 - Successfully completed a major IT network between Bear Lane (Operations Building) and Staples Street Center (Administration Building).
 - Servers and UPS battery system was successfully installed.
 - Board Room technology was successfully completed.
 - Free Wi-Fi was implemented throughout the building for our customers and guests.
 - Interactive video wall was fully implemented with touch capabilities.
- **CCRTA IT Technology Upgrades**
 - Successfully completed digital destination signage at four transfer stations. Locations of the installations were at the Staples Street Center, South Side Transfer Station, Port Ayers and Robstown.
 - Upgraded server technology at CCRTA data center.
 - Successfully upgraded customer service computers and phones.
 - Improved Transloc App and worked with planning dept. with Google Transit implementation.
 - Replaced and upgraded many Staff computers at both buildings.
- **Bus Technology upgrades**
 - Improved Free Wi-Fi on CCRTA Buses using 4G LTE technology.
 - Wireless Video transfer for bus security camera system.
 - Restructured and improved bus electronic maintenance procedures to better improve reliability of existing technology like DVR's, cameras, digital signage and Genfare.

FY 2017 Performance Measures, Goals, and Objectives

- **Deliver the Best Possible Experience**
 - New Phone IVR system that will better interact with our callers and provide route information.
 - Upgrading current Cisco Voice System to for better interaction with our customers and to route calls to the appropriate CCRTA recipients.
 - Ensure the system infrastructure operates securely, efficiently, and without interruption.

- **Continue to Improve Organization Practices and Development Staff**

- Implementing new web filter to protect CCRTA's network and provide safe internet access for our users.
- New Time Clock system to better track the hours our workers work.
- Support and improve business systems which support CCRTA operation
- 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

- **Salaries** up 90.36% due to transfer in of 3 electronic technicians from Maintenance Department
- **Services** up 1.12% due to managing a conservative year
- **Materials and Supplies** up 62.40% due to adding new repair parts to budget
- **Miscellaneous** expense down 17.99% due to the scheduling efficiency of travel and training expenses

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|-------------------------------------|------------------|------------------|------------------|------------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 07 MIS | | 07 MIS | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$146,026 | \$258,178 | \$291,491 | \$145,465 | 99.62% |
| 50103010 OVERTIME - OTHER | \$320 | \$1,156 | \$0 | (\$320) | -100.00% |
| 50201010 MEDICARE | \$2,107 | \$4,113 | \$4,226 | \$2,119 | 100.57% |
| 50205010 LIFE INSURANCE | \$576 | \$1,127 | \$1,152 | \$576 | 100.00% |
| 50206010 DISABILITY INSURANCE | \$930 | \$1,898 | \$1,982 | \$1,052 | 113.15% |
| 50213010 UNIFORM AND TOOL ALLOWANCE | \$0 | \$0 | \$1,350 | \$1,350 | 0.00% |
| 50214110 TUITION REIMBURSEMENT | \$15,000 | \$14,000 | \$14,000 | (\$1,000) | -6.67% |
| 50214210 WORKERS COMPENSATION | \$94 | \$94 | \$0 | (\$94) | -100.00% |
| SALARIES AND BENEFITS TOTAL | \$165,053 | \$280,566 | \$314,201 | \$149,148 | 90.36% |
| 50326010 COMPUTER CONSULTING SERV | \$15,000 | \$15,000 | \$0 | (\$15,000) | -100.00% |
| 50346010 CONTRACTED MAINTENANCE | \$236,370 | \$218,998 | \$254,181 | \$17,811 | 7.54% |
| SERVICES TOTAL | \$251,370 | \$233,998 | \$254,181 | \$2,811 | 1.12% |
| 50490110 REPAIR PARTS | \$0 | \$37,650 | \$38,113 | \$38,113 | 0.00% |
| 50491210 POSTAGE AND EXPRESS | \$500 | \$735 | \$750 | \$250 | 50.00% |
| 50491410 MINOR OFFICE EQUIPMENT | \$36,530 | \$62,062 | \$21,555 | (\$14,975) | -40.99% |
| 50493010 UNIFORMS | \$450 | \$450 | \$450 | \$0 | 0.00% |
| MATERIALS AND SUPPLIES TOTAL | \$37,480 | \$100,897 | \$60,868 | \$23,388 | 62.40% |
| 50502010 TELECOMMUNICATIONS | \$116,597 | \$186,375 | \$197,916 | \$81,319 | 69.74% |
| UTILITIES TOTAL | \$116,597 | \$186,375 | \$197,916 | \$81,319 | 69.74% |
| 50901010 DUES AND SUBSCRIPTIONS | \$2,280 | \$4,709 | \$2,880 | \$600 | 26.32% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$5,500 | \$2,976 | \$3,500 | (\$2,000) | -36.36% |
| MISCELLANEOUS TOTAL | \$7,780 | \$7,686 | \$6,380 | (\$1,400) | -17.99% |
| 51201010 LEASES AND RENTALS | \$22,362 | \$25,088 | \$25,122 | \$2,760 | 12.34% |
| LEASES AND RENTALS TOTAL | \$22,362 | \$25,088 | \$25,122 | \$2,760 | 12.34% |
| 07 TOTAL | \$600,643 | \$834,609 | \$858,668 | \$258,026 | 42.96% |

| PERSONNEL SCHEDULE | | | |
|------------------------|-------------|------------|---------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| ELECTRONIC TECH | 0 | 3 | 3 |
| IT SYSTEMS COORDINATOR | 1 | 0 | 1 |
| SYSTEM TECH | 1 | 0 | 1 |
| TOTAL FTEs | 2 | 3 | 5 |

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 2016 Accomplishments

- **Deliver the Best Possible Experience**
 - Modified fueling and service times to off-peak hours to lower operating costs
 - Removed all decommissioned vehicles from fleet, software, and off property locations
 - Programmed FleetNet system to run NTD reporting for all sub-fleets, providing required reporting data timely
 - Revamped PMI program for Fixed route fleet, adding proactive changing of low cost items to lower road calls and to add predictive maintenance activities for a proactive approach to maintenance
 - Improved miles between road-calls from 5,000 to 7,500
 - Labor standards were placed on repair standards of PMI program
 - Training conducted for floor personnel to enhance ability to maintain fleet and make quality repairs for reliability of fleet
- **Continue to Improve Organizational Practices**
 - Developed fourteen departmental Standard Operating Procedures, including cleaning standards for the utility area
 - Removed 6,000 inactive parts from system creating accurate inventory listing for reports

FY 2017 Performance Measures, Goals, and Objectives

- **Deliver the Best Possible Experience**
 - Continue development of Fleet Warranty tracking system within Fleet Net software
 - 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**
 - Complete time clock interface project in 1st quarter 2017
 - Purchase new Fuel Management System and integrate into Fleet Net software program
 - Complete Purchasing Authorization Module in the Fleet Net software program
 - In process of procurement of 13 new fixed route vehicles

Budgetary Changes

- **Salaries** down 3.54% due to transfer out of 3 electronic technicians to IT Department
- **Materials & Supplies** down 11.86% due to the decrease in the anticipated decrease in repair, maintenance and fuel costs associated with CNG fleet
- **Utilities** up 55.41% due to the increase in energy costs for facilities
- **Miscellaneous** expense up 33.10% due to cost efficiencies in travel and training expenses.

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|---------------------------------------|------------------------|--------------------|------------------------|--------------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 11 VEHICLE MAINTENANCE | | 11 VEHICLE MAINTENANCE | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$1,592,709 | \$1,404,187 | \$1,560,669 | (\$32,040) | -2.01% |
| 50103010 OVERTIME - OTHER | \$113,540 | \$86,984 | \$84,477 | (\$29,063) | -25.60% |
| 50201010 MEDICARE | \$23,579 | \$24,390 | \$22,634 | (\$945) | -4.01% |
| 50205010 LIFE INSURANCE | \$7,680 | \$5,952 | \$7,104 | (\$576) | -7.50% |
| 50206010 DISABILITY INSURANCE | \$10,280 | \$8,822 | \$10,606 | \$326 | 3.17% |
| 50213010 UNIFORM AND TOOL ALLOWANCE | \$3,850 | \$1,798 | \$3,850 | \$0 | 0.00% |
| 50214110 TUITION REIMBURSEMENT | \$5,600 | \$4,413 | \$5,600 | \$0 | 0.00% |
| 50214310 INCENTIVE AWARDS | \$2,000 | \$2,612 | \$2,000 | \$0 | 0.00% |
| SALARIES AND BENEFITS TOTAL | \$1,759,238 | \$1,539,157 | \$1,696,940 | (\$62,298) | -3.54% |
| 50329910 OTHER PROFESSIONAL SERV | \$0 | \$2,386 | \$0 | \$0 | 0.00% |
| 50330010 TEMPORARY SERVICES | \$40,960 | \$4,461 | \$16,000 | (\$24,960) | -60.94% |
| 50344010 REFUSE REMOVAL | \$0 | \$743 | \$0 | \$0 | 0.00% |
| 50346010 CONTRACTED MAINTENANCE | \$90,499 | \$55,324 | \$134,000 | \$43,501 | 48.07% |
| 50346610 CONTRACTED VEHICLE MAINT | \$194,200 | \$157,411 | \$0 | (\$194,200) | -100.00% |
| SERVICES TOTAL | \$325,659 | \$220,378 | \$150,000 | (\$175,659) | -53.94% |
| 50401010 FUEL AND LUBRICANTS | \$1,104,547 | \$850,632 | \$746,511 | (\$358,036) | -32.41% |
| 50401110 FUEL AND LUBRICANT TAXES | \$173,920 | \$69,987 | \$95,000 | (\$78,920) | -45.38% |
| 50401210 FREIGHT, DELIVERY, ENVIRMNTL | \$2,700 | \$933 | \$1,000 | (\$1,700) | -62.96% |
| 50401310 SPILL TAX AND L.U.S.T. | \$3,900 | \$1,017 | \$1,000 | (\$2,900) | -74.36% |
| 50402010 TIRES AND TUBES | \$116,250 | \$176,200 | \$127,162 | \$10,912 | 9.39% |
| 50490110 REPAIR PARTS | \$952,150 | \$1,335,048 | \$1,194,400 | \$242,250 | 25.44% |
| 50490210 BUS CLEANING SUPPLIES | \$13,200 | \$0 | \$18,000 | \$4,800 | 36.36% |
| 50490310 BUILDING MAINT MATERIALS | \$0 | \$615 | \$0 | \$0 | 0.00% |
| 50490510 VEHICLE MAINTENANCE MANDS | \$150,000 | \$167,650 | \$50,000 | (\$100,000) | -66.67% |
| 50491110 OFFICE SUPPLIES | \$4,000 | \$6,351 | \$4,000 | \$0 | 0.00% |
| 50491210 POSTAGE AND EXPRESS | \$18,000 | \$15,571 | \$18,000 | \$0 | 0.00% |
| 50491310 MINOR TOOLS AND EQUIPMENT | \$15,000 | \$3,709 | \$8,000 | (\$7,000) | -46.67% |
| 50491410 MINOR OFFICE EQUIPMENT | \$2,000 | \$0 | \$2,000 | \$0 | 0.00% |
| 50493010 UNIFORMS | \$45,120 | \$45,048 | \$45,120 | \$0 | 0.00% |
| 50499910 OTHER MATERIALS AND SUPPL | \$35,691 | \$18,859 | \$13,500 | (\$22,191) | -62.18% |
| MATERIALS AND SUPPLIES TOTAL | \$2,636,478 | \$2,691,619 | \$2,323,693 | (\$312,785) | -11.86% |
| 50502110 ELECTRICITY | \$240,000 | \$139,416 | \$150,000 | (\$90,000) | -37.50% |
| 50502210 WATER AND GAS | \$204,000 | \$0 | \$540,000 | \$336,000 | 164.71% |
| UTILITIES TOTAL | \$444,000 | \$139,416 | \$690,000 | \$246,000 | 55.41% |
| 50901010 DUES AND SUBSCRIPTIONS | \$0 | \$3,103 | \$25,850 | \$25,850 | 0.00% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$49,400 | \$29,642 | \$39,900 | (\$9,500) | -19.23% |
| MISCELLANEOUS TOTAL | \$49,400 | \$63,748 | \$65,750 | \$16,350 | 33.10% |
| 51201010 LEASES AND RENTALS | \$0 | \$2,975 | \$0 | \$0 | 0.00% |
| LEASES AND RENTALS TOTAL | \$0 | \$2,975 | \$0 | \$0 | 0.00% |
| 11 TOTAL | \$5,214,775 | \$4,657,293 | \$4,926,383 | (\$288,392) | -5.53% |

| PERSONNEL SCHEDULE | | | |
|---------------------------------|-------------|------------|---------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| DIRECTOR OF MAINTENANCE | 1 | 0 | 1 |
| GARAGE SERVICE SUPERVISOR | 1 | 0 | 1 |
| GARAGE SERVICE TECH | 10 | 10 | 10 |
| MECH AIDE | 1 | 1 | 1 |
| MECH SUPERVISOR | 3 | 3 | 3 |
| SENIOR ADMINISTRATIVE ASSISTANT | 1 | -1 | 0 |
| SYSTEM TECH | 1 | 0 | 1 |
| VEHICLE MAINT TECH 1 | 22 | -3 | 19 |
| TOTAL FTEs | 40 | -4 | 36 |

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 2016 Accomplishments

- **Deliver the Best Possible Experience**
 - Completed assessment of all bus stops in service area
 - Successfully moved the Administrative CCRTA staff and the Metropolitan Planning Organization into the new Staples Street Center

FY 2017 Performance Measures, Goals, and Objectives

- **Continue to Improve Organizational Practices**
 - Create a bar code system for tracking all inventory in the Facilities Maintenance Department to support the State of Good Repair effort
 - Address the bus stop observations noted as part of the bus stop assessment completed in 2016
 - Complete the bike rack installation campaign

Budgetary Changes

- Decrease in **Services** by 30.47% due to decreased costs associated with
 - Refuse Removal
 - Contracted CNG service maintenance
 - Contracted building maintenance
 - Contracted shelter maintenance
- Decrease in **Materials and Supplies** by 23.43% due to the decrease in building maintenance and shelter maintenance supplies
- Decrease in **Other Miscellaneous Expense** of 55% due to cost efficiencies in travel and training expenses.

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|---------------------------------------|--------------------------|--------------------|--------------------------|--------------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 21 FACILITIES MANAGEMENT | | 21 FACILITIES MANAGEMENT | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$405,037 | \$427,651 | \$437,256 | \$32,219 | 7.95% |
| 50103010 OVERTIME - OTHER | \$14,580 | \$9,902 | \$14,580 | \$0 | 0.00% |
| 50201010 MEDICARE | \$6,166 | \$6,973 | \$6,343 | \$177 | 2.87% |
| 50205010 LIFE INSURANCE | \$2,937 | \$2,884 | \$2,880 | (\$57) | -1.94% |
| 50206010 DISABILITY INSURANCE | \$2,755 | \$2,803 | \$2,972 | \$217 | 7.88% |
| 50214110 TUITION REIMBURSEMENT | \$0 | \$0 | \$5,000 | \$5,000 | 0.00% |
| 50214310 INCENTIVE AWARDS | \$0 | \$347 | \$0 | \$0 | 0.00% |
| SALARIES AND BENEFITS TOTAL | \$431,475 | \$450,561 | \$469,031 | \$37,556 | 8.70% |
| 50330010 TEMPORARY SERVICES | \$3,360 | \$3,360 | \$0 | (\$3,360) | -100.00% |
| 50344010 REFUSE REMOVAL | \$121,995 | \$107,365 | \$74,400 | (\$47,595) | -39.01% |
| 50346010 CONTRACTED MAINTENANCE | \$410,000 | \$375,722 | \$340,000 | (\$70,000) | -17.07% |
| 50346210 CONTRACTED BLDG MAINT | \$102,500 | \$78,856 | \$65,000 | (\$37,500) | -36.59% |
| 50346410 CONTRACTED SHELTER MAINT | \$537,085 | \$408,818 | \$337,500 | (\$199,585) | -37.16% |
| SERVICES TOTAL | \$1,174,940 | \$974,121 | \$816,900 | (\$358,040) | -30.47% |
| 50401210 FREIGHT, DELIVERY, ENVIRMTNL | \$0 | \$197 | \$0 | \$0 | 0.00% |
| 50490310 BUILDING MAINT MATERIALS | \$159,500 | \$90,149 | \$109,500 | (\$50,000) | -31.35% |
| 50490510 VEHICLE MAINTENANCE MANDS | \$0 | \$145 | \$0 | \$0 | 0.00% |
| 50490610 SHELTER MAINT SUPPLIES | \$60,000 | \$26,192 | \$50,000 | (\$10,000) | -16.67% |
| 50491110 OFFICE SUPPLIES | \$0 | \$737 | \$1,500 | \$1,500 | 0.00% |
| 50491310 MINOR TOOLS AND EQUIPMENT | \$15,000 | \$11,525 | \$15,000 | \$0 | 0.00% |
| 50493010 UNIFORMS | \$15,230 | \$12,846 | \$15,230 | \$0 | 0.00% |
| MATERIALS AND SUPPLIES TOTAL | \$249,730 | \$141,792 | \$191,230 | (\$58,500) | -23.43% |
| 50502110 ELECTRICITY | \$188,200 | \$200,530 | \$224,940 | \$36,740 | 19.52% |
| 50502210 WATER AND GAS | \$62,340 | \$18,107 | \$45,160 | (\$17,180) | -27.56% |
| UTILITIES TOTAL | \$250,540 | \$218,637 | \$270,100 | \$19,560 | 7.81% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$5,000 | \$448 | \$2,500 | (\$2,500) | -50.00% |
| 50909910 OTHER MISCELLANEOUS EXP. | \$5,000 | \$1,603 | \$2,000 | (\$3,000) | -60.00% |
| MISCELLANEOUS TOTAL | \$10,000 | \$2,051 | \$4,500 | (\$5,500) | -55.00% |
| 51201010 LEASES AND RENTALS | \$8,500 | \$2,500 | \$8,500 | \$0 | 0.00% |
| LEASES AND RENTALS TOTAL | \$8,500 | \$2,500 | \$8,500 | \$0 | 0.00% |
| 21 TOTAL | \$2,125,185 | \$1,789,662 | \$1,760,261 | (\$364,924) | -17.17% |

| PERSONNEL SCHEDULE | | | |
|---------------------------|-------------|------------|---------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| CUSTODIAN | 4 | 0 | 4 |
| FACILITY MAINT SUPERVISOR | 1 | 0 | 1 |
| FACILITY MAINT TECH | 1 | 0 | 1 |
| MAINT TECH I | 6 | 0 | 6 |
| MAINT TECH II | 3 | 0 | 3 |
| TOTAL FTEs | 15 | 0 | 15 |

Procurement 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 2016 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 2017 Performance Measures, Goals, and Objectives

- **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 6.25% decrease in **Salaries & Benefits** due to the transfer one FTE
- A 13.37% decrease in **Materials & Supplies** due the transfer of one FTE
- A 59.66% decrease in **Miscellaneous** due to cost efficiencies in travel and training expenses.

