



CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY



**Fiscal Year 2018 Operating & Capital Budget
& 5 Year Capital Improvements Plan
Adopted November 1, 2017**



TABLE OF CONTENTS

	<u>Page</u>
Transmittal Letter	I
Organization of the Budget Document	II
 INTRODUCTION	
About the City of Corpus Christi	1
History of the Corpus Christi Transportation Authority.....	3
Benefits of Public Transportation	6
Community Involvement.....	7
Governance	9
System Facilities	11
Service Area	16
Service Map	17
Services	18
 ORGANIZATIONAL STRUCTURE, PROCESSES, AND FINANCIAL POLICIES	
Executive Management & Organizational Structure	20
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	43
Strategic Plan Overview.....	45
Budget Overview.....	46
Short Term Organizational Wide Factors	47
Basis of Budget.....	48
Fund Balance and Reserves Contingency Requirements	49
Sources and Uses of Funds.....	51
Annual Operating Budget.....	53
Ridership Statistics and Performance Trends	63
Capital Budget and Five-Year Capital Plan.....	76
 OPERATING DETAIL BUDGET BY DEPARTMENT	
Departmental Structure	79
Transportation	80
Customer Programs	82
Purchased Transportation	84



TABLE OF CONTENTS

Service Development.....	86
Management Information Systems	88
Vehicle Maintenance.....	90
Facilities Maintenance.....	92
Procurement.....	94
Chief Financial Officer.....	96
Finance and Accounting.....	98
Materials Management	100
Human Resources	102
Administration	104
Infrastructure Programs	106
Marketing & Communications.....	108
Safety & Security	110
Debt Service	112
Staples Street Center.....	114
Transfer to Other Funds	116
Sub-Recipient Grant Agreements.....	116
Street Maintenance and Depreciation.....	117
 SUPPLEMENTAL INFORMATION	
Glossary	120
Service Changes	127
City demographics and employment statistics.....	128



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Corpus Christi Regional Transportation Authority
Texas**

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Morrill

Executive Director



TRANSMITTAL LETTER

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

Our 31st year of the Corpus Christi Regional Transportation Authority was a great one with new and exciting options in transportation. We provide access to transportation for everyone in our community to be able to reach their medical appointments, go to school, go to stores, or to work. We strive to make our community better by adhering to our core values of: Accountability and Transparency, Honesty, Integrity, Decisiveness, Commitment, Teamwork, Courtesy, and Safety.

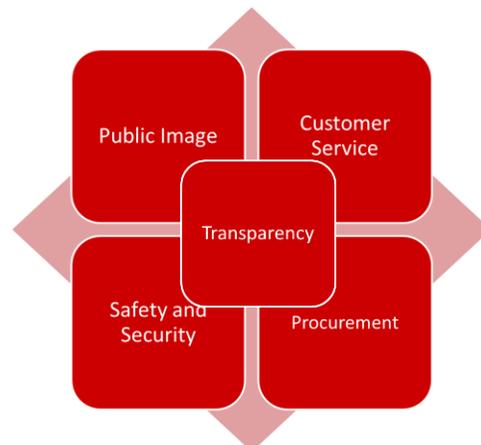
During this very difficult year, my staff did a tremendous job during the evacuation of citizens from Hurricane Harvey. I'm proud to say that we weathered the storm well and we opened up our doors soon after to begin providing services to people in need. We assisted various charity groups to make sure people had access to clean water, food and basic sanitation needs. At a devastating time during our history, the staff kept on track and assisted the community.

I am including a snapshot of our agency and our mission. The Authority was created in 1985 by majority vote of the taxpayers and commenced operations on January 1, 1986. Located in Corpus Christi, Texas on the coast of the Gulf of Mexico, the Authority is a regional provider of mass transportation services, primarily within Nueces County and also part of San Patricio County. Nueces County includes the cities of Agua Dulce, Bishop, Corpus Christi, Driscoll, Port Aransas, Robstown, and unincorporated areas. San Patricio County coverage includes the cities of Gregory and San Patricio. The total area is 838 square miles and has an estimated population of 359,154. We complete over 5 million passenger trips per year, no small feat. We offer 44 fixed route and paratransit services. We are also beginning to use new modes of transportation such as Flex-route services and other pilot programs.

Without the support of our community, stakeholders, and friends the Corpus Christi Regional Transportation Authority simply would not run. Thank you for your support and for many more excellent years to come.

As always, we will continue driving forward,

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, 2018 to December 31, 2018. 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) 2018.

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	1
--------------------------------	---

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	31
------------------------------------------------	----

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	53
----------------------------------------------------------	----

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	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 is the largest city on the Texas coast, the sixth largest port in the nation and 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 remain below 5% for the 2017 year.

In 2017 the regional economy was significantly impacted by Hurricane Harvey. Harvey ripped through the Coastal Bend and Houston area becoming the second most costly storm in U.S. history. Locally the damage is still effected on a daily basis. Future job growth is projected to increase 33.67% over the next ten years.