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|-------------------------------------|------------------------------|-------------------|----------------------------|-------------------|----------------|
| FUND 01 FUND | DEPARTMENT 40 PROCUREMENT | | DIVISION 40 PROCUREMENT | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$157,307 | \$107,550 | \$158,372 | \$1,065 | 0.68% |
| 50103010 OVERTIME - OTHER | \$2,143 | \$870 | \$0 | (\$2,143) | -100.00% |
| 50201010 MEDICARE | \$2,307 | \$1,069 | \$2,297 | (\$10) | -0.44% |
| 50205010 LIFE INSURANCE | \$576 | \$384 | \$576 | \$0 | 0.00% |
| 50206010 DISABILITY INSURANCE | \$819 | \$406 | \$1,076 | \$257 | 31.44% |
| 50214110 TUITION REIMBURSEMENT | \$10,000 | \$0 | \$0 | (\$10,000) | -100.00% |
| SALARIES AND BENEFITS TOTAL | \$173,152 | \$110,280 | \$162,321 | (\$10,831) | -6.25% |
| 50330010 TEMPORARY SERVICES | \$0 | \$44,244 | \$0 | \$0 | 0.00% |
| 50346610 CONTRACTED VEHICLE MAINT | \$0 | \$338 | \$0 | \$0 | 0.00% |
| SERVICES TOTAL | \$0 | \$44,582 | \$0 | \$0 | 0.00% |
| 50491110 OFFICE SUPPLIES | \$3,540 | \$3,939 | \$3,000 | (\$540) | -15.25% |
| 50493010 UNIFORMS | \$500 | \$0 | \$500 | \$0 | 0.00% |
| MATERIALS AND SUPPLIES TOTAL | \$4,040 | \$3,945 | \$3,500 | (\$540) | -13.37% |
| 50901010 DUES AND SUBSCRIPTIONS | \$500 | \$0 | \$500 | \$0 | 0.00% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$17,300 | \$12,270 | \$4,100 | (\$13,200) | -76.30% |
| 50908010 ADVERT/PROMO MEDIA EXP. | \$6,000 | \$1,562 | \$5,000 | (\$1,000) | -16.67% |
| MISCELLANEOUS TOTAL | \$23,800 | \$13,833 | \$9,600 | (\$14,200) | -59.66% |
| 40 TOTAL | \$200,992 | \$172,640 | \$175,421 | (\$25,571) | -12.72% |

| PERSONNEL SCHEDULE | | | |
|-------------------------|----------------|------------|------------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| DIRECTOR OF PROCUREMENT | 1 | 0 | 1 |
| BUYER | 1 | 1 | 2 |
| INTERNS | 2 | -2 | 0 |
| TOTAL FTES | 4 | -1 | 3 |

CEO 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 2016 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 were 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 2017 Performance Measures, Goals, and Objectives

- **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

- 23.31% decrease in ***Salaries & Benefits*** as a result of transfer of one FTE to the administration dept.
- 60.24% increase in ***Materials & Supplies*** due to increase in office supplies.

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|-------------------------------------|------------------|-------------------|------------------|-------------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 41 CEO | | 41 CEO | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$223,233 | \$156,048 | \$171,006 | (\$52,227) | -23.40% |
| 50201010 MEDICARE | \$3,237 | \$2,700 | \$2,480 | (\$757) | -23.38% |
| 50202010 PENSION | \$0 | \$8,585 | \$0 | \$0 | 0.00% |
| 50205010 LIFE INSURANCE | \$384 | \$192 | \$192 | (\$192) | -50.00% |
| 50206010 DISABILITY INSURANCE | \$1,119 | \$653 | \$1,163 | \$44 | 3.93% |
| SALARIES AND BENEFITS TOTAL | \$227,973 | \$168,178 | \$174,841 | (\$53,132) | -23.31% |
| 50322010 CONSULTING SERVICES | \$139,000 | \$137,500 | \$153,000 | \$14,000 | 10.07% |
| 50324010 LEGAL FEES | \$85,000 | \$75,000 | \$60,000 | (\$25,000) | -29.41% |
| 50329910 OTHER PROFESSIONAL SERV | \$7,650 | \$6,500 | \$0 | (\$7,650) | -100.00% |
| 50330010 TEMPORARY SERVICES | \$0 | \$28,589 | \$0 | \$0 | 0.00% |
| SERVICES TOTAL | \$231,650 | \$247,589 | \$213,000 | (\$18,650) | -8.05% |
| 50491110 OFFICE SUPPLIES | \$1,500 | \$2,000 | \$2,500 | \$1,000 | 66.67% |
| 50491210 POSTAGE AND EXPRESS | \$160 | \$160 | \$160 | \$0 | 0.00% |
| MATERIALS AND SUPPLIES TOTAL | \$1,660 | \$2,160 | \$2,660 | \$1,000 | 60.24% |
| 50901010 DUES AND SUBSCRIPTIONS | \$62,159 | \$66,912 | \$66,135 | \$3,976 | 6.40% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$98,250 | \$86,952 | \$93,200 | (\$5,050) | -5.14% |
| 50908010 ADVERT/PROMO MEDIA EXP. | \$0 | \$30,176 | \$51,968 | \$51,968 | 0.00% |
| 50909510 COMMUNITY SERVICES | \$25,600 | \$25,512 | \$19,100 | (\$6,500) | -25.39% |
| 50909910 OTHER MISCELLANEOUS EXP. | \$12,000 | \$8,212 | \$5,000 | (\$7,000) | -58.33% |
| MISCELLANEOUS TOTAL | \$198,009 | \$217,763 | \$235,403 | \$37,394 | 18.89% |
| 41 TOTAL | \$659,292 | \$635,689 | \$625,904 | (\$33,388) | -5.06% |

| PERSONNEL SCHEDULE | | | |
|-------------------------|----------------|------------|------------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| CHIEF EXECUTIVE OFFICER | 1 | 0 | 1 |
| EXECUTIVE ADMIN ASST | 1 | -1 | 0 |
| TOTAL FTEs | 2 | -1 | 1 |

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 2016 Accomplishments

- **Continue to Improve Organizational Practices and Develop Staff**
 - Exercised option year #3 for Actuarial Services – Defined Benefit Plan
 - Issued Request for Quotes (RFQ) for Actuarial Services – GASB 45 – OPEB (Other Post-Employment Benefits) and awarded two-year agreement
 - Issued professional services agreements for financial auditing services for year ending December 31, 2016 for the CCRTA and the Defined Benefits audit
 - Entered into two-year agreement for Investment Advisory Services
 - Issued three-year agreement for Courier Services
 - Streamlined accounting functions to increase efficiency and effectiveness
 - Implemented use of webinars as a cost effective tool for expanding knowledge and developing expertise
 - Began review of all CCRTA assets to insure proper recording in asset management system
 - Began inventory of all Federally funded assets
 - Began to more fully utilize FleetNet Contracts, Grants and Accounts Receivable modules
- **Enhance Awareness of the Value of the Transportation System in the Community**
 - Exhibit Transparency - Completed Special Audit with no findings from the auditor

FY 2017 Performance Measures, Goals, and Objectives

- **Continue to Improve Organizational Practices and Develop Staff**
 - Exercise option year #1 for Depository and Banking Services
 - Issue Request for Proposals (RFP) for Actuarial Services – Defined Benefit Plan
 - Issue RFP for Financial Audit Services, to include Audit of Defined Benefits Pension Plan
 - Issue RFP for Portfolio Management of Defined Benefit and Defined Contribution Plans
 - Continue streamlining of accounting functions to increase efficiency and effectiveness
 - Continue use of webinars as cost effective tool for expanding knowledge
 - Complete review of all CCRTA assets in asset management system and insure that assets are properly labeled
 - Complete inventory of all Federally funded assets

- **Enhance Awareness of the Value of the Transportation System in the Community**
 - Submit the FY2016 Comprehensive Annual Financial Report to the Government Finance Officers Association for award consideration

Budgetary Changes

- 20.50% decrease in **Services** due to anticipated decrease in special audit fees and accounting software contracted maintenance costs
- 47.48 % decrease in **Materials & Supplies** due to cost efficiencies in travel and training expenses.

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|-------------------------------------|---------------------------|-------------------|---------------------------|-------------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 42 FINANCE AND ACCOUNTING | | 42 FINANCE AND ACCOUNTING | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$324,001 | \$320,559 | \$326,977 | \$2,976 | 0.92% |
| 50103010 OVERTIME - OTHER | \$4,869 | \$4,743 | \$175 | (\$4,694) | -96.41% |
| 50201010 MEDICARE | \$4,769 | \$4,457 | \$4,740 | (\$29) | -0.61% |
| 50205010 LIFE INSURANCE | \$1,114 | \$960 | \$1,152 | \$38 | 3.41% |
| 50206010 DISABILITY INSURANCE | \$1,981 | \$1,800 | \$1,954 | (\$27) | -1.36% |
| 50214110 TUITION REIMBURSEMENT | \$10,000 | \$7,765 | \$0 | (\$10,000) | -100.00% |
| SALARIES AND BENEFITS TOTAL | \$346,734 | \$340,284 | \$334,998 | (\$11,736) | -3.38% |
| 50329910 OTHER PROFESSIONAL SERV | \$156,180 | \$123,803 | \$116,495 | (\$39,685) | -25.41% |
| 50330010 TEMPORARY SERVICES | \$0 | \$22,498 | \$0 | \$0 | #DIV/0! |
| 50346010 CONTRACTED MAINTENANCE | \$26,265 | \$33,164 | \$28,550 | \$2,285 | 8.70% |
| SERVICES TOTAL | \$182,445 | \$179,465 | \$145,045 | (\$37,400) | -20.50% |
| 50491110 OFFICE SUPPLIES | \$1,100 | \$2,297 | \$2,100 | \$1,000 | 90.91% |
| 50491210 POSTAGE AND EXPRESS | \$100 | \$38 | \$50 | (\$50) | -50.00% |
| 50491410 MINOR OFFICE EQUIPMENT | \$1,250 | \$800 | \$150 | (\$1,100) | -88.00% |
| 50492010 PRINTING | \$1,600 | \$1,072 | \$1,400 | (\$200) | -12.50% |
| MATERIALS AND SUPPLIES TOTAL | \$4,050 | \$4,207 | \$3,700 | (\$350) | -8.64% |
| 50901010 DUES AND SUBSCRIPTIONS | \$2,340 | \$2,326 | \$2,340 | \$0 | 0.00% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$10,000 | \$9,786 | \$3,500 | (\$6,500) | -65.00% |
| 50909910 OTHER MISCELLANEOUS EXP. | \$550 | \$480 | \$930 | \$380 | 69.09% |
| MISCELLANEOUS TOTAL | \$12,890 | \$12,592 | \$6,770 | (\$6,120) | -47.48% |
| 42 TOTAL | \$546,119 | \$536,549 | \$490,513 | (\$55,606) | -10.18% |

| PERSONNEL SCHEDULE | | | |
|---------------------|----------------|------------|------------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| ACCOUNTANT | 1 | 0 | 1 |
| ACCOUNTS PAYABLE | 1 | 0 | 1 |
| COMPTROLLER | 1 | 0 | 1 |
| DIRECTOR OF FINANCE | 1 | 0 | 1 |
| MONEY ROOM COUNTER | 1.55 | 0 | 1.55 |
| PAYROLL COORDINATOR | 1 | 0 | 1 |
| TOTAL FTEs | 6.55 | 0 | 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 2016 Accomplishments

- **Deliver the Best Possible Experience**
 - Achieved 99% inventory accuracy.
 - Completed 12 monthly cycle counts.
 - Completed annual zero movement inventory analysis.
 - Fleet "obsolete inventory" was removed from active inventory and removed from property via sales
 - Over 6,000 inactive parts removed from "fleet net" software to create an accurate inventory listing for stock reporting
 - Worked to create accurate inventory for actual product usage to ensure accuracy of available inventory for fleet support activity repairs

FY 2017 Performance Measures, Goals, and Objectives

- **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

- 33.93% increase in **Salaries & Benefits** as a result of one FTE added to the dept.
- 27.39% decrease in **Materials & Supplies** due to cost efficiencies in office supplies.

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|-------------------------------------|-------------------------|-------------------|-------------------------|-----------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 43 MATERIALS MANAGEMENT | | 43 MATERIALS MANAGEMENT | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$108,142 | \$107,177 | \$150,071 | \$41,929 | 38.77% |
| 50103010 OVERTIME - OTHER | \$10,546 | \$15,499 | \$9,124 | (\$1,422) | -13.48% |
| 50201010 MEDICARE | \$1,721 | \$1,911 | \$2,103 | \$382 | 22.20% |
| 50205010 LIFE INSURANCE | \$576 | \$576 | \$768 | \$192 | 33.33% |
| 50206010 DISABILITY INSURANCE | \$760 | \$834 | \$986 | \$226 | 29.81% |
| SALARIES AND BENEFITS TOTAL | \$121,745 | \$125,996 | \$163,052 | \$41,307 | 33.93% |
| 50329910 OTHER PROFESSIONAL SERV | \$0 | \$200 | \$0 | \$0 | #DIV/0! |
| SERVICES TOTAL | \$0 | \$200 | \$0 | \$0 | #DIV/0! |
| 50491110 OFFICE SUPPLIES | \$800 | \$514 | \$300 | (\$500) | -62.50% |
| 50493010 UNIFORMS | \$2,460 | \$1,801 | \$2,067 | (\$393) | -15.98% |
| MATERIALS AND SUPPLIES TOTAL | \$3,260 | \$2,315 | \$2,367 | (\$893) | -27.39% |
| 43 TOTAL | \$125,005 | \$128,511 | \$165,419 | \$40,414 | 32.33% |

| PERSONNEL SCHEDULE | | | |
|--------------------|----------------|------------|------------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| BUYER / INVENTORY | 0 | 1 | 1 |
| PARTS CLERK | 3 | 0 | 3 |
| TOTAL FTEs | 3 | 1 | 4 |

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 2016 ACCOMPLISHMENTS

- Continue to Improve Organizational Practices and Develop Staff
- Transmitted the Affordable Care Act (ACA) federal health plan reports.
- Participated in multiple successful job fairs to draw job seekers to apply for vacancies
- Coordinated annual holiday, appreciation, and employee recognition functions for employees
- Implementation of the Wellness Program (Go365) for improvement of employee's health
- Coordinated biometric screening for employees participating in wellness program
- Approved Compensation Study recommendations for various positions
- Implemented a new and improved Employee Evaluation Performance Program to include pay for performance incentive plan
- Workforce development by introducing the Covey Training program
- Developed additional training sessions on various subjects with training facilitator
- Implemented refresher policy training sessions

FY 2017 Performance Measures, Goals, and Objectives

- **Continue to Improve Organizational Practices and Develop Staff**
 - Update Employee Manual and Compensation Plan Policy
 - Implement internal job fair for job seekers
 - Update Employment Application
 - Implement Employee Online Access Portal
 - Implement improved Employment Online Application submission
 - Transition into electronic filing system for personnel files
 - Develop a proactive recruiting process to meet the efforts of fully staffing departments
 - Implementation of ESR system to meet IRS requirements
 - Provide additional training to employees (Time Management, Organizational Skills, Communication Barriers, Customer Service)

Budgetary Changes

- 49.94% increase in **Salaries & Benefits** due to the anticipated staffing of all positions in the department
- 15.69% increase in **Insurance** due to the anticipated costs of self-insurance program
- 67.77% decrease in **Miscellaneous** due to cost efficiencies in travel and training expenses and cost for employee relations activities and employee appreciation programs.

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 44 HUMAN RESOURCES | | 44 HUMAN RESOURCES | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$510,540 | \$110,582 | \$816,558 | \$306,018 | 59.94% |
| 50103010 OVERTIME - OTHER | \$4,750 | \$0 | \$0 | (\$4,750) | -100.00% |
| 50201010 MEDICARE | \$7,466 | \$1,913 | \$2,805 | (\$4,661) | -62.43% |
| 50202010 PENSION | \$924,312 | \$654,732 | \$1,383,969 | \$459,657 | 49.73% |
| 50204010 DENTAL | \$32,000 | \$87,791 | \$88,000 | \$56,000 | 175.00% |
| 50205010 LIFE INSURANCE | \$576 | \$192 | \$1,152 | \$576 | 100.00% |
| 50206010 DISABILITY INSURANCE | \$2,348 | \$378 | \$2,267 | (\$81) | -3.47% |
| 50207010 UNEMPLOYMENT | \$48,912 | \$21,549 | \$42,500 | (\$6,412) | -13.11% |
| 50214110 TUITION REIMBURSEMENT | \$20,000 | \$0 | \$5,000 | (\$15,000) | -75.00% |
| 50214210 WORKERS COMPENSATION | \$91,079 | \$117,833 | \$120,000 | \$28,921 | 31.75% |
| 50214310 INCENTIVE AWARDS | \$900 | \$781 | \$1,100 | \$200 | 22.22% |
| SALARIES AND BENEFITS TOTAL | \$1,642,883 | \$995,752 | \$2,463,351 | \$820,468 | 49.94% |
| 50322010 CONSULTING SERVICES | \$48,000 | \$56,420 | \$88,000 | \$40,000 | 83.33% |
| 50324010 LEGAL FEES | \$70,000 | \$19,600 | \$25,000 | (\$45,000) | -64.29% |
| 50329910 OTHER PROFESSIONAL SERV | \$22,870 | \$28,511 | \$35,220 | \$12,350 | 54.00% |
| 50330010 TEMPORARY SERVICES | \$16,525 | \$24,510 | \$0 | (\$16,525) | -100.00% |
| 50372010 EMPLOYEE EXAMS | \$32,005 | \$27,404 | \$23,045 | (\$8,960) | -28.00% |
| SERVICES TOTAL | \$189,400 | \$156,445 | \$171,265 | (\$18,135) | -9.57% |
| 50490410 PROMOTIONAL SUPPLIES | \$11,350 | \$6,101 | \$8,350 | (\$3,000) | -26.43% |
| 50491110 OFFICE SUPPLIES | \$0 | \$2,310 | \$500 | \$500 | 0.00% |
| 50491210 POSTAGE AND EXPRESS | \$0 | \$88 | \$0 | \$0 | 0.00% |
| 50492010 PRINTING | \$1,300 | \$450 | \$1,600 | \$300 | 23.08% |
| 50493010 UNIFORMS | \$200 | \$0 | \$150 | (\$50) | -25.00% |
| 50499910 OTHER MATERIALS AND SUPPL | \$0 | \$0 | \$1,440 | \$1,440 | 0.00% |
| MATERIALS AND SUPPLIES TOTAL | \$12,850 | \$8,949 | \$12,189 | (\$661) | -5.14% |
| 50610010 HEALTH CARE SELF INSURANCE | \$2,290,603 | \$2,937,683 | \$2,650,000 | \$359,397 | 15.69% |
| INSURANCE TOTAL | \$2,290,603 | \$2,937,683 | \$2,650,000 | \$359,397 | 15.69% |
| 50901010 DUES AND SUBSCRIPTIONS | \$1,590 | \$340 | \$1,840 | \$250 | 15.72% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$9,600 | \$28,569 | \$3,500 | (\$6,100) | -63.54% |
| 50908010 ADVERT/PROMO MEDIA EXP. | \$13,950 | \$4,615 | \$5,000 | (\$8,950) | -64.16% |
| 50909510 COMMUNITY SERVICES | \$400 | \$0 | \$800 | \$400 | 100.00% |
| 50909910 OTHER MISCELLANEOUS EXP. | \$21,975 | \$2,463 | \$4,175 | (\$17,800) | -81.00% |
| MISCELLANEOUS TOTAL | \$47,515 | \$35,988 | \$15,315 | (\$32,200) | -67.77% |
| 44 TOTAL | \$4,183,251 | \$4,134,816 | \$5,312,120 | \$1,128,869 | 26.99% |

| PERSONNEL SCHEDULE | | | |
|--------------------|-------------|------------|---------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| DIRECTOR OF HR | 1 | 0 | 1 |
| HR ANALYST | 1 | 0 | 1 |
| HR ADMINISTRATOR | 1 | -1 | 0 |
| HR TECH | 0.5 | 0.5 | 1 |
| INTERNS | 0 | 1.5 | 1.5 |
| TOTAL FTEs | 3.5 | 1.0 | 4.5 |

Administration 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 2016 Accomplishments

- **Continue to Improve Organizational Practices and Develop Staff**
 - Finalized full implementation and training of new DBE software
 - Enhanced understanding to DBE applicants on new automated certification processes.
 - Prepared and finalized completion of triennial DBE goal for FY 2017-FY 2019 as required by FTA – pending FTA concurrence
 - Increased the number of certified DBE companies – 2015 46 certified firms vs. 2016 65 certified firms
 - Submitted FY 2016 Budget to Government Finance Officers Association for budget award consideration and received the award
 - Monitored key economic indicators adversely impacting sales tax revenues and made budgetary adjustments to adjust spending accordingly
 - Improved internal monthly financial reporting to increase effectiveness of each department
 - Instituted the B2G program to ensure every company that conducts business with the CCRTA are a registered company in good standing with the State of Texas

FY 2017 Performance Measures, Goals, and Objectives

- **Continue to Improve Organizational Practices and Develop Staff**
 - Submit 2017 Annual Budget for Government Finance Officers Association (GFOA) consideration
 - Develop a 5-year Capital Improvement Plan for the Agency
 - Develop a 5-year Agency Budget projection
 - Have the Finance department work with Marketing to improve the agency's financial transparency
 - Update/revise the Procurement manual

- o Develop/update written SOP's for the Finance and Procurement departments
- o Work with the Planning Department to review the current CCRTA fare structure and make recommendations
- o Continue to monitor key economic indicators adversely impacting sales tax revenues and develop plan to adjust spending accordingly
- o Work with Planning, Capital Projects and the Compliance officer to put a plan in place to address the future growth needs of the Port-Ayers Transfer Station

Budgetary Changes

- 59.35% increase in **Salaries & Benefits** due to Cola adjustments and transfer in of 2 FTEs
- 120% increase in **Services** due to increase in consulting costs associated with new DBE software program
- 14.29% decrease in **Materials and Supplies** due to anticipated decrease in promotional supplies

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|-------------------------------------|-------------------|------------------|-------------------|-------------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 45 ADMINISTRATION | | 45 ADMINISTRATION | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$260,350 | \$255,195 | \$421,993 | \$161,643 | 62.09% |
| 50103010 OVERTIME - OTHER | \$1,600 | \$2,840 | \$0 | (\$1,600) | -100.00% |
| 50201010 MEDICARE | \$3,791 | \$3,533 | \$6,120 | \$2,329 | 61.43% |
| 50205010 LIFE INSURANCE | \$960 | \$937 | \$1,344 | \$384 | 40.00% |
| 50206010 DISABILITY INSURANCE | \$1,600 | \$1,429 | \$2,868 | \$1,268 | 79.25% |
| 50214110 TUITION REIMBURSEMENT | \$3,000 | \$8,553 | \$0 | (\$3,000) | -100.00% |
| SALARIES AND BENEFITS TOTAL | \$271,301 | \$272,487 | \$432,325 | \$161,024 | 59.35% |
| 50322010 CONSULTING SERVICES | \$0 | \$23,143 | \$80,000 | \$80,000 | 0.00% |
| 50324010 LEGAL FEES | \$2,400 | \$1,200 | \$1,000 | (\$1,400) | -58.33% |
| 50326010 COMPUTER CONSULTING SERV | \$19,000 | \$15,540 | \$0 | (\$19,000) | -100.00% |
| 50329910 OTHER PROFESSIONAL SERV | \$21,000 | \$38,089 | \$15,000 | (\$6,000) | -28.57% |
| 50330010 TEMPORARY SERVICES | \$6,600 | \$4,890 | \$0 | (\$6,600) | -100.00% |
| 50346010 CONTRACTED MAINTENANCE | \$11,000 | \$33,694 | \$36,000 | \$25,000 | 227.27% |
| SERVICES TOTAL | \$60,000 | \$116,557 | \$132,000 | \$72,000 | 120.00% |
| 50490410 PROMOTIONAL SUPPLIES | \$2,500 | \$2,500 | \$2,500 | \$0 | 0.00% |
| 50491110 OFFICE SUPPLIES | \$26,000 | \$22,532 | \$12,000 | (\$14,000) | -53.85% |
| 50491210 POSTAGE AND EXPRESS | \$5,000 | \$2,163 | \$15,000 | \$10,000 | 200.00% |
| 50491310 MINOR TOOLS AND EQUIPMENT | \$0 | \$1,498 | \$0 | \$0 | 0.00% |
| 50492010 PRINTING | \$1,500 | \$516 | \$500 | (\$1,000) | -66.67% |
| MATERIALS AND SUPPLIES TOTAL | \$35,000 | \$29,208 | \$30,000 | (\$5,000) | -14.29% |
| 50901010 DUES AND SUBSCRIPTIONS | \$2,000 | \$1,630 | \$1,600 | (\$400) | -20.00% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$25,000 | \$30,073 | \$8,000 | (\$17,000) | -68.00% |
| 50908010 ADVERT/PROMO MEDIA EXP. | \$0 | \$2,413 | \$0 | \$0 | 0.00% |
| 50909910 OTHER MISCELLANEOUS EXP. | \$0 | \$1,133 | \$0 | \$0 | 0.00% |
| MISCELLANEOUS TOTAL | \$27,000 | \$35,249 | \$9,600 | (\$17,400) | -64.44% |
| 51201010 LEASES AND RENTALS | \$2,424 | \$1,666 | \$1,000 | (\$1,424) | -58.75% |
| LEASES AND RENTALS TOTAL | \$2,424 | \$1,666 | \$1,000 | (\$1,424) | -58.75% |
| 45 TOTAL | \$395,725 | \$455,168 | \$604,925 | \$209,200 | 52.86% |

| PERSONNEL SCHEDULE | | | |
|---------------------------|------------------------|-------------------|--------------------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| BUDGET ANALYST | 1 | 0 | 1 |
| DBE COMPLIANCE OFFICER | 1 | 0 | 1 |
| DBE COORDINATOR | 1 | 0 | 1 |
| EXECUTIVE ADMIN. ASST | 0 | 1 | 1 |
| GRANT WRITER | 0 | 1 | 1 |
| MD OF ADMINISTRATION | 1 | 0 | 1 |
| SENIOR ADMINISTRATIVE | 1 | 0 | 1 |
| TOTAL FTEs | 5 | 2 | 7 |

Infrastructure Programs 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 2016 Accomplishments

- **Continue to Improve Organization Practices**
 - Managed oversight of construction of new Staples Street Center which was completed in May 2016
 - Completed the CCRTA Administration section of the Staples Street Center building and moved into the building in May 2016
 - Completed renovations at the CCRTA Operations building to support the move-in of our contractor – MV Transportation, and their call taker/dispatch group

FY 2017 Performance Measures, Goals, and Objectives

- **Deliver the Best Possible Experience**
 - Continue to pursue construction discipline to confirm projects are moving forward as planned
 - Proceed with the implementation of new software to maintain assets in State of Good Repair
 - Implement turnkey program for ADA bus stop improvements and bus stop amenity placement for Phase VII of the ADA Bus Stop Improvement Program
 - Design for shovel ready projects in anticipation of confirmation of receipt of future grant funding

Budgetary Changes

- 57.89% decrease in Professional **Services** due to conservatively managing contracts.
- 40% decrease in **Materials and Supplies** due to controlling cost efficiencies in office supplies.
- 36.36% decrease in **Miscellaneous** due to scheduling cost efficiencies in the travel and training expenses.

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|-------------------------------------|----------------------------|-------------------|----------------------------|------------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | |
| 01 FUND | 49 INFRASTRUCTURE PROGRAMS | | 49 INFRASTRUCTURE PROGRAMS | | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$163,426 | \$168,324 | \$183,111 | \$19,685 | 12.05% |
| 50201010 MEDICARE | \$2,370 | \$2,673 | \$2,594 | \$224 | 9.47% |
| 50205010 LIFE INSURANCE | \$384 | \$384 | \$384 | \$0 | 0.00% |
| 50206010 DISABILITY INSURANCE | \$1,046 | \$1,277 | \$1,216 | \$170 | 16.26% |
| 50214210 WORKERS COMPENSATION | \$109 | \$129 | \$0 | (\$109) | -100.00% |
| SALARIES AND BENEFITS TOTAL | \$167,335 | \$172,786 | \$187,305 | \$19,970 | 11.93% |
| 50329910 OTHER PROFESSIONAL SERV | \$9,500 | \$9,500 | \$4,000 | (\$5,500) | -57.89% |
| SERVICES TOTAL | \$9,500 | \$9,500 | \$4,000 | (\$5,500) | -57.89% |
| 50491110 OFFICE SUPPLIES | \$1,000 | \$1,000 | \$600 | (\$400) | -40.00% |
| 50492010 PRINTING | \$0 | \$230 | \$0 | \$0 | 0.00% |
| MATERIALS AND SUPPLIES TOTAL | \$1,000 | \$1,230 | \$600 | (\$400) | -40.00% |
| 50901010 DUES AND SUBSCRIPTIONS | \$500 | \$500 | \$500 | \$0 | 0.00% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$5,000 | \$5,000 | \$3,000 | (\$2,000) | -40.00% |
| MISCELLANEOUS TOTAL | \$5,500 | \$5,500 | \$3,500 | (\$2,000) | -36.36% |
| 49 TOTAL | \$183,335 | \$189,016 | \$195,405 | \$12,070 | 6.58% |

Personnel Summary

| PERSONNEL SCHEDULE | | | |
|--------------------|----------------|------------|------------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| MD OF PROGRAMS | 1 | 0 | 1 |
| PROGRAM MANAGER | 1 | 0 | 1 |
| TOTAL FTEs | 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 2016 Accomplishments

- **Deliver the Best Possible Experience**
 - Recipient of 2 Bronze Telly Awards for CCRTA Commercials
 - Recipient of 1 Gold Muse Creative Ad Awards for CCRTA Commercials
 - Honorable mention by APTA for Adwheel Campaign
 - Hosted the first "Transportation Tuesday" event where State and Local Governmental officials met to discuss transportation initiatives
 - Updated the website and mobile platform design to comply with ADA requirements and made other innovative improvements including implementation of:
 - Google Trip Planner APP
 - Mobil Ticketing

FY 2017 Performance Measures, Goals, and Objectives

- **Deliver the Best Possible Customer Experience**
 - Enhance social media strategy to communicate with customers, state holders, the general public and others.
 - Continue/expand the Transportation Tuesday event
 - Take initiatives to increase CCRTA TransLoc (mobile app) rider usage by 3%
 - Increase Google Trip Planner usage by 3%
 - Move to utilization of more electronic features instead of paper applications

Budgetary Changes

- 19.69% decrease in **Salaries and Benefits** due to hiring staff at lower wages than budgeted
- 232.9% increase in **Services** due to new contract for Website Maintenance & Hosting, Mobile development, design services & marketing support
- 100% decrease in **Leases and Rentals** due to the removal of annual cost of the postage meter.
- 75.44% decrease in **Materials & Supplies** due to a cost savings in the use of office supplies
- 76.52% decrease in **Miscellaneous Expense** due to cost efficiencies in travel and training expenses

| CC REGIONAL TRANSIT AUTHORITY | | | | | | |
|-------------------------------------|------------------------------|-------------------|--------------------------------|--------------------|-----------------|--|
| FUND | DEPARTMENT | | DIVISION | | | |
| 01 FUND | 50 MARKETING & COMMUNICATION | | 50 MARKETING AND COMMUNICATION | | | |
| LINE ITEM DETAIL | | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE | |
| 50102010 SALARIES AND WAGES - OTHER | \$168,929 | \$65,640 | \$135,824 | (\$33,105) | -19.60% | |
| 50201010 MEDICARE | \$2,427 | \$1,072 | \$1,969 | (\$458) | -18.87% | |
| 50205010 LIFE INSURANCE | \$576 | \$0 | \$384 | (\$192) | -33.33% | |
| 50206010 DISABILITY INSURANCE | \$1,072 | \$92 | \$765 | (\$307) | -28.64% | |
| SALARIES AND BENEFITS TOTAL | \$173,004 | \$66,803 | \$138,942 | (\$34,062) | -19.69% | |
| 50310010 PRODUCTION FEES | \$59,760 | \$43,842 | \$18,000 | (\$41,760) | -69.88% | |
| 50326010 COMPUTER CONSULTING SERV | \$10,100 | \$73,836 | \$316,825 | \$306,725 | 3036.88% | |
| 50329910 OTHER PROFESSIONAL SERV | \$26,500 | \$0 | \$2,000 | (\$24,500) | -92.45% | |
| 50379910 OTHER SERVICES | \$5,120 | \$0 | \$1,000 | (\$4,120) | -80.47% | |
| SERVICES TOTAL | \$101,480 | \$117,678 | \$337,825 | \$236,345 | 232.90% | |
| 50490410 PROMOTIONAL SUPPLIES | \$70,000 | \$11,220 | \$12,000 | (\$58,000) | -82.86% | |
| 50491110 OFFICE SUPPLIES | \$5,600 | \$2,030 | \$1,000 | (\$4,600) | -82.14% | |
| 50491210 POSTAGE AND EXPRESS | \$600 | \$23 | \$300 | (\$300) | -50.00% | |
| 50491410 MINOR OFFICE EQUIPMENT | \$2,250 | \$0 | \$1,000 | (\$1,250) | -55.56% | |
| 50492010 PRINTING | \$75,000 | \$11,735 | \$24,000 | (\$51,000) | -68.00% | |
| 50493010 UNIFORMS | \$500 | \$0 | \$500 | \$0 | 0.00% | |
| 50499910 OTHER MATERIALS AND SUPPL | \$8,100 | \$611 | \$1,000 | (\$7,100) | -87.65% | |
| MATERIALS AND SUPPLIES TOTAL | \$162,050 | \$26,519 | \$39,800 | (\$122,250) | -75.44% | |
| 50901010 DUES AND SUBSCRIPTIONS | \$290 | \$27,598 | \$290 | \$0 | 0.00% | |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$13,200 | \$10,765 | \$9,000 | (\$4,200) | -31.82% | |
| 50908010 ADVERT/PROMO MEDIA EXP. | \$94,923 | \$322,892 | \$35,000 | (\$59,923) | -63.13% | |
| 50909510 COMMUNITY SERVICES | \$83,490 | \$21,292 | \$0 | (\$83,490) | -100.00% | |
| 50909910 OTHER MISCELLANEOUS EXP. | \$1,000 | \$14,190 | \$1,000 | \$0 | 0.00% | |
| MISCELLANEOUS TOTAL | \$192,903 | \$396,737 | \$45,290 | (\$147,613) | -76.52% | |
| 51201010 LEASES AND RENTALS | \$1,467 | \$0 | \$0 | (\$1,467) | -100.00% | |
| LEASES AND RENTALS TOTAL | \$1,467 | \$0 | \$0 | (\$1,467) | -100.00% | |
| 50 TOTAL | \$630,904 | \$607,737 | \$561,857 | (\$69,047) | -10.94% | |

| PERSONNEL SCHEDULE | | | |
|--------------------------|----------------|------------|------------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| AMBASSADOR | 1 | 0 | 1 |
| DIRECTOR OF MARKETING | 1 | 0 | 1 |
| PRODUCTION AND MARKETING | 1 | 0 | 1 |
| TOTAL FTEs | 3 | 0 | 3 |

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 2016 Accomplishments

- **Deliver the Best Possible Experience**

- Provided 24 hour security at new Staples Street Station
 - Ensured building and station coverage with law enforcement from beginning to end of service
 - Managed law enforcement contracts for complete coverage
- Implemented access security at Staples Street Station
- Designed and installed Emergency Evacuation maps at new Staples Street Center building, including tenant offices
- Completed and distributed Fire Response Guides to employees and tenants at Staples Street Station
 - Successfully completed fire/evacuation drills