ABOUT THE CITY OF CORPUS CHRISTI

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

Rank	Business	Type of Product Service	Employment 2017	% of Total Employment
1	Corpus Christi ISD	School District	4,800	2.44%
2	Naval Air Station Corpus Christi	Flight Training	4,500	2.73%
3	H.E.B.	Grocery Company	3,840	2.42%
4	CHRISTUS Spohn Hospital	Hospital	3,700	2.35%
5	Corpus Christi Army Depot	Helicopter Repair	3,500	1.49%
6	City of Corpus Christi	City Government	3,202	1.33%
7	Driscoll Children's Hospital	Hospital	2,136	0.99%
8	Corpus Christi Medical Center	Hospital	1,885	0.84%
9	Kiewit Offshore Services	Industrial Construction	1,750	0.72%
10	Bay Ltd	Industrial Construction	1,750	0.61%

2017 Labor Force = 210,620 (Texas Workforce Commission)



HISTORY OF THE CCRTA

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.



HISTORY OF THE CCRTA

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 in a responsible manner consistent with its financial resources and the diverse needs of the people. Secondly, The RTA will also act responsibly to enhance the regional economy.

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.



HISTORY OF THE CCRTA

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***
- ***Commitment***
- ***Decisiveness***
- ***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 \$9,823 a year by downsizing to one car and using public transportation instead. CCRTA's fees are affordable and are the lowest fares in the nation.

2. Protects the Environment and Improves Air Quality:

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

The average passenger car in the U.S. produces just less than one pound of carbon dioxide per mile traveled. Switching to riding public transportation a person with a 20 mile round trip commute can help reduce carbon emissions by more than 4,800 pounds in a year. Just one single commuter switching their commute to public transportation can 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 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, partnering with Catholic Charities 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)
- Martin Luther King Jr. Day (January, Shuttle Services)
- Buc Days (April/May – Parade participation and Shuttle Services)
- Fiesta de la Flor (April, Park-n-Ride Services)
- Beach to Bay (May, Shuttle Services)
- Hurricane Evacuation Conference (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)
- Gregory Holiday Parade (December, Parade)
- Feast of Sharing (December, Park-n-Ride Services)



COMMUNITY INVOLVEMENT

CCRTA also supports emergency response operations within the service area when requested and in cooperation with the City of Corpus Christi Office of Emergency Management to provide the necessary services during emergency situations which include transporting the public within the service area to evacuation locations. Moreover, CCRTA has maintained a Street Improvement Program for the purpose of reconstructing, rebuilding, and rehabilitating streets within its region. Each year funds are distributed using a formula-driven allocation process to each of our participating regional communities. Over the years, over \$30,000,000 in sales tax revenues have been returned to these communities for street repairs.



GOVERNANCE

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

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

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

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

Board Member	Title	Appointing Body	Term Expires
Curtis Rock, Chair	Board Chair	Board	1/3/2018
Michael Reeves	Board Vice Chairman	Committee of Small City Mayors	9/30/2019
Edward Martinez	Board Secretary	City of Corpus Christi	6/30/2018
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
Patricia Dominquez	Board Member	City of Corpus Christi	6/30/2018
Ann Bauman	Board Member	City of Corpus Christi	6/30/2018
Tom Niskala	Board Member	Nueces County	9/30/2019
Scott Harris	Board Member	Nueces County	9/30/2019
Dan Leyendecker	Board Member	Nueces County	9/30/2019
Glenn Martin	Board Member	Committee of Small City Mayors	9/30/2019



GOVERNANCE



CURTIS ROCK
Board Chair



MIKE REEVES
Vice Chairman



EDDIE MARTINEZ
City of Corpus Christi Appointee / Secretary



LARRY D. YOUNG SR.
City of Corpus Christi Appointee



GEORGE CLOWER
City of Corpus Christi Appointee



PATRICIA DOMINGUEZ
City of Corpus Christi Appointee



ANN BOWMAN
City of Corpus Christi Appointee



TOM NESKALA
Nueces County Appointee



SCOTT HARRIS SR.
Nueces County Appointee



DAN LEYKNEBECK
Nueces County Appointee



GLENN MARTIN
Small City Mayors' Committee Appointee

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

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



SYSTEM FACILITIES

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. This project is a result of the Board's long-term planning for the future growth of our community and our organization. The site for this new location was strategically chosen to align with the expected transit growth in the uptown and downtown areas and provide a pivotal point for connecting the two districts. CCRTA plans to lease out space to organizations that serve similar customer needs and will provide the public with convenient access to other necessary services. Since the City of Corpus Christi is the county seat of Nueces County, this concept further complements the decision to site the new building in the civic district of the city which already houses other public offices.

The new building which is 168,450 square feet in garage and office facilities consolidates two departments that are currently 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 enhance development of responsive transportation services for the next 25 years. Transit operations will also experience consolidation benefits from this strategy.