FY 2017 Performance Measures, Goals, and Objectives

- **Deliver the Best Possible Experience**

- Bear Lane location – Enhance perimeter security by repairing all perimeter gates to ensure they lock properly; and Conduct fire drills
- Employee education – educate CCRTA employees on what to do in the event of an emergency – live shooter event
- Security – improve security guard and security police efficiencies
- Bus Operator Safety Recognition – re-institute Safe Driving Recognition Program
- Accident reporting process – review, modify, and re-train employees
- Emergency Preparedness Plan – expand Plan to include other emergency conditions

- **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

- 17.08% increase in **Services** due to the increase in contract maintenance
- 91.47% decrease in **Materials & Supplies** due to the suspension of anticipated projects
- 36.56% decrease in **Miscellaneous** due the anticipated decrease in travel expenses and other miscellaneous expenses

| CC REGIONAL TRANSIT AUTHORITY | | | | | |
|---|---------------------------|--------------------|--------------------|-------------------------|----------------|
| FUND 01 FUND | DEPARTMENT 52 SECURITY | | | DIVISION 52 SECURITY | |
| LINE ITEM DETAIL | | | | | |
| LINE ITEMS | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ CHANGE | % CHANGE |
| 50102010 SALARIES AND WAGES - OTHER | \$114,621 | \$140,600 | \$144,748 | \$30,127 | 26.28% |
| 50201010 MEDICARE | \$2,012 | \$2,331 | \$2,099 | \$87 | 4.32% |
| 50205010 LIFE INSURANCE | \$384 | \$384 | \$384 | \$0 | 0.00% |
| 50206010 DISABILITY INSURANCE | \$943 | \$954 | \$984 | \$41 | 4.35% |
| SALARIES AND BENEFITS TOTAL | \$117,960 | \$144,269 | \$148,599 | \$30,639 | 25.97% |
| 50346010 CONTRACTED MAINTENANCE | \$2,175 | \$990 | \$10,800 | \$8,625 | 396.55% |
| 50360010 SECURITY SERVICE | \$565,295 | \$603,452 | \$653,576 | \$88,281 | 15.62% |
| SERVICES TOTAL | \$567,470 | \$604,442 | \$664,376 | \$96,906 | 17.08% |
| 50490610 SHELTER MAINT SUPPLIES | \$25,000 | \$0 | \$0 | (\$25,000) | -100.00% |
| 50491310 MINOR TOOLS AND EQUIPMENT | \$5,000 | \$4,523 | \$2,000 | (\$3,000) | -60.00% |
| MATERIALS AND SUPPLIES TOTAL | \$30,000 | \$4,523 | \$2,560 | (\$27,440) | -91.47% |
| 50502010 TELECOMMUNICATIONS | \$5,000 | \$4,809 | \$4,500 | (\$500) | -10.00% |
| UTILITIES TOTAL | \$5,000 | \$4,809 | \$4,500 | (\$500) | -10.00% |
| 50603010 PROPERTY & LIABILITY INSURANCE | \$383,677 | \$467,224 | \$433,000 | \$49,323 | 12.86% |
| INSURANCE TOTAL | \$383,677 | \$467,224 | \$433,000 | \$49,323 | 12.86% |
| 50901010 DUES AND SUBSCRIPTIONS | \$595 | \$90 | \$894 | \$299 | 50.25% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$5,000 | \$872 | \$4,000 | (\$1,000) | -20.00% |
| 50909910 OTHER MISCELLANEOUS EXP. | \$10,000 | \$4,522 | \$5,000 | (\$5,000) | -50.00% |
| MISCELLANEOUS TOTAL | \$15,595 | \$5,484 | \$9,894 | (\$5,701) | -36.56% |
| 52 TOTAL | \$1,119,702 | \$1,230,750 | \$1,262,929 | \$143,227 | 12.79% |

| PERSONNEL SCHEDULE | | | |
|-------------------------------|----------------|------------|------------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| DIRECTOR OF SAFETY & SECURITY | 1 | 0 | 1 |
| SAFETY COORDINATOR | 1 | 0 | 1 |
| TOTAL FTEs | 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 ad you can see from the table below.

Revenue Recovery Ratio

| Pledged Revenue | 2017 Adopted Budget | 2016 Unaudited | 2015 Audited |
|------------------------------|------------------------------------|---------------------------|-------------------------|
| Passenger Service | \$2,401,362 | \$1,680,133 | \$1,853,245 |
| Bus Advertising | 126000 | 81,805 | 165,901 |
| Other Operating Revenue | 405000 | 398,650 | 263,038 |
| Total Pledged Revenue | \$2,932,362 | \$2,160,588 | \$2,282,184 |
| Debt: | | | |
| Interest | \$1,048,026 | \$1,064,245 | \$1,073,364 |
| Principal | 555,000 | 540,000 | 535,000 |
| Total Debt Payments | \$1,603,026 | \$1,604,245 | \$1,608,364 |
| Coverage Ratio | 1.83 | 1.35 | 1.42 |

Revenue Recovery Ratio

| Expense Category | 2015 Actual | | | | | |
|--------------------------------|---------------------|---------------------|----------------------|----------------------|--------------------|-----------------|
| | Audited | 2016 Budget | 2016 Estimate | 2017 Proposed | \$ Change | % Change |
| Salaries & Benefits | \$ - | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Services | \$ - | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Materials & Supplies | \$ - | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Utilities | \$ - | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Insurance | \$ - | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Purchased Transportation | \$ - | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Miscellaneous | \$ - | \$ 800 | \$ 800 | \$ 800 | \$ - | 0.00% |
| Leases & Rentals | \$ - | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Debt Service | \$ 1,073,364 | \$ 1,065,045 | \$ 1,065,045 | \$ 1,048,026 | \$ (17,019) | -1.62% |
| Depreciation | \$ - | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Total Department Budget | \$ 1,073,364 | \$ 1,065,845 | \$ 1,065,845 | \$ 1,048,826 | \$ (17,019) | -1.62% |

| Tax Exempt Series 2013 \$ 11,525,000 | | | | Taxable Series 2013 \$10,500,000 | | | COMBINED DEBT | | |
|--------------------------------------|---------------|--------------|---------------|----------------------------------|--------------|---------------|---------------|---------------|---------------|
| Year | NON TAXABLE | | TOTAL | TAXABLE | | TOTAL | PRINCIPAL | INTEREST | ANNUAL |
| | PRINCIPAL | INTEREST | P&I | PRINCIPAL | INTEREST | P&I | | | DEBT SERVICE |
| 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 was 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.

FY 2016 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 2017 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

| CC REGIONAL TRANSIT AUTHORITY | | | | | | |
|---|--------------------------|------------------|--------------------------|------------------|-------------------|----------------|
| FUND | DEPARTMENT | | DIVISION | | | |
| 02 FUND | 77 STAPLES STREET CENTER | | 77 STAPLES STREET CENTER | | | |
| LINE ITEM DETAIL | | | | | | |
| LINE ITEMS | ACTUAL 2015 | BUDGET 2016 | ESTIMATED 2016 | PROPOSED 2017 | \$ Variance | % Variance |
| 50102010 SALARIES AND WAGES - OTHER | \$0 | \$179,338 | \$179,338 | \$142,577 | (\$36,761) | -20.50% |
| 50201010 MEDICARE | \$0 | \$3,234 | \$3,234 | \$2,069 | (\$1,165) | -36.02% |
| 50203010 GROUP HEALTH | \$0 | \$30,000 | \$0 | \$0 | \$0 | 0.00% |
| 50205010 LIFE INSURANCE | \$0 | \$1,152 | \$1,152 | \$960 | (\$192) | -16.67% |
| 50206010 DISABILITY INSURANCE | \$0 | \$1,517 | \$1,517 | \$861 | (\$656) | -43.24% |
| 50214210 WORKERS COMPENSATION | \$0 | \$1,004 | \$1,004 | \$1,004 | \$0 | 0.00% |
| SALARIES AND BENEFITS TOTAL | \$0 | \$216,245 | \$186,245 | \$147,471 | (\$38,774) | -20.82% |
| 50329910 OTHER PROFESSIONAL SERV | \$0 | \$46,889 | \$0 | \$54,000 | \$54,000 | 0.00% |
| 50330010 TEMPORARY SERVICES | \$0 | \$17,000 | \$29,259 | \$7,920 | (\$21,339) | -72.93% |
| 50344010 REFUSE REMOVAL | \$0 | \$42,140 | \$0 | \$6,246 | \$6,246 | 0.00% |
| 50346010 CONTRACTED MAINTENANCE | \$0 | \$13,000 | \$0 | \$0 | \$0 | 0.00% |
| 50346210 CONTRACTED BLDG MAINT | \$0 | \$30,000 | \$0 | \$61,760 | \$61,760 | 0.00% |
| 50360010 SECURITY SERVICE | \$0 | \$45,056 | \$200,000 | \$207,000 | \$7,000 | 3.50% |
| SERVICES TOTAL | \$0 | \$194,085 | \$229,259 | \$336,926 | \$107,667 | 46.96% |
| 50490310 BUILDING MAINT MATERIALS | \$0 | \$1,000 | \$5,455 | \$5,000 | (\$455) | -8.34% |
| 50490710 JANITORIAL SUPPLIES | \$0 | \$40,000 | \$36,975 | \$40,000 | \$3,025 | 8.18% |
| 50491110 OFFICE SUPPLIES | \$0 | \$500 | \$331 | \$500 | \$169 | 51.13% |
| 50491310 MINOR TOOLS AND EQUIPMENT | \$0 | \$0 | \$0 | \$7,000 | \$7,000 | 0.00% |
| 50492010 PRINTING | \$0 | \$0 | \$0 | \$4,750 | \$4,750 | 0.00% |
| 50493010 UNIFORMS | \$0 | \$3,280 | \$0 | \$3,280 | \$3,280 | 0.00% |
| MATERIALS AND SUPPLIES TOTAL | \$0 | \$44,780 | \$42,761 | \$60,530 | \$17,769 | 41.55% |
| 50502010 TELECOMMUNICATIONS | \$0 | \$5,280 | \$0 | \$0 | \$0 | 0.00% |
| 50502110 ELECTRICITY | \$0 | \$281,820 | \$135,733 | \$200,000 | \$64,267 | 47.35% |
| 50502210 WATER AND GAS | \$0 | \$52,324 | \$3,467 | \$39,500 | \$36,033 | 1039.21% |
| UTILITIES TOTAL | \$0 | \$339,424 | \$139,200 | \$239,500 | \$100,300 | 72.05% |
| 50603010 PROPERTY AND LIABILITY INSURANCE | \$0 | \$80,000 | \$79,500 | \$107,000 | \$27,500 | 34.59% |
| INSURANCE TOTAL | \$0 | \$80,000 | \$79,500 | \$107,000 | \$27,500 | 34.59% |
| 77 TOTAL | \$0 | \$874,533 | \$676,965 | \$891,427 | \$214,462 | 31.68% |

| PERSONNEL SCHEDULE | | | |
|--------------------|-------------|---------------|---------------|
| POSITION TITLE | ACTUAL 2016 | DEVIATIONS | PROPOSED 2017 |
| CUSTODIAN | 2.00 | 1.00 | 3.00 |
| MAINT TECH II | 2.00 | (1.00) | 1.00 |
| RECEPTIONIST | 1.00 | (0.30) | 0.70 |
| SR ADMIN ASST | 1.00 | 0.00 | 1.00 |
| TOTAL FTEs | 6.00 | (0.30) | 5.70 |

Transfer to Other Funds – Department #80

The construction of the new Staples Street Center was completed the first part of FY2016. Tenants moved in along with CCRTA’s administrative and customer service personnel. In FY2016, lease revenues were not sufficient to cover operating expenses that CCRTA made a contribution of \$528,568 in order to break even. This department was used to record these contributions.

| Expense Category | 2015 Actual | | | 2016 Estimate | 2017 Proposed | \$ Change | % Change |
|--------------------------------|-------------|-------------------|-------------------|------------------|------------------|--------------|-----------------|
| | Audited | 2016 Budget | | | | | |
| 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 | \$ - | \$ - | \$ (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. Five (5) sub-recipients were awarded federal funds for capital projects associated with mobility services to seniors and people with disabilities. FY 2017 there are no anticipated sub-recipients that will be receiving funding. 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 | 2015 Actual | | | 2016 Estimate | 2017 Proposed | \$ Change | % Change |
|--------------------------------|-------------|-------------------|-------------------|------------------|------------------|---------------------|-----------------|
| | Audited | 2016 Budget | | | | | |
| Salaries & Benefits | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Services | \$ - | \$ 838,086 | \$ 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% |
| Transfer to Other Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Leases & Rentals | \$ - | \$ - | | | | \$ - | 0.00% |
| Total Department Budget | \$ - | \$ 838,086 | \$ 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 | 2015 Actual | 2016 Budget | 2016 Estimate | 2017 Proposed | \$ Change | % Change |
|------------------------|------------------|------------------|------------------|------------------|----------------|--------------|
| City of Aqua Dulce | \$ 4,991 | \$ 4,991 | \$ 4,991 | \$ 4,991 | \$ - | 0.00% |
| City of Bishop | 19,305 | 19,305 | 19,305 | 19,305 | - | 0.00% |
| City of Corpus Christi | 2,547,728 | 2,724,950 | 2,658,487 | 2,814,839 | 156,352 | 5.88% |
| City of Driscoll | 4,644 | 4,644 | 4,644 | 4,644 | - | 0.00% |
| City of Gregory | 13,049 | 13,049 | 13,049 | 13,049 | - | 0.00% |
| Nueces County | 93,767 | 93,767 | 93,767 | 93,767 | - | 0.00% |
| City of Port Aransas | 55,660 | 58,808 | 57,373 | 61,171 | 3,798 | 6.62% |
| City of Robstown | 158,755 | 158,248 | 158,755 | 110,819 | (47,936) | -30.19% |
| City of San Patricio | 2,428 | 2,428 | 2,428 | 2,428 | - | 0.00% |
| Total | 2,900,327 | 3,080,190 | 3,012,799 | 3,125,013 | 112,214 | 3.72% |

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.

| Expense Category | 2015 Actual | | 2016 Estimate | 2017 Proposed | \$ Change | % Change |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|---------------|
| | Audited | 2016 Budget | | | | |
| 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 | \$ 6,592,946 | \$ 7,964,971 | \$ 4,048,538 | \$ 4,680,801 | \$ 632,263.00 | 15.62% |
| Transfer to Other Funds | \$ - | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Leases & Rentals | \$ - | \$ - | \$ - | \$ - | \$ - | 0.00% |
| Total Department Budget | \$ 6,592,946 | \$ 7,964,971 | \$ 4,048,538 | \$ 4,680,801 | \$ 632,263 | 15.62% |

Detailed Department Budgets by Account

| 01 FUND EXPENDITURES | FY 2016 | FY 2017 | \$ CHG | % CHG |
|---|----------------------|----------------------|---------------------|---------------|
| | BUDGET | PROPOSED | | |
| 50101010 SALARIES AND WAGES - OPERATOR | \$ 5,368,914 | \$5,151,628 | \$ (217,286) | -4.05% |
| 50102010 SALARIES AND WAGES - OTHER | \$ 5,649,201 | \$6,444,332 | \$ 795,131 | 14.08% |
| 50103010 OVERTIME - OTHER | \$ 155,812 | \$153,356 | \$ (2,456) | -1.58% |
| 50104010 OVERTIME - OPERATORS | \$ 521,115 | \$520,000 | \$ (1,115) | -0.21% |
| 50201010 MEDICARE | \$ 168,185 | \$2,069 | \$ (166,116) | -98.77% |
| 50202010 PENSION | \$ 924,312 | \$155,566 | \$ (768,746) | -83.17% |
| 50203010 GROUP HEALTH | \$ 30,000 | \$1,383,969 | \$ 1,353,969 | 4513.23% |
| 50204010 DENTAL | \$ 32,000 | \$88,000 | \$ 56,000 | 175.00% |
| 50205010 LIFE INSURANCE | \$ 53,587 | \$51,802 | \$ (1,785) | -3.33% |
| 50206010 DISABILITY INSURANCE | \$ 64,902 | \$73,415 | \$ 8,513 | 13.12% |
| 50207010 UNEMPLOYMENT | \$ 48,912 | \$43,361 | \$ (5,551) | -11.35% |
| 50213010 UNIFORM AND TOOL ALLOWANCE | \$ 3,850 | \$5,584 | \$ 1,734 | 45.04% |
| 50214110 TUITION REIMBURSEMENT | \$ 83,600 | \$52,600 | \$ (31,000) | -37.08% |
| 50214210 WORKERS COMPENSATION | \$ 166,083 | \$121,004 | \$ (45,079) | -27.14% |
| 50214310 INCENTIVE AWARDS | \$ 77,900 | \$16,100 | \$ (61,800) | -79.33% |
| TOTAL SALARIES AND BENEFITS | \$ 13,348,373 | \$ 14,262,786 | \$ 914,413 | 6.85% |
| 50310010 PRODUCTION FEES | \$ 59,760 | \$ 18,000 | \$ (41,760) | -69.88% |
| 50322010 CONSULTING SERVICES | \$ 187,000 | \$ 321,000 | \$ 134,000 | 71.66% |
| 50324010 LEGAL FEES | \$ 157,400 | \$ 86,000 | \$ (71,400) | -45.36% |
| 50326010 COMPUTER CONSULTING SERV | \$ 44,100 | \$ 316,825 | \$ 272,725 | 618.42% |
| 50329910 OTHER PROFESSIONAL SERV | \$ 655,917 | \$ 377,715 | \$ (278,202) | -42.41% |
| 50330010 TEMPORARY SERVICES | \$ 85,445 | \$ 23,920 | \$ (61,525) | -72.01% |
| 50344010 REFUSE REMOVAL | \$ 164,135 | \$ 80,646 | \$ (83,489) | -50.87% |
| 50346010 CONTRACTED MAINTENANCE | \$ 789,809 | \$ 865,791 | \$ 75,982 | 9.62% |
| 50346210 CONTRACTED BLDG MAINT | \$ 132,500 | \$ 65,000 | \$ (67,500) | -50.94% |
| 50346410 CONTRACTED SHELTER MAINT | \$ 537,085 | \$ 337,500 | \$ (199,585) | -37.16% |
| 50346610 CONTRACTED VEHICLE MAINT | \$ 194,200 | \$ - | \$ (194,200) | -100.00% |
| 50360010 SECURITY SERVICE | \$ 610,351 | \$ 860,576 | \$ 250,225 | 41.00% |
| 50372010 EMPLOYEE EXAMS | \$ 32,005 | \$ 23,045 | \$ (8,960) | -28.00% |
| 50379910 OTHER SERVICES | \$ 5,120 | \$ 1,000 | \$ (4,120) | -80.47% |
| TOTAL OTHER SERVICES | \$ 3,654,827 | \$ 3,377,018 | \$ (277,809) | -7.60% |
| 50401010 FUEL AND LUBRICANTS | \$ 1,104,547 | \$ 746,511 | \$ (358,036) | -32.41% |
| 50401110 FUEL AND LUBRICANT TAXES | \$ 173,920 | \$ 95,000 | \$ (78,920) | -45.38% |
| 50401210 FREIGHT, DELIVERY, ENVIRMNTL FEE | \$ 2,700 | \$ 1,000 | \$ (1,700) | -62.96% |
| 50401310 SPILL TAX AND L.U.S.T. | \$ 3,900 | \$ 1,000 | \$ (2,900) | -74.36% |
| 50402010 TIRES AND TUBES | \$ 116,250 | \$ 127,162 | \$ 10,912 | 9.39% |
| 50490110 REPAIR PARTS | \$ 952,150 | \$ 1,232,513 | \$ 280,363 | 29.45% |
| 50490210 BUS CLEANING SUPPLIES | \$ 13,200 | \$ 18,000 | \$ 4,800 | 36.36% |
| 50490310 BUILDING MAINT MATERIALS | \$ 160,500 | \$ 114,500 | \$ (46,000) | -28.66% |
| 50490410 PROMOTIONAL SUPPLIES | \$ 84,850 | \$ 22,850 | \$ (62,000) | -73.07% |
| 50490510 VEHICLE MAINTENANCE MANDS | \$ 150,000 | \$ 50,000 | \$ (100,000) | -66.67% |
| 50490610 SHELTER MAINT SUPPLIES | \$ 85,000 | \$ 50,000 | \$ (35,000) | -41.18% |
| 50490710 JANITORIAL SUPPLIES | \$ 40,000 | \$ 40,000 | \$ - | 0.00% |
| SUB-TOTAL MATERIAL AND SUPPLIES | \$ 2,887,017 | \$ 2,498,536 | \$ (388,481) | |
| PAGE TOTAL | \$ 19,890,217 | \$ 20,138,340 | \$ 248,123 | |

Detailed Department Budgets Continued

| | FY 2016 | FY 2017 | | |
|---|---------------|---------------|----------------|----------|
| 01 FUND EXPENDITURES | BUDGET | PROPOSED | \$ CHG | % CHG |
| SUB-TOTAL MATERIAL AND SUPPLIES | \$ 2,887,017 | \$ 2,498,536 | \$ (388,481) | |
| 50491110 OFFICE SUPPLIES | \$ 54,890 | \$ 36,150 | \$ (18,740) | -34.14% |
| 50491210 POSTAGE AND EXPRESS | \$ 24,860 | \$ 34,820 | \$ 9,960 | 40.06% |
| 50491310 MINOR TOOLS AND EQUIPMENT | \$ 37,000 | \$ 33,000 | \$ (4,000) | -10.81% |
| 50491410 MINOR OFFICE EQUIPMENT | \$ 43,130 | \$ 25,854 | \$ (17,276) | -40.06% |
| 50492010 PRINTING | \$ 176,400 | \$ 141,250 | \$ (35,150) | -19.93% |
| 50493010 UNIFORMS | \$ 122,740 | \$ 121,201 | \$ (1,539) | -1.25% |
| 50499910 OTHER MATERIALS AND SUPPL | \$ 62,091 | \$ 21,240 | \$ (40,851) | -65.79% |
| TOTAL MATERIAL AND SUPPLIES | \$ 3,408,128 | \$ 2,912,051 | \$ (496,077) | -14.56% |
| 50502010 TELECOMMUNICATIONS | \$ 126,877 | \$ 202,416 | \$ 75,539 | 59.54% |
| 50502110 ELECTRICITY | \$ 710,020 | \$ 574,940 | \$ (135,080) | -19.02% |
| 50502210 WATER AND GAS | \$ 318,663 | \$ 624,660 | \$ 305,997 | 96.03% |
| TOTAL UTILITIES | \$ 1,155,560 | \$ 1,402,016 | \$ 246,456 | 21.33% |
| 50603010 PROPERTY AND LIABILITY INSURANCE | \$ 463,677 | \$ 540,000 | \$ 76,323 | 16.46% |
| 50610010 HEALTH CARE SELF INSURANCE | \$ 2,290,603 | \$ 2,650,000 | \$ 359,397 | 15.69% |
| TOTAL INSURANCE | \$ 2,754,280 | \$ 3,190,000 | \$ 435,720 | 15.82% |
| 50801010 CONTRACTED DEMAND RESPONSE SERVICES | \$ 30,000 | \$ 7,500 | \$ (22,500) | -75.00% |
| 50802010 CONTRACT FIXED ROUTE | \$ 275,000 | \$ 521,982 | \$ 246,982 | 89.81% |
| 50803310 HARBOR FERRY SERVICE | \$ 12,000 | \$ 5,000 | \$ (7,000) | -58.33% |
| 50803410 ROBSTOWN #34 | \$ 200,000 | \$ 185,000 | \$ (15,000) | -7.50% |
| 50803610 TEXAS A&M WAVE | \$ 145,000 | \$ 195,000 | \$ 50,000 | 34.48% |
| 50803910 B-LINE FUEL | \$ 400,000 | \$ 210,000 | \$ (190,000) | -47.50% |
| 50804010 B-LINE SERVICE | \$ 3,800,000 | \$ 4,054,558 | \$ 254,558 | 6.70% |
| 50804110 PROTOTYPE ALTERNATE B-LINE SERV | \$ 85,000 | \$ - | \$ (85,000) | -100.00% |
| 50805010 PORT ARANSAS FLEXI-B | \$ 110,000 | \$ 100,000 | \$ (10,000) | -9.09% |
| 50805110 PORT ARANSAS TROLLEY SERVICE | \$ - | \$ 100,000 | \$ 100,000 | 0.00% |
| 50807010 RURAL - ROUTE 67 | \$ 275,000 | \$ 225,000 | \$ (50,000) | -18.18% |
| 50808010 PT/VANPOOL | \$ 136,800 | \$ 150,000 | \$ 13,200 | 9.65% |
| TOTAL PURCHASED TRANSPORTATION | \$ 5,468,800 | \$ 5,754,040 | \$ 285,240 | 5.22% |
| 50901010 DUES AND SUBSCRIPTIONS | \$ 73,428 | \$ 103,679 | \$ 30,251 | 41.20% |
| 50902110 TRAVEL, TRAINING AND MTNGS | \$ 303,250 | \$ 197,410 | \$ (105,840) | -34.90% |
| 50908010 ADVERT/PROMO MEDIA EXP. | \$ 200,613 | \$ 98,818 | \$ (101,795) | -50.74% |
| 50909510 COMMUNITY SERVICES | \$ 49,125 | \$ 19,900 | \$ (29,225) | -59.49% |
| 50909910 OTHER MISCELLANEOUS EXP | \$ 31,400 | \$ 25,705 | \$ (5,695) | -18.14% |
| TOTAL OTHER MISCELLANEOUS | \$ 657,816 | \$ 445,512 | \$ (212,304) | -32.27% |
| 51102010 INTEREST EXPENSE | \$ 1,064,245 | \$ 1,048,026 | \$ (16,219) | -1.52% |
| 51201010 LEASES AND RENTALS | \$ 42,709 | \$ 43,078 | \$ 369 | 0.86% |
| TOTAL INTEREST EXPENSE AND LEASES & RENTALS | \$ 1,106,954 | \$ 1,091,104 | \$ (15,850) | -1.43% |
| 60230110 DEPRECIATION EXPENSE | \$ 7,964,971 | \$ 4,680,801 | \$ (3,284,170) | -41.23% |
| 60355410 CAPITAL PROJECTS | \$ 528,568 | \$ - | \$ (528,568) | -100.00% |
| 60355510 STREET MAINTENANCE | \$ 3,080,190 | \$ 2,749,000 | \$ (331,190) | -10.75% |
| 50909910 SUBRECIPIENT GRANT AGREEMENTS | \$ 838,086 | \$ - | \$ (838,086) | -100.00% |
| 60401010 CAPITAL PROJECTS | \$ - | \$ - | \$ - | 0.00% |
| TOTAL DEPRECIATION, STREET MAINTENANCE & CAPITAL | \$ 12,411,815 | \$ 7,429,801 | \$ (4,982,014) | -40.14% |
| PLUS FIRST PAGE TOTAL | \$ 19,890,217 | \$ 20,138,340 | \$ 248,123 | - |
| TOTAL 01 FUND EXPENDITURES | \$ 43,966,554 | \$ 39,864,328 | \$ (4,102,226) | -9.33% |

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.

$$\text{Calculation} = [(\text{Vehicle Accidents}/\text{Actual Mileage}) * 100,000]$$

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.

$$\text{Calculation} = (\text{Modal Passenger Revenue} - \text{Commissions \& Discounts}) / (\text{Modal Passenger Boardings})$$

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.

$$\text{Calculation} = [(\text{Service Complaints Received} / \text{Modal Passenger Boardings}) * 100,000]$$

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.

$$\text{Calculation} = [\text{Total Operating Expenses} / \text{Revenue Miles}]$$

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 an 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.

Calculation = [Total Miles Operated / 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.

Calculation = [(# Scheduled Trips Sampled - # of Times Early or Late) / 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.

$$\text{Calculation} = [\# \text{ of Canceled Trips} / \text{Total} \# \text{ of Scheduled Trips}]$$

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.

$$\text{Calculation} = [\# \text{ of No-Shows} / \text{Total} \# \text{ of Scheduled Trips}]$$

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.

$$\text{Calculation} = [\text{Actual Passenger Boardings} / \text{Revenue Hours}]$$

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.

$$\text{Calculation} = [\text{Passenger Boardings} / \text{Revenue Miles}]$$

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.

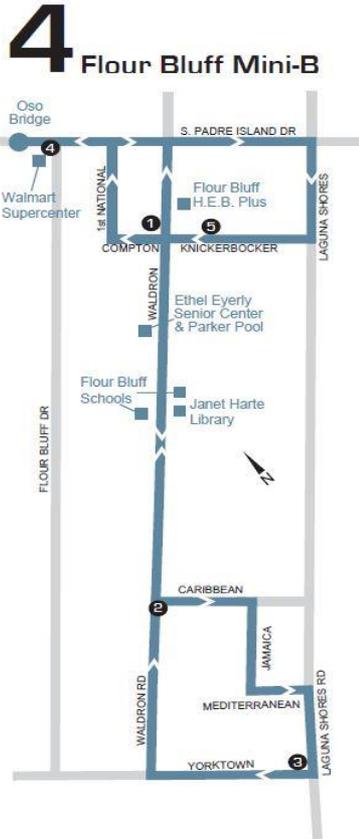
Vehicle Hours - The amount of time a bus spends in operation, from the time that it leaves the Garage to the time that it returns at the end of its assignment. Measures service levels provided to community; directly impacts budgeted operating costs. Lower vehicle hour levels indicate lower service levels,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

Route 4 Flour Bluff Circulator: Schedule Modification



WEEKDAYS

| | To: Yorktown Blvd | | | To: Flour Bluff Walmart/HEB | | | |
|-------------|-----------------------------|---------------------|--------------------------|-----------------------------|---------------------|----------------------|-----------------------------|
| | 1 | 2 | 3 | 2 | 4 | 5 | 1 |
| | Compton & Waldron -Departs- | Waldron & Caribbean | Laguna Shores & Yorktown | Waldron & Caribbean | Flour Bluff Walmart | Flour Bluff HEB Plus | Compton & Waldron -Arrives- |
| A.M. | 5:05 | 5:15 | 5:21 | 5:26 | 5:44 | 5:55 | 6:00 |
| | 6:05 | 6:15 | 6:21 | 6:26 | 6:44 | 6:55 | 7:00 |
| | 6:35 | 6:45 | 6:51 | 6:56 | 7:14 | 7:25 | 7:30 |
| | 7:05 | 7:15 | 7:21 | 7:26 | 7:44 | 7:55 | 8:00 |
| | 7:35 | 7:45 | 7:51 | 7:56 | 8:14 | 8:25 | 8:30 |
| | 8:05 | 8:15 | 8:21 | 8:26 | 8:44 | 8:55 | 9:00 |
| | 8:35 | 8:45 | 8:51 | 8:56 | 9:14 | 9:25 | 9:30* |
| | 9:05 | 9:15 | 9:21 | 9:26 | 9:44 | 9:55 | 10:00 |
| | 10:05 | 10:15 | 10:21 | 10:26 | 10:44 | 10:55 | 11:00 |
| P.M. | 11:05 | 11:15 | 11:21 | 11:26 | 11:44 | 11:55 | 12:00 |
| | 12:10 | 12:20 | 12:26 | 12:31 | 12:49 | 1:00 | 1:05 |
| | 1:10 | 1:20 | 1:26 | 1:31 | 1:49 | 2:00 | 2:05 |
| | 2:10 | 2:20 | 2:26 | 2:31 | 2:49 | 3:00 | 3:05 |
| | 3:10 | 3:20 | 3:26 | 3:31 | 3:49 | 4:00 | 4:05 |
| | 3:40 | 3:50 | 3:56 | 4:01 | 4:19 | 4:30 | 4:35 |
| | 4:10 | 4:20 | 4:26 | 4:31 | 4:49 | 5:00 | 5:05 |
| | 4:40 | 4:50 | 4:56 | 5:01 | 5:19 | 5:30 | 5:35 |
| | 5:10 | 5:20 | 5:26 | 5:31 | 5:49 | 6:00 | 6:05 |
| | 5:40 | 5:50 | 5:56 | 6:01 | 6:19 | 6:30 | 6:35 |
| | 6:10 | 6:20 | 6:26 | 6:31 | 6:49 | 7:00 | 7:05 |
| | 6:40 | 6:50 | 6:56 | 7:01 | 7:19 | 7:30 | 7:35 |
| | 7:10 | 7:20 | 7:26 | 7:31 | 7:49 | 8:00 | 8:05 |
| | 7:40 | 7:50 | 7:56 | 8:01 | 8:19 | 8:30 | 8:35* |
| | 8:10 | 8:20 | 8:26 | 8:31 | 8:49 | 9:00 | 9:05* |

♿ Lift Equipped/Accessible Each Trip. * - Out of service on arrival.

Weekdays

- Modify schedule to improve connections with Route 29 Staples

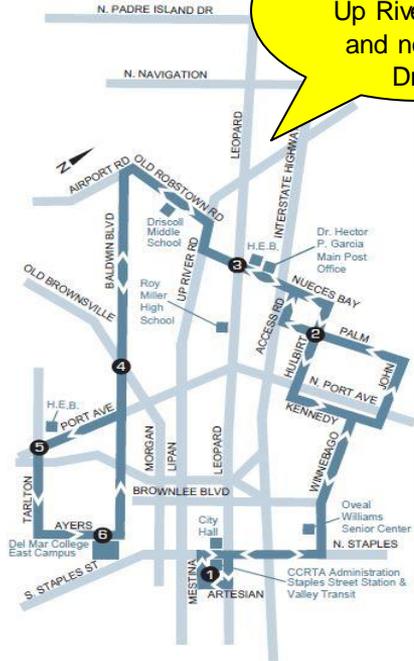
Saturdays

- No change



Route 12/12S Hillcrest/Saxet/Oak Park: Modify Route Alignment and Schedule

12 Hillcrest Baldwin



Route 12S:
Would travel on
Up River Road
and not Villa
Drive

WEEKDAYS

| | To: Port & Tarlton | | | | | To: Staples Street Station | | | | | |
|-------|----------------------------------|---------------|---------------------|------------------|-----------------------------------|-----------------------------------|-----------------------------|------------------|---------------------|---------------|----------------------------------|
| | Staples Street Station -Departs- | Palm & Hulbit | H.E.B. & Nueces Bay | Baldwin & Morgan | H.E.B. & Port & Tarlton -Arrives- | H.E.B. & Port & Tarlton -Departs- | Del Mar College East Campus | Baldwin & Morgan | H.E.B. & Nueces Bay | Hulbit & Palm | Staples Street Station -Arrives- |
| A.M. | 1 | 2 | 3 | 4 | 5 | 5 | 6 | 4 | 3 | 2 | 1 |
| 5:30 | 5:38 | 5:42 | 5:49 | 5:53 | 5:55 | 5:30 | 5:35 | 5:43 | 5:46 | 5:54 | 6:24 |
| 6:00 | 6:08 | 6:12 | 6:19 | 6:23 | 6:25 | 6:00 | 6:05 | 6:13 | 6:16 | 6:24 | 6:54 |
| 6:30 | 6:38 | 6:42 | 6:49 | 6:53 | 6:55 | 6:30 | 6:35 | 6:43 | 6:46 | 6:54 | 7:24 |
| 7:00 | 7:08 | 7:12 | 7:19 | 7:23 | 7:25 | 7:30 | 7:35 | 7:43 | 7:46 | 7:54 | 8:24 |
| 7:30 | 7:38 | 7:42 | 7:49 | 7:53 | 7:55 | 8:00 | 8:05 | 8:13 | 8:16 | 8:24 | 8:54 |
| 8:00 | 8:08 | 8:12 | 8:19 | 8:23 | 8:25 | 8:30 | 8:35 | 8:43 | 8:46 | 8:54 | 9:24 |
| 8:30 | 8:38 | 8:42 | 8:49 | 8:53 | 8:55 | 9:00 | 9:05 | 9:13 | 9:16 | 9:24 | 9:54 |
| 9:00 | 9:08 | 9:12 | 9:19 | 9:23 | 9:25 | 9:30 | 9:35 | 9:43 | 9:46 | 9:54 | 10:24 |
| 9:30 | 9:38 | 9:42 | 9:49 | 9:53 | 9:55 | 10:00 | 10:05 | 10:13 | 10:16 | 10:24 | 10:54 |
| 10:00 | 10:08 | 10:12 | 10:19 | 10:23 | 10:25 | 10:30 | 10:35 | 10:43 | 10:46 | 10:54 | 11:24 |
| 10:30 | 10:38 | 10:42 | 10:49 | 10:53 | 10:55 | 11:00 | 11:05 | 11:13 | 11:16 | 11:24 | 11:54 |
| 11:00 | 11:08 | 11:12 | 11:19 | 11:23 | 11:25 | 11:30 | 11:35 | 11:43 | 11:46 | 11:54 | 12:24 |
| 11:30 | 11:38 | 11:42 | 11:49 | 11:53 | 11:55 | 12:00 | 12:05 | 12:13 | 12:16 | 12:24 | 12:54 |
| P.M. | 12:00 | 12:08 | 12:12 | 12:19 | 12:23 | 12:25 | 12:30 | 12:35 | 12:43 | 12:46 | 13:16 |
| 12:30 | 12:38 | 12:42 | 12:49 | 12:53 | 12:55 | 1:00 | 1:05 | 1:13 | 1:16 | 1:24 | 1:54 |
| 1:00 | 1:08 | 1:12 | 1:19 | 1:23 | 1:25 | 1:30 | 1:35 | 1:43 | 1:46 | 1:54 | 2:24 |
| 1:30 | 1:38 | 1:42 | 1:49 | 1:53 | 1:55 | 2:00 | 2:05 | 2:13 | 2:16 | 2:24 | 2:54 |
| 2:00 | 2:08 | 2:12 | 2:19 | 2:23 | 2:25 | 2:30 | 2:35 | 2:43 | 2:46 | 2:54 | 3:24 |
| 2:30 | 2:38 | 2:42 | 2:49 | 2:53 | 2:55 | 3:00 | 3:05 | 3:13 | 3:16 | 3:24 | 3:54 |
| 3:00 | 3:08 | 3:12 | 3:19 | 3:23 | 3:25 | 3:30 | 3:35 | 3:43 | 3:46 | 3:54 | 4:24 |
| 3:30 | 3:38 | 3:42 | 3:49 | 3:53 | 3:55 | 4:00 | 4:05 | 4:13 | 4:16 | 4:24 | 4:54 |
| 4:00 | 4:08 | 4:12 | 4:19 | 4:23 | 4:25 | 4:30 | 4:35 | 4:43 | 4:46 | 4:54 | 5:24 |
| 4:30 | 4:38 | 4:42 | 4:49 | 4:53 | 4:55 | 5:00 | 5:05 | 5:13 | 5:16 | 5:24 | 5:54 |
| 5:00 | 5:08 | 5:12 | 5:19 | 5:23 | 5:25 | 5:30 | 5:35 | 5:43 | 5:46 | 5:54 | 6:24 |
| 5:30 | 5:38 | 5:42 | 5:49 | 5:53 | 5:55 | 6:00 | 6:05 | 6:13 | 6:16 | 6:24 | 6:54 |
| 6:00 | 6:08 | 6:12 | 6:19 | 6:23 | 6:25 | 6:30 | 6:35 | 6:43 | 6:46 | 6:54 | 7:24* |
| 6:30 | 6:38 | 6:42 | 6:49 | 6:53 | 6:55 | 7:00 | 7:05 | 7:13 | 7:16 | 7:24* | 7:54 |
| 7:00 | 7:08 | 7:12 | 7:19 | 7:23 | 7:25 | 7:30 | 7:35 | 7:43 | 7:46 | 7:54 | 8:24 |
| 8:00 | 8:08 | 8:12 | 8:19 | 8:23 | 8:25 | 8:30 | 8:35 | 8:43 | 8:46 | 8:54 | 9:24 |
| 9:00 | 9:08 | 9:12 | 9:19 | 9:23 | 9:25 | 9:30 | 9:35 | 9:43 | 9:46 | 9:54* | |
| 10:00 | 10:08 | 10:12 | 10:19 | 10:23* | | | | | | | |

♿ Lift Equipped/Accessible Each Trip.

* - Out of service on arrival.

Weekdays

- Modify routing and schedule to improve travel time and reach more destinations.

Saturdays

- Modify routing and schedule to improve travel time and reach more destinations.



Route 16 Agnes/Ruth: Modify Route Alignment and Schedule



WEEKDAYS

| | To: Bear Lane/CCRTA Operations | | | | | To: Staples Street Station | | | | | |
|-------------|----------------------------------|------------------|---------------|-----------------------------|----------------------------|----------------------------|-------------|-----------------------------|---------------|------------------|----------------------------------|
| | Staples Street Station -Departs- | Morgan & Staples | Morgan & Port | Del Mar College West Campus | CCRTA Operations -Arrives- | CCRTA Operations -Departs- | V.A. Clinic | Del Mar College West Campus | Morgan & Port | Morgan & Staples | Staples Street Station -Arrives- |
| A.M. | 1 | 2 | 3 | 4 | 5 | 5 | 6 | 4 | 3 | 2 | 1 |
| | 5:15 | 5:23 | 5:28 | 5:33 | 5:40 | 5:45 | 5:49 | 5:53 | 5:58 | 6:03 | 6:12 |
| | 5:45 | 5:53 | 5:58 | 6:03 | 6:10 | 6:15 | 6:19 | 6:23 | 6:28 | 6:33 | 6:42 |
| | 6:15 | 6:23 | 6:28 | 6:33 | 6:40 | 6:45 | 6:49 | 6:53 | 6:58 | 7:03 | 7:12 |
| | 6:45 | 6:53 | 6:58 | 7:03 | 7:10 | 7:15 | 7:19 | 7:23 | 7:28 | 7:33 | 7:42 |
| | 7:15 | 7:23 | 7:28 | 7:33 | 7:40 | 7:45 | 7:49 | 7:53 | 7:58 | 8:03 | 8:12 |
| | 7:45 | 7:53 | 7:58 | 8:03 | 8:10 | 8:15 | 8:19 | 8:23 | 8:28 | 8:33 | 8:42 |
| | 8:15 | 8:23 | 8:28 | 8:33 | 8:40 | 8:45 | 8:49 | 8:53 | 8:58 | 9:03 | 9:12 |
| | 8:45 | 8:53 | 8:58 | 9:03 | 9:10 | 9:15 | 9:19 | 9:23 | 9:28 | 9:33 | 9:42 |
| | 9:15 | 9:23 | 9:28 | 9:33 | 9:40 | 9:45 | 9:49 | 9:53 | 9:58 | 10:03 | 10:12 |
| | 9:45 | 9:53 | 9:58 | 10:03 | 10:10 | 10:15 | 10:19 | 10:23 | 10:28 | 10:33 | 10:42 |
| | 10:15 | 10:23 | 10:28 | 10:33 | 10:40 | 10:45 | 10:49 | 10:53 | 10:58 | 11:03 | 11:12 |
| | 10:45 | 10:53 | 10:58 | 11:03 | 11:10 | 11:15 | 11:19 | 11:23 | 11:28 | 11:33 | 11:42 |
| | 11:15 | 11:23 | 11:28 | 11:33 | 11:40 | 11:45 | 11:49 | 11:53 | 11:58 | 12:03 | 12:12 |
| P.M. | | | | | | | | | | | |
| | 11:45 | 11:53 | 11:58 | 12:03 | 12:10 | 12:15 | 12:19 | 12:23 | 12:28 | 12:33 | 12:42 |
| | 12:15 | 12:23 | 12:28 | 12:33 | 12:40 | 12:45 | 12:49 | 12:53 | 12:58 | 1:03 | 1:12 |
| | 12:45 | 12:53 | 12:58 | 1:03 | 1:10 | 1:15 | 1:19 | 1:23 | 1:28 | 1:33 | 1:42 |
| | 1:15 | 1:23 | 1:28 | 1:33 | 1:40 | 1:45 | 1:49 | 1:53 | 1:58 | 2:03 | 2:12 |
| | 1:45 | 1:53 | 1:58 | 2:03 | 2:10 | 2:15 | 2:19 | 2:23 | 2:28 | 2:33 | 2:42 |
| | 2:15 | 2:23 | 2:28 | 2:33 | 2:40 | 2:45 | 2:49 | 2:53 | 2:58 | 3:03 | 3:12 |
| | 2:45 | 2:53 | 2:58 | 3:03 | 3:10 | 3:15 | 3:19 | 3:23 | 3:28 | 3:33 | 3:42 |
| | 3:15 | 3:23 | 3:28 | 3:33 | 3:40 | 3:45 | 3:49 | 3:53 | 3:58 | 4:03 | 4:12 |
| | 3:45 | 3:53 | 3:58 | 4:03 | 4:10 | 4:15 | 4:19 | 4:23 | 4:28 | 4:33 | 4:42 |
| | 4:15 | 4:23 | 4:28 | 4:33 | 4:40 | 4:45 | 4:49 | 4:53 | 4:58 | 5:03 | 5:12 |
| | 4:45 | 4:53 | 4:58 | 5:03 | 5:10 | 5:15 | 5:19 | 5:23 | 5:28 | 5:33 | 5:42 |
| | 5:15 | 5:23 | 5:28 | 5:33 | 5:40 | 5:45 | 5:49 | 5:53 | 5:58 | 6:03 | 6:12 |
| | 5:45 | 5:53 | 5:58 | 6:03 | 6:10 | 6:15 | 6:19 | 6:23 | 6:28 | 6:33 | 6:42 |
| | 6:15 | 6:23 | 6:28 | 6:33 | 6:40 | 6:45 | 6:49 | 6:53 | 6:58 | 7:03 | 7:12 |
| | 7:15 | 7:23 | 7:28 | 7:33 | 7:40 | 7:45 | 7:49 | 7:53 | 7:58 | 8:03 | 8:12 |
| | 8:15 | 8:23 | 8:28 | 8:33 | 8:40 | 8:45 | 8:49 | 8:53 | 8:58 | 9:03 | 9:12 |

⚙️ Lift Equipped/Accessible Each Trip. * - Out of service on arrival.

Weekdays

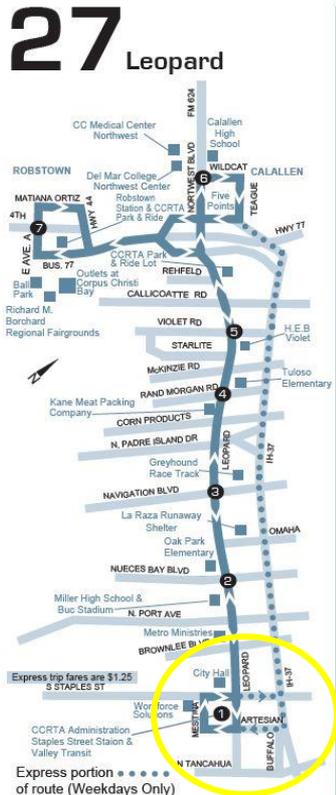
- Modify routing and schedule to improve travel time and reach more destinations.

Saturdays

- Modify routing and schedule to improve travel time and reach more destinations.



Route 27 Leopard: Modify Route Alignment



| | To: Robstown | | | | | | | To: Corpus Christi | | | | | | |
|-------------|------------------------------------|------------------------|------------------------|-------------------------|--------------------|-----------------------------|--------------------------|--------------------------|-----------------------------|--------------------|-------------------------|------------------------|------------------------|------------------------------------|
| | Staples Street Station -Departs- 1 | Leopard & Nueces Bay 2 | Leopard & Navigation 3 | Leopard & Rand Morgan 4 | Leopard & Violet 5 | Northwest Blvd & Willcoat 6 | Ave. A & 4th -Arrives- 7 | Ave. A & 4th -Departs- 7 | Northwest Blvd & Willcoat 6 | Leopard & Violet 5 | Leopard & Rand Morgan 4 | Leopard & Navigation 3 | Leopard & Nueces Bay 2 | Staples Street Station -Arrives- 1 |
| A.M. | | | | | | | | | | | | | | |
| 5:15 | --- | --- | --- | --- | --- | --- | --- | 5:30 | --- | --- | --- | --- | --- | 5:55 |
| 5:42 | --- | --- | --- | --- | --- | --- | --- | 5:42 | 5:45 | 5:54 | 6:07 | 6:10 | 6:20 | |
| 6:07 | --- | --- | --- | --- | --- | --- | --- | 6:07 | --- | --- | --- | --- | 6:55 | |
| 6:30 | 6:05 | 6:12 | 6:31 | 6:40 | 6:48 | 7:02 | 7:10 | 7:24 | 7:38 | 7:45 | 8:04 | 8:11 | 8:20 | |
| 6:30 | 6:38 | 6:42 | 7:01 | 7:10 | 7:18 | 7:32 | 7:40 | 7:54 | 8:08 | 8:15 | 8:34 | 8:41 | 8:50 | |
| 7:00 | 7:05 | 7:12 | 7:31 | 7:40 | 7:48 | 8:02 | 8:10 | 8:24 | 8:38 | 8:45 | 9:04 | 9:11 | 9:20 | |
| 7:30 | 7:35 | 7:42 | 8:01 | 8:10 | 8:18 | 8:32 | 8:40 | 8:54 | 9:08 | 9:15 | 9:34 | 9:41 | 9:50 | |
| 8:00 | 8:05 | 8:12 | 8:31 | 8:40 | 8:48 | 9:02 | 9:10 | 9:24 | 9:38 | 9:45 | 10:04 | 10:11 | 10:20 | |
| 8:30 | 8:35 | 8:42 | 9:01 | 9:10 | 9:18 | 9:32 | 9:40 | 9:54 | 10:08 | 10:15 | 10:34 | 10:41 | 10:50 | |
| 9:00 | 9:05 | 9:12 | 9:31 | 9:40 | 9:48 | 10:02 | 10:10 | 10:24 | 10:38 | 10:45 | 11:04 | 11:11 | 11:20 | |
| 9:30 | 9:35 | 9:42 | 10:01 | 10:10 | 10:18 | 10:32 | 10:40 | 10:54 | 11:08 | 11:15 | 11:34 | 11:41 | 11:50 | |
| 10:00 | 10:05 | 10:12 | 10:31 | 10:40 | 10:48 | 11:02 | 11:10 | 11:24 | 11:38 | 11:45 | 12:04 | 12:11 | 12:20 | |
| P.M. | | | | | | | | | | | | | | |
| 10:30 | 10:35 | 10:42 | 11:01 | 11:10 | 11:18 | 11:32 | 11:40 | 11:54 | 12:08 | 12:15 | 12:34 | 12:41 | 12:50 | |
| 11:00 | 11:05 | 11:12 | 11:31 | 11:40 | 11:48 | 12:02 | 12:10 | 12:24 | 12:38 | 12:45 | 1:04 | 1:11 | 1:20 | |
| 11:30 | 11:35 | 11:42 | 12:01 | 12:10 | 12:18 | 12:32 | 12:40 | 12:54 | 1:08 | 1:15 | 1:34 | 1:41 | 1:50 | |
| 12:00 | 12:05 | 12:12 | 12:31 | 12:40 | 12:48 | 1:02 | 1:10 | 1:24 | 1:38 | 1:45 | 2:04 | 2:11 | 2:20 | |
| 12:30 | 12:35 | 12:42 | 1:01 | 1:10 | 1:18 | 1:32 | 1:40 | 1:54 | 2:08 | 2:15 | 2:34 | 2:41 | 2:50 | |
| 1:00 | 1:05 | 1:12 | 1:31 | 1:40 | 1:48 | 2:02 | 2:10 | 2:24 | 2:38 | 2:45 | 3:04 | 3:11 | 3:20 | |
| 1:30 | 1:35 | 1:42 | 2:01 | 2:10 | 2:18 | 2:32 | 2:40 | 2:54 | 3:08 | 3:15 | 3:34 | 3:41 | 3:50 | |
| 2:00 | 2:05 | 2:12 | 2:31 | 2:40 | 2:48 | 3:02 | 3:10 | 3:24 | 3:38 | 3:45 | 4:04 | 4:11 | 4:20 | |
| 2:30 | 2:35 | 2:42 | 3:01 | 3:10 | 3:18 | 3:32 | 3:40 | 3:54 | 4:08 | 4:15 | 4:34 | 4:41 | 4:50 | |
| 3:00 | 3:05 | 3:12 | 3:31 | 3:40 | 3:48 | 4:02 | 4:10 | 4:24 | 4:38 | 4:45 | 5:04 | 5:11 | 5:20 | |
| 3:30 | 3:35 | 3:42 | 4:01 | 4:10 | 4:18 | 4:32 | 4:40 | 4:54 | 5:08 | 5:15 | 5:34 | 5:41 | 5:50 | |
| 4:00 | 4:05 | 4:12 | 4:31 | 4:40 | 4:48* | | | | | | | | --- | |
| 4:30 | --- | --- | --- | --- | 4:48 | 5:02 | 5:10 | 5:24 | 5:38 | 5:45 | 6:04 | 6:11 | 6:20 | |
| 4:30 | 4:35 | 4:42 | 5:01 | 5:10 | 5:18 | 5:32 | 5:40 | 5:54 | 6:08 | 6:15 | 6:34 | 6:41 | 6:50* | |
| 5:00 | 5:05 | 5:12 | 5:31 | 5:40 | 5:48* | | | | | | | | --- | |
| 5:30 | --- | --- | --- | --- | 5:48 | 6:02 | 6:10 | 6:24 | 6:38 | 6:45 | 7:04 | 7:11 | 7:20 | |
| 5:30 | 5:35 | 5:42 | 6:01 | 6:10 | 6:18 | 6:32 | 6:40 | 6:54 | 7:08 | 7:15 | 7:34 | 7:41 | 7:50* | |
| 6:00 | 6:05 | 6:12 | 6:31 | 6:40 | 6:48 | 7:02 | 7:10 | 7:24 | 7:38 | 7:45 | 7:58 | 8:05 | 8:10 | |
| 6:45 | 6:50 | 6:57 | 7:16 | 7:25 | 7:33 | 7:47 | 7:55 | 8:08 | 8:18 | 8:26 | 8:39 | 8:46 | 8:55 | |
| 7:30 | 7:35 | 7:42 | 8:01 | 8:10 | 8:18 | 8:32 | 8:40 | 8:54 | 9:08 | 9:15 | 9:34 | 9:41 | 9:50 | |
| 8:15 | 8:20 | 8:27 | 8:46 | 8:55 | 9:03 | 9:17* | | | | | | | | --- |
| 9:00 | 9:05 | 9:12 | 9:31 | 9:40 | 9:48 | 10:02* | | | | | | | | --- |
| 10:00 | 10:05 | 10:12 | 10:31 | 10:40 | 10:48 | 11:02* | | | | | | | | --- |

* L/R Equipped/Accessible Each Trip. Express trip fares are \$1.25. * - Out of service on arrival.

Weekdays

- Re-route AM express trips to utilize Buffalo Street to improve travel time.

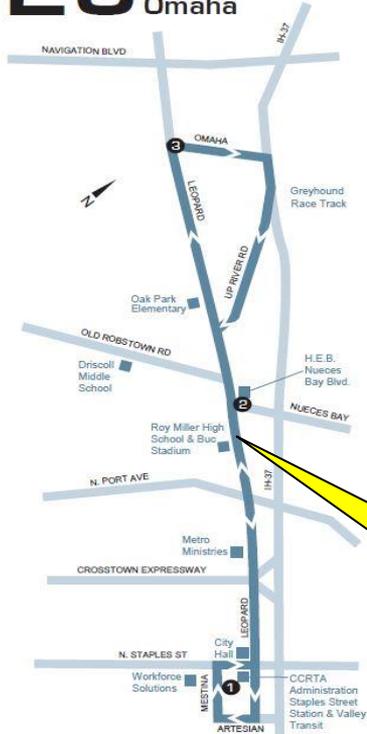
Saturdays

- No change.



New Route 28: Leopard/Omaha

28 Leopard Omaha



WEEKDAYS

To: Omaha To: Staples Street Station

| | Staples Street Station -Departs- | Nueces Bay & Leopard | Omaha & Leopard -Arrives- | Omaha & Leopard -Departs- | Nueces Bay & Leopard | Staples Street Station -Arrives- |
|-------------|----------------------------------|----------------------|---------------------------|---------------------------|----------------------|----------------------------------|
| A.M. | 6:15 | 6:22 | 6:26 | 6:30 | 6:35 | 6:42 |
| | 6:45 | 6:52 | 6:56 | 7:00 | 7:05 | 7:12 |
| | 7:15 | 7:22 | 7:26 | 7:30 | 7:35 | 7:42 |
| | 7:45 | 7:52 | 7:56 | 8:00 | 8:05 | 8:12 |
| | 8:15 | 8:22 | 8:26 | 8:30 | 8:35 | 8:42 |
| | 8:45 | 8:52 | 8:56 | 9:00 | 9:05 | 9:12 |
| | 9:15 | 9:22 | 9:26 | 9:30 | 9:35 | 9:42 |
| | 9:45 | 9:52 | 9:56 | 10:00 | 10:05 | 10:12 |
| | 10:15 | 10:22 | 10:26 | 10:30 | 10:35 | 10:42 |
| | 10:45 | 10:52 | 10:56 | 11:00 | 11:05 | 11:12 |
| | 11:15 | 11:22 | 11:26 | 11:30 | 11:35 | 11:42 |
| P.M. | 11:45 | 11:52 | 11:56 | 12:00 | 12:05 | 12:12 |
| | 12:15 | 12:22 | 12:26 | 12:30 | 12:35 | 12:42 |
| | 12:45 | 12:52 | 12:56 | 1:00 | 1:05 | 1:12 |
| | 1:15 | 1:22 | 1:26 | 1:30 | 1:35 | 1:42 |
| | 1:45 | 1:52 | 1:56 | 2:00 | 2:05 | 2:12 |
| | 2:15 | 2:22 | 2:26 | 2:30 | 2:35 | 2:42 |
| | 2:45 | 2:52 | 2:56 | 3:00 | 3:05 | 3:12 |
| | 3:15 | 3:22 | 3:26 | 3:30 | 3:35 | 3:42 |
| | 3:45 | 3:52 | 3:56 | 4:00 | 4:05 | 4:12 |
| | 4:15 | 4:22 | 4:26 | 4:30 | 4:35 | 4:42 |
| | 4:45 | 4:52 | 4:56 | 5:00 | 5:05 | 5:12 |
| | 5:15 | 5:22 | 5:26 | 5:30 | 5:35 | 5:42 |
| | 5:45 | 5:52 | 5:56 | 6:00 | 6:05 | 6:12 |

♿ Lift Equipped/Accessible Each Trip. * - Out of service on arrival.

15-Minute Frequency on Leopard Corridor between SSS and Omaha

Weekdays

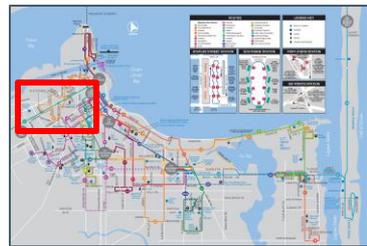
- Implement new 30-minute frequent service to balance high passenger loads on Route 27 Leopard.

Saturdays

- No service.

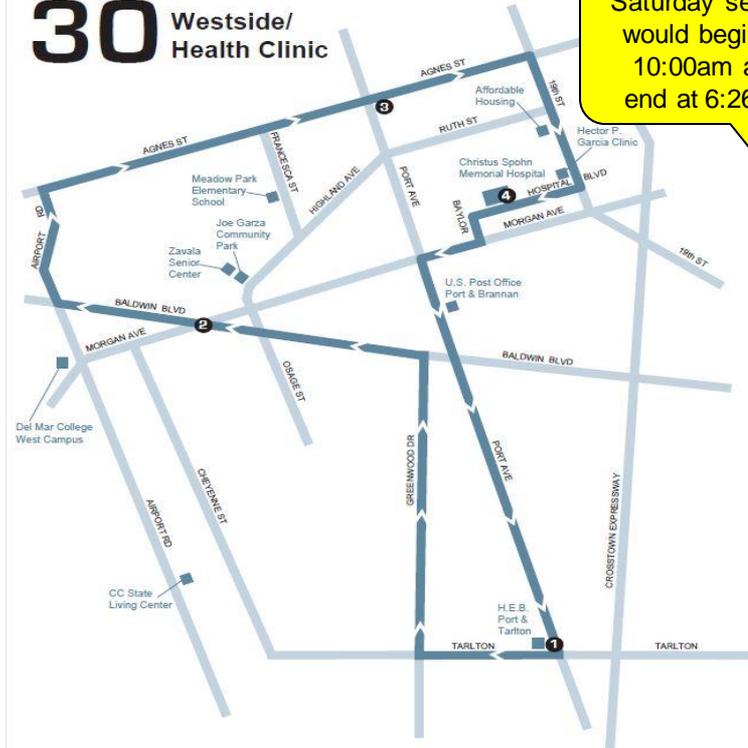
Sundays

- No service.



New Route 30: Westside/Health Clinic

30 Westside/Health Clinic



Saturday service would begin at 10:00am and end at 6:26pm

WEEKDAYS

| | To: Agnes & Port H.E.B. -Departs- | To: Port & Tarlton Baldwin & Morgan -Arrives- | To: Agnes & Port -Arrives- | To: Port & Tarlton Memorial Hospital -Departs- | To: Port & Tarlton H.E.B. -Arrives- |
|------|--------------------------------------|---|-------------------------------|--|--|
| | 1 | 2 | 3 | 3 | 4 |
| | 1 | 2 | 3 | 3 | 1 |
| A.M. | 7:30 | 7:37 | 7:43 | 7:45 | 7:56 |
| | 8:00 | 8:07 | 8:13 | 8:15 | 8:26 |
| | 8:30 | 8:37 | 8:43 | 8:45 | 8:56 |
| | 9:00 | 9:07 | 9:13 | 9:15 | 9:26 |
| | 9:30 | 9:37 | 9:43 | 9:45 | 9:56 |
| | 10:00 | 10:07 | 10:13 | 10:15 | 10:26 |
| | 10:30 | 10:37 | 10:43 | 10:45 | 10:56 |
| | 11:00 | 11:07 | 11:13 | 11:15 | 11:26 |
| | 11:30 | 11:37 | 11:43 | 11:45 | 11:56 |
| P.M. | 12:00 | 12:07 | 12:13 | 12:15 | 12:26 |
| | 12:30 | 12:37 | 12:43 | 12:45 | 12:56 |
| | 1:00 | 1:07 | 1:13 | 1:15 | 1:26 |
| | 1:30 | 1:37 | 1:43 | 1:45 | 1:56 |
| | 2:00 | 2:07 | 2:13 | 2:15 | 2:26 |
| | 2:30 | 2:37 | 2:43 | 2:45 | 2:56 |
| | 3:00 | 3:07 | 3:13 | 3:15 | 3:26 |
| | 3:30 | 3:37 | 3:43 | 3:45 | 3:56 |
| | 4:00 | 4:07 | 4:13 | 4:15 | 4:26 |
| | 4:30 | 4:37 | 4:43 | 4:45 | 4:56 |
| | 5:00 | 5:07 | 5:13 | 5:15 | 5:26 |
| | 5:30 | 5:37 | 5:43 | 5:45 | 5:56 |
| | 6:00 | 6:07 | 6:13 | 6:15 | 6:26* |

† Lift Equipped/Accessible Each Trip.
 * - Out of service on arrival.

Weekdays

- Implement new 30-minute frequent service in Westside to more directly serve key destinations.

Saturdays

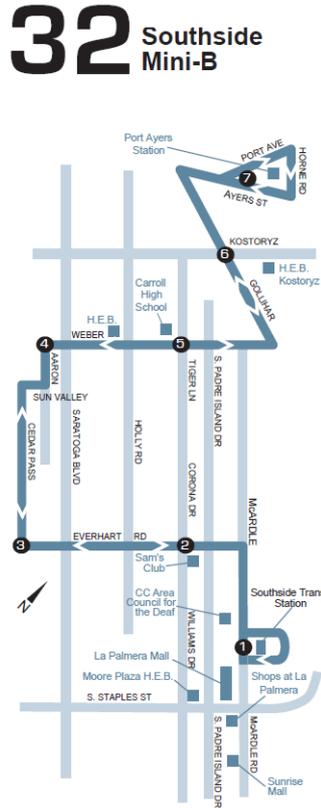
- Implement new 3-minute frequent service in Westside to more directly serve key destinations.

Sundays

- No service.



Route 32/32S Southside Circulator: Minor Schedule Modification



| WEEKDAYS | To: Port Ayers Station | | | | | | | To: Southside Transfer Station | | | | | | |
|----------|--------------------------------------|-----------------------|-----------------------|-------------------|------------------------|---------------------|------------------------------|--------------------------------|---------------------|------------------------|-------------------|-----------------------|-------------------------|--------------------------------------|
| | Southside Transfer Station -Departs- | Everhart Rd. & Corona | Cedar Pass & Everhart | Aaron & Weber Rd. | Tiger Lane & Weber Rd. | Gollihar & Kostoryz | Port Ayers Station -Arrives- | Port Ayers Station -Departs- | Gollihar & Kostoryz | Tiger Lane & Weber Rd. | Aaron & Weber Rd. | Cedar Pass & Everhart | Everhart Rd. & Williams | Southside Transfer Station -Arrives- |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |
| A.M. | 5:15 | 5:20 | 5:30 | 5:34 | 5:42 | 5:48 | 5:57 | 6:07 | 6:14 | 6:21 | 6:30 | 6:34 | 6:44 | 6:50 |
| | 6:15 | 6:20 | 6:30 | 6:34 | 6:42 | 6:48 | 6:57 | 7:07 | 7:14 | 7:21 | 7:30 | 7:34 | 7:44 | 7:50 |
| | 7:15 | 7:20 | 7:30 | 7:34 | 7:42 | 7:48 | 7:57 | 8:07 | 8:14 | 8:21 | 8:30 | 8:34 | 8:44 | 8:50 |
| | 8:15 | 8:20 | 8:30 | 8:34 | 8:42 | 8:48 | 8:57 | 9:07 | 9:14 | 9:21 | 9:30 | 9:34 | 9:44 | 9:50 |
| | 9:15 | 9:20 | 9:30 | 9:34 | 9:42 | 9:48 | 9:57 | 10:07 | 10:14 | 10:21 | 10:30 | 10:34 | 10:44 | 10:50 |
| | 10:15 | 10:20 | 10:30 | 10:34 | 10:42 | 10:48 | 10:57 | 11:07 | 11:14 | 11:21 | 11:30 | 11:34 | 11:44 | 11:50 |
| P.M. | 11:15 | 11:20 | 11:30 | 11:34 | 11:42 | 11:48 | 11:57 | 12:07 | 12:14 | 12:21 | 12:30 | 12:34 | 12:44 | 12:50 |
| | 12:15 | 12:20 | 12:30 | 12:34 | 12:42 | 12:48 | 12:57 | 1:07 | 1:14 | 1:21 | 1:30 | 1:34 | 1:44 | 1:50 |
| | 1:15 | 1:20 | 1:30 | 1:34 | 1:42 | 1:48 | 1:57 | 2:07 | 2:14 | 2:21 | 2:30 | 2:34 | 2:44 | 2:50 |
| | 2:15 | 2:20 | 2:30 | 2:34 | 2:42 | 2:48 | 2:57 | 3:07 | 3:14 | 3:21 | 3:30 | 3:34 | 3:44 | 3:50 |
| | 3:15 | 3:20 | 3:30 | 3:34 | 3:42 | 3:48 | 3:57 | 4:07 | 4:14 | 4:21 | 4:30 | 4:34 | 4:44 | 4:50 |
| | 3:45 | 3:50 | 4:00 | 4:04 | 4:12 | 4:18 | 4:27 | 4:37 | 4:44 | 4:51 | 5:00 | 5:04 | 5:14 | 5:20 |
| | 4:15 | 4:20 | 4:30 | 4:34 | 4:42 | 4:48 | 4:57 | 5:07 | 5:14 | 5:21 | 5:30 | 5:34 | 5:44 | 5:50 |
| | 5:15 | 5:20 | 5:30 | 5:34 | 5:42 | 5:48 | 5:57 | 6:07 | 6:14 | 6:21 | 6:30 | 6:34 | 6:44 | 6:50 |
| | 6:15 | 6:20 | 6:30 | 6:34 | 6:42 | 6:48 | 6:57 | 7:07 | 7:14 | 7:21 | 7:30 | 7:34 | 7:44 | 7:50 |
| | 7:15 | 7:20 | 7:30 | 7:34 | 7:42 | 7:48 | 7:57 | 8:07 | 8:14 | 8:21 | 8:30 | 8:34 | 8:44 | 8:50 |
| | 8:15 | 8:20 | 8:30 | 8:34 | 8:42 | 8:48 | 8:57 | --- | --- | --- | --- | --- | --- | --- |

♿ Lift Equipped/Accessible Each Trip. >> To Route 26 Airline/Lipes * - Out of service on arrival.

Noted departure times are from the Ayers Street side of the Port/Ayers Transfer Station.

Weekdays

- Implement 30-minute frequency on select PM peak period trips. New layover at Port Ayers Station

Saturdays

- New layover at Port Ayers Station.

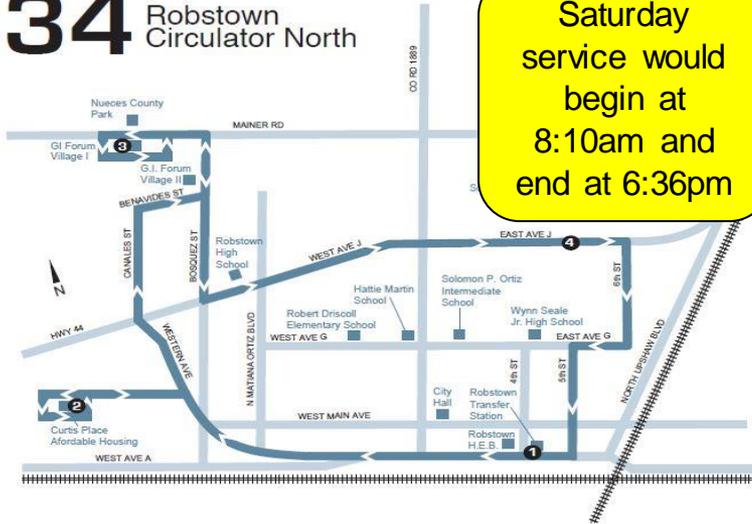
Sundays

- New layover at Port Ayers Station.



Route 34 Robstown Circulator: Modify Route Alignment and Schedule

34 Robstown Circulator North



Saturday service would begin at 8:10am and end at 6:36pm

Robstown North Loop

| | Robstown Station -Departs- | Curtis Place | G.I. Forum at Village I | Ave. J & 5th Street | Robstown Station -Arrives- |
|------|----------------------------|--------------|-------------------------|---------------------|----------------------------|
| | 1 | 2 | 3 | 4 | 1 |
| A.M. | 6:10 | 6:16 | 6:24 | 6:31 | 6:36-> |
| | 7:10 | 7:16 | 7:24 | 7:31 | 7:36-> |
| | 8:10 | 8:16 | 8:24 | 8:31 | 8:36-> |
| | 9:10 | 9:16 | 9:24 | 9:31 | 9:36-> |
| | 10:10 | 10:16 | 10:24 | 10:31 | 10:36-> |
| P.M. | 11:10 | 11:16 | 11:24 | 11:31 | 11:36-> |
| | 12:10 | 12:16 | 12:24 | 12:31 | 12:36-> |
| | 1:10 | 1:16 | 1:24 | 1:31 | 1:36-> |
| | 2:10 | 2:16 | 2:24 | 2:31 | 2:36-> |
| | 3:10 | 3:16 | 3:24 | 3:31 | 3:36-> |
| | 4:10 | 4:16 | 4:24 | 4:31 | 4:36-> |
| | 5:10 | 5:16 | 5:24 | 5:31 | 5:36-> |
| | 6:10 | 6:16 | 6:24 | 6:31 | 6:36* |

& Lift Equipped/Accessible Each Trip.
 * - Out of service on arrival.
 ->To Route 35 Robstown South Loop

Weekdays

- Re-route existing service. Modify schedule due to interline with new Route 35.

Saturdays

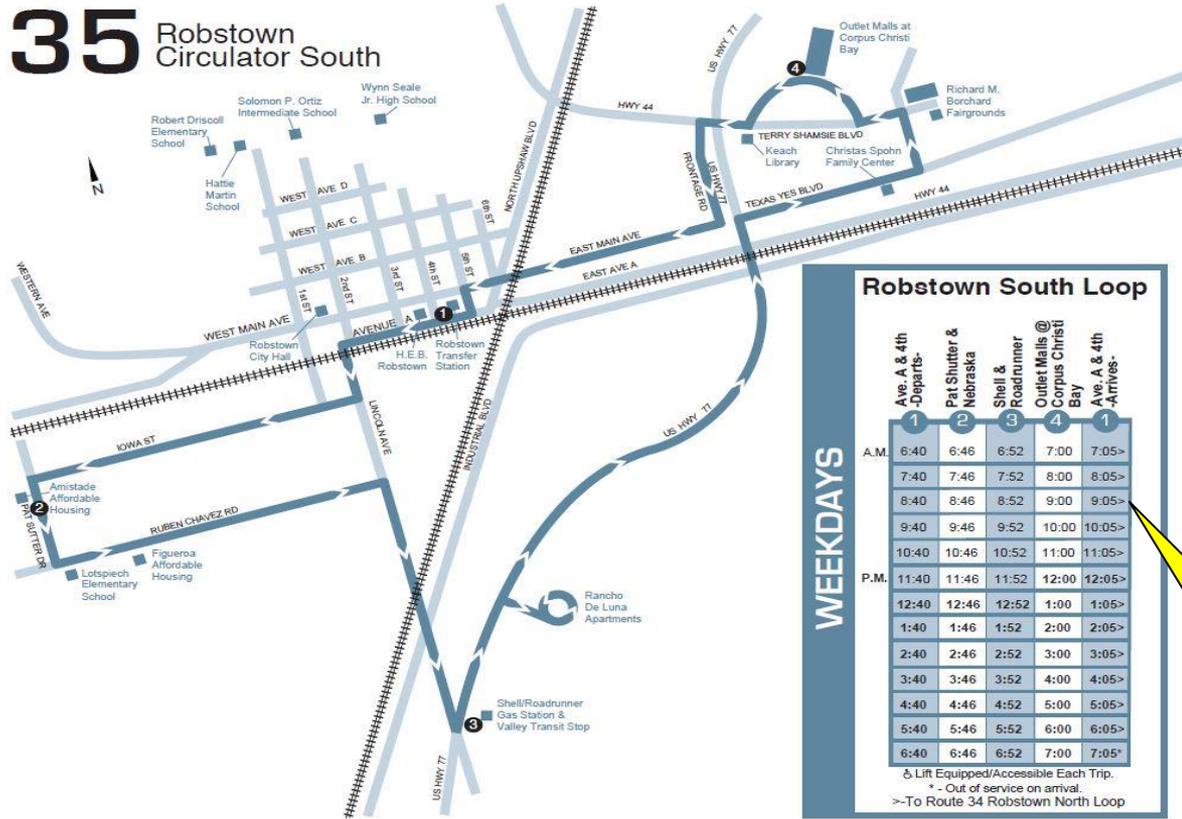
- Re-route existing service. Modify schedule due to interline with new Route 35

Notes:



New Route 35: Robstown South Circulator

35 Robstown Circulator South



Robstown South Loop

| | 1 Ave. A & 4th -Departs- | 2 Pat Shutter & Nebraska | 3 Shell & Roadrunner | 4 Outlet Malls @ Corpus Christi Bay | 1 Ave. A & 4th -Arrives- |
|------|--------------------------------|--------------------------------|----------------------------|--|--------------------------------|
| A.M. | 6:40 | 6:46 | 6:52 | 7:00 | 7:05> |
| | 7:40 | 7:46 | 7:52 | 8:00 | 8:05> |
| | 8:40 | 8:46 | 8:52 | 9:00 | 9:05> |
| | 9:40 | 9:46 | 9:52 | 10:00 | 10:05> |
| | 10:40 | 10:46 | 10:52 | 11:00 | 11:05> |
| P.M. | 11:40 | 11:46 | 11:52 | 12:00 | 12:05> |
| | 12:40 | 12:46 | 12:52 | 1:00 | 1:05> |
| | 1:40 | 1:46 | 1:52 | 2:00 | 2:05> |
| | 2:40 | 2:46 | 2:52 | 3:00 | 3:05> |
| | 3:40 | 3:46 | 3:52 | 4:00 | 4:05> |
| | 4:40 | 4:46 | 4:52 | 5:00 | 5:05> |
| | 5:40 | 5:46 | 5:52 | 6:00 | 6:05> |
| | 6:40 | 6:46 | 6:52 | 7:00 | 7:05> |

& Lift Equipped/Accessible Each Trip.
 * - Out of service on arrival.
 >-To Route 34 Robstown North Loop

Weekdays

- Implement new 60-minute service in south portion of Robstown.

Saturdays

- Implement new 60-minute service in south portion of Robstown.

Sundays

- No service.

Saturday service would begin at 8:40am and end at 7:05pm



New Route 54: Gregory/Downtown Express

54 Gregory Downtown Express



Weekdays

- Shorten Route 67 to operate express service between Gregory and Downtown Corpus Christi. Discontinue Route 67 service.

Saturdays

- No service.

Sundays

- No service.

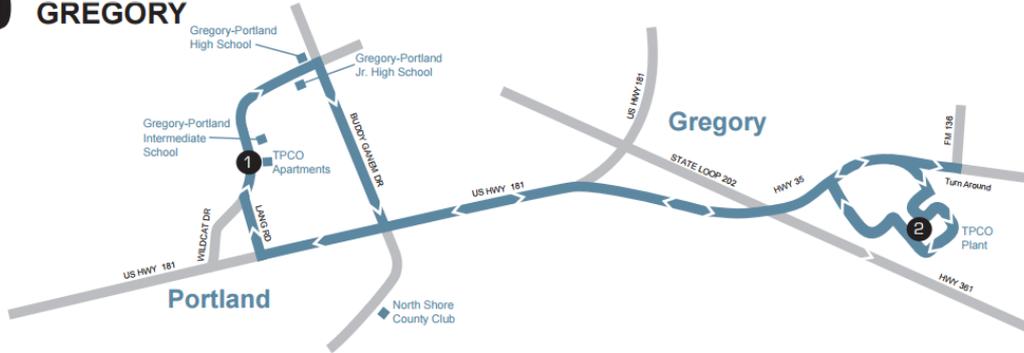
| WEEKDAYS | To: Gregory | | To: Corpus Christi City Hall | |
|----------|--------------------------|---------------------|------------------------------|--------------------------|
| | Corpus Christi City Hall | Gregory Park & Ride | Gregory Park & Ride | Corpus Christi City Hall |
| | 1 | 2 | 2 | 1 |
| A.M. | 7:00 | 7:20 | 7:25 | 7:45 |
| | 7:50 | 8:10 | 8:15 | 8:35* |
| ---- | | | | |
| P.M. | 5:15 | 5:35 | 5:40 | 6:00 |
| | 6:05 | 6:25 | 6:30 | 6:50* |

△ L/R Equipped/Accessible Each Trip. * - Out of service on arrival.



Route 55 Gregory: Modify Route Alignment and Schedule

55 GREGORY



Weekdays

- Route modification to serve new TPCO housing location.

Sundays

- Discontinue service.

Specific to this Route there is No bus service on the following Holidays:

- New Year's Day
- Good Friday
- Memorial Day
- Fourth Of July
- Labor Day
- Thanksgiving Day
- Friday Following Thanksgiving
- Christmas Eve
- Christmas Day
- New Year's Eve

| | Portland to Gregory | | Gregory to Portland | |
|------------------------|----------------------|-----------------|---------------------|----------------------|
| Monday - Friday | TPCO Apartments ① | TPCO Plant ② | TPCO Plant ② | TPCO Apartments ① |
| | AM 7:30 | 7:45 | 5:10 | 5:25 |
| | PM -- | -- | | |

♿ Lift Equipped/Accessible Each Trip.



New Route 56: Flour Bluff/Downtown Express

56 Flour Bluff Downtown Express



Weekdays

- New express service in AM and PM peak periods.

Saturdays

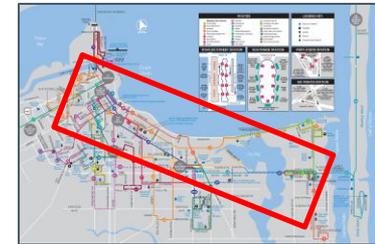
- No service.

Sundays

- No service.

| WEEKDAYS | To: City Hall Southside Station | | | To: STS & Flour Bluff | | |
|----------|------------------------------------|-------------------|--|--|-------------------|-----------------------------|
| | Compton & Waldron -Departs- | Southside Station | City Hall & Staples Street Station -Arrives- | City Hall & Staples Street Station -Departs- | Southside Station | Compton & Waldron -Arrives- |
| | 1 | 2 | 3 | 3 | 2 | 1 |
| A.M. | 5:50 | 6:05 | 6:25 | 6:30 | 6:50 | 7:05 |
| | 7:10 | 7:25 | 7:45* | ---- | ---- | ---- |
| P.M. | ---- | ---- | ---- | 5:15 | 5:35 | 6:50 |
| | 5:55 | 6:10 | 6:30 | 6:35 | 6:55 | 7:10 |

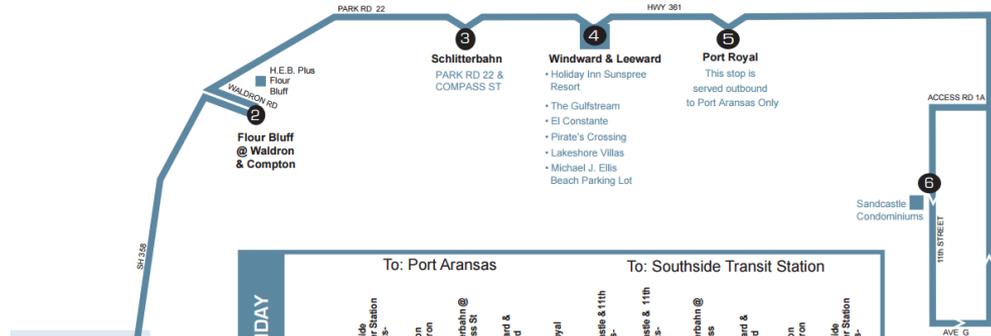
& LR Equipped/Accessible Each Trip. * - Out of service on arrival.



Route 65: Padre Island Connection (No Changes)

65 Padre Island Connection

Your Connection to Padre Island



MONDAY - SUNDAY

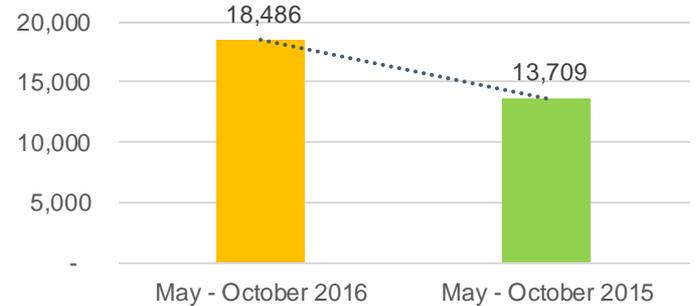
| | To: Port Aransas | | | | | To: Southside Transit Station | | | | | |
|-------------|------------------|--------|--------|--------|--------|-------------------------------|--------|--------|--------|--------|---------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 5 | 4 | 3 | 2 | 1 |
| A.M. | 6:30** | 6:47** | 6:58** | 7:03** | 7:23** | 7:35** | 7:40** | 8:06** | 8:11** | 8:26** | 8:40** |
| | 7:30 | 7:47 | 7:58 | 8:03 | 8:23 | 8:35 | 8:40 | 9:06 | 9:11 | 9:26 | 9:40** |
| | 8:45 | 9:02 | 9:13 | 9:18 | 9:38 | 9:50 | 9:55 | 10:21 | 10:26 | 10:41 | 10:55** |
| P.M. | 3:30 | 3:47 | 3:58 | 4:03 | 4:23 | 4:35 | 4:40 | 5:06 | 5:11 | 5:26 | 5:40 |
| | 4:30 | 4:47 | 4:58 | 5:03 | 5:23 | 5:35 | 5:40 | 6:06 | 6:11 | 6:26 | 6:40** |
| | 5:45 | 6:02 | 6:13 | 6:18 | 6:38 | 6:50 | 6:55 | 7:21 | 7:26 | 7:41 | 7:55* |

⊗ LIR Equipped/Accessible Each Trip. ** - These trips not available on Sundays. * - Out of service on arrival.

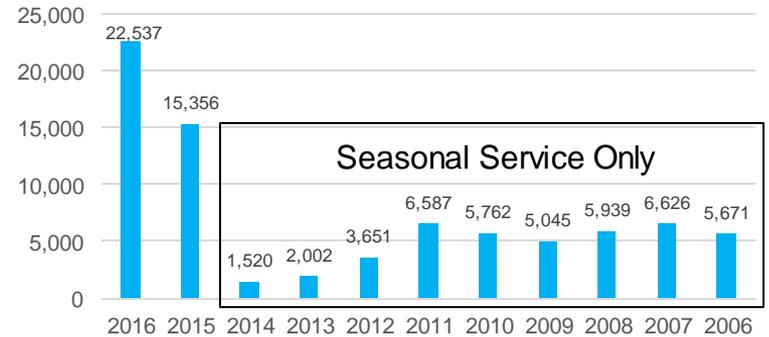
Pilot Service Launched in May 2015



Route 65 Pilot Ridership Growth



Route 65 Annual Ridership

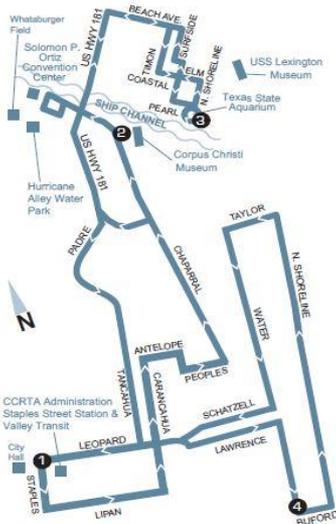


January 2017 Service Improvements



Route 76 Harbor Bridge Shuttle: Minor Schedule Modification

76 HARBOR BRIDGE SHUTTLE



WEEKDAYS

| | To: Texas State Aquarium | | | To: Water & Buford | | |
|------|------------------------------------|-----------------------|----------------------|--------------------------|----------------|------------------------------------|
| | 1 | 2 | 3 | 1 | 4 | 1 |
| | Corpus Christi City Hall -Departs- | Corpus Christi Museum | Texas State Aquarium | Corpus Christi City Hall | Water & Buford | Corpus Christi City Hall -Arrives- |
| A.M. | 6:20 | 6:30 | 6:40 | 6:55 | 7:03 | 7:15 |
| | 7:20 | 7:30 | 7:40 | 7:55 | 8:03 | 8:15 |
| | 8:20 | 8:30 | 8:40 | 8:55 | 9:03 | 9:15 |
| | 9:20 | 9:30 | 9:40 | 9:55 | 10:03 | 10:15 |
| | 10:20 | 10:30 | 10:40 | 10:55 | 11:03 | 11:15 |
| P.M. | 11:20 | 11:30 | 11:40 | 11:55 | 12:03 | 12:15 |
| | 12:20 | 12:30 | 12:40 | 12:55 | 1:03 | 1:15 |
| | 1:20 | 1:30 | 1:40 | 1:55 | 2:03 | 2:15 |
| | 2:20 | 2:30 | 2:40 | 2:55 | 3:03 | 3:15 |
| | 3:20 | 3:30 | 3:40 | 3:55 | 4:03 | 4:15 |
| | 4:20 | 4:30 | 4:40 | 4:55 | 5:03 | 5:15 |
| | 5:20 | 5:30 | 5:40 | 5:55 | 6:03 | 6:15 |
| | 6:20 | 6:30 | 6:40 | 6:55 | 7:03 | 7:15 |
| | 7:20 | 7:30 | 7:40 | 7:55 | 8:03 | 8:15* |

‡ Lift Equipped/Accessible Each Trip.

* - Out of service on arrival.

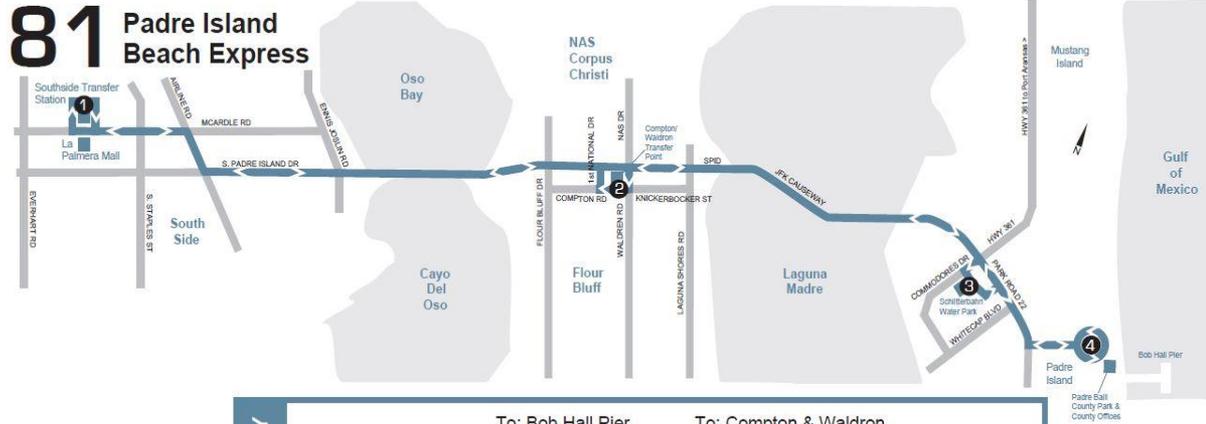
Weekdays

- No change.

Saturdays

- Discontinue 8:20pm evening trip due to low ridership.

New Route 81: Beach Bus (Seasonal Service)



Fridays

- New seasonal service between Southside Station and Bob Hall Pier.

Saturdays

- New seasonal service between Southside Station and Bob Hall Pier.

Sundays

- New seasonal service between Southside Station and Bob Hall Pier.

FRIDAY - SATURDAY - SUNDAY

| | To: Bob Hall Pier | | | | To: Compton & Waldron & Southside Transfer Station | | | |
|------|-------------------------------|-------------------|---------------|---------------------------|--|-------------------|-------------------------------|--|
| | Southside Station Departs- | Compton & Waldron | Schlitterbahn | Bob Hall Pier Arrives- | Bob Hall Pier Departs- | Compton & Waldron | Southside Station Arrives- | |
| A.M. | 10:00 | 10:15 | 10:25 | 10:30 | 10:35 | 10:50 | 11:05 | |
| P.M. | 11:10 | 11:25 | 11:35 | 11:40 | 11:45 | 12:00 | 12:15* | |
| | 3:00 | 3:20 | 3:35 | 3:40 | 3:45 | 4:05 | 4:25 | |
| | 4:25 | 4:45 | 5:00 | 5:05 | 5:10 | 5:30 | 5:50* | |

* - Out of service on arrival.
 † Lift Equipped/Accessible Each Trip.

Please Note: Schlitterbahn is served only in the outbound direction to Bob Hall Pier.



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% | 9.0% |
| 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