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

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

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



SYSTEM FACILITIES

Transfer Stations

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

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

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

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



SYSTEM FACILITIES

Staples Street Transfer Station



This transfer station is located conveniently within one block of Corpus Christi City Hall and Nueces County Courthouse. As the transportation hub, it is the *busiest transfer point* for CCRTA routes serving 14 routes and averaging 591 weekday boardings. A major travel generator of CCRTA since the station opened in 1994, it has been re-designed and now contains our new Customer Service Center. The new building is constructed adjacent to the new designed Staples Street Transfer Station. There are eight bays that 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 McArdele 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)



SYSTEM FACILITIES

averaging 1,196 weekday boardings. It has become a major community destination connecting passengers to the retail center of the City which not only includes the nearby La Palmera Mall, but a variety of other retail outlets in the area. The design utilizes a custom tubular stainless steel lamella vault with structural stainless steel standing seam roof panels which gives this station its distinct identity. With nine bays servicing eight routes this location generates the 3rd highest level of activity in the transit system.

Port Ayers Station



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

Six Points Transfer Station





SYSTEM FACILITIES

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

Robstown Transfer Station



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



SYSTEM 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 2017 Estimate	Population Change	% Change
Agua Dulce	812	835	23	2.83%
Bishop	3,134	3,197	16	2.01%
Corpus Christi	305,215	332,344	18,859	8.89%
Driscoll	739	771	13	4.33%
Gregory	1,907	2,022	85	6.03%
Nueces County	15,243	15,913	670	4.40%
Port Aransas	3,480	4,202	475	20.75%
Robstown	11,487	11,786	89	2.60%
San Patricio	395	395	-0-	0.00%
Total	342,412	362,635	20,223	5.91%



SERVICE MAP





SERVICE 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.



SERVICE TYPES

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



EXECUTIVE MANAGEMENT & 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	
<u>Title</u>	<u>Name</u>
Chief Executive Officer	Jorge G. Cruz-Aedo
Managing Director of Operations	Jennifer Fehribach
Managing Director of Capital Programs	Sharon Montez
Managing Director of Administration	Robert Saldana
Director of Planning	Gordon Robinson
Director of Finance	Sandy Roddel
Director of Maintenance	Bryan Garner
Director of Marketing	Kelly Coughlin
Director of IT	David Chapa
Director of Procurement	Annie Hinojosa
General Manager of MV Transportation	Kyle Klika
Director of Safety and Security	Mike Rendon
Director of Human Resources	Angelina Gaitan
Director of Transportation	Derrick Majchszak
DBE/EEO Compliance Officer	Christina Perez



EXECUTIVE MANAGEMENT & ORGANIZATIONAL STRUCTURE



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.

JENNIFER FEHRIBACH / Managing Director of Operations
jFehribach@ccrta.org

Ms. Fehribach brings over 8 years of experience in the transit industry which includes service operations, project management and administrative management. Prior to working with the CCRTA Ms. Fehribach worked with the Metropolitan Transit Authority of Harris County (Houston Metro) where she managed the operations department and administered strategies and work methods to optimize service and plan for long-term growth throughout the Metro service area. Ms. Fehribach also oversaw the customer satisfaction management system to ensure complaint resolution. Ms. Fehribach is a proud member of American Public Transportation Association (APTA) and holds a Bachelor's Degree in Liberal Arts from Murray State University.



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.



EXECUTIVE MANAGEMENT & ORGANIZATIONAL STRUCTURE

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
grobinson@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.

SANDY RODDEL / Director of Finance
sroddel@ccrta.org





EXECUTIVE MANAGEMENT & ORGANIZATIONAL STRUCTURE



BRYAN GARNER / 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.

ANNIE HINOJOSA / Director of Procurement
ahinojosa@ccrta.org

Ms. Hinojosa joined the CCRTA in February 2017. As Director of Procurement, Ms. Hinojosa oversees the contract award process, but also ensures all contracts and purchases are conducted and administered in accordance with CCRTA's procurement regulations and in compliance with all applicable statutes. Ms. Hinojosa's previous experience includes thirteen years of management, procurement and strategic planning in both public and private sectors. She graduated from Texas A&M University –Kingsville with a Bachelor's degree in Business Administration and her Master's in Business Administration from Texas A&M University – Commerce.





EXECUTIVE MANAGEMENT & ORGANIZATIONAL STRUCTURE



KYLE KLIKA / 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.

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.



EXECUTIVE MANAGEMENT & ORGANIZATIONAL STRUCTURE

DERRICK MAJCHSZAK / Director of Transportation
dmajchszak@ccrta.org



Mr. Majchszak is a native of Toledo, Ohio. He brings 20 years of leadership experience and 11 years of Public Transportation experience. Mr. Majchszak began his professional career with the US Navy. He was stationed on Guam where he served as a Network Operations Manager. He later returned to active duty and served 1 tour in the Middle East with the Navy Seabees as a Construction Mechanic. After being honorably discharged, Mr. Majchszak went to work for the Fort Worth Transportation Authority. He began his career in Transit as a bus mechanic before advancing to Maintenance Supervisor, and later to Operations Manager. As an Operations Manager, he led a team of 230 Operators and 20 Supervisors. Mr. Majchszak received his Associates Degree from Tarrant County College and will finish his BBA in 2018.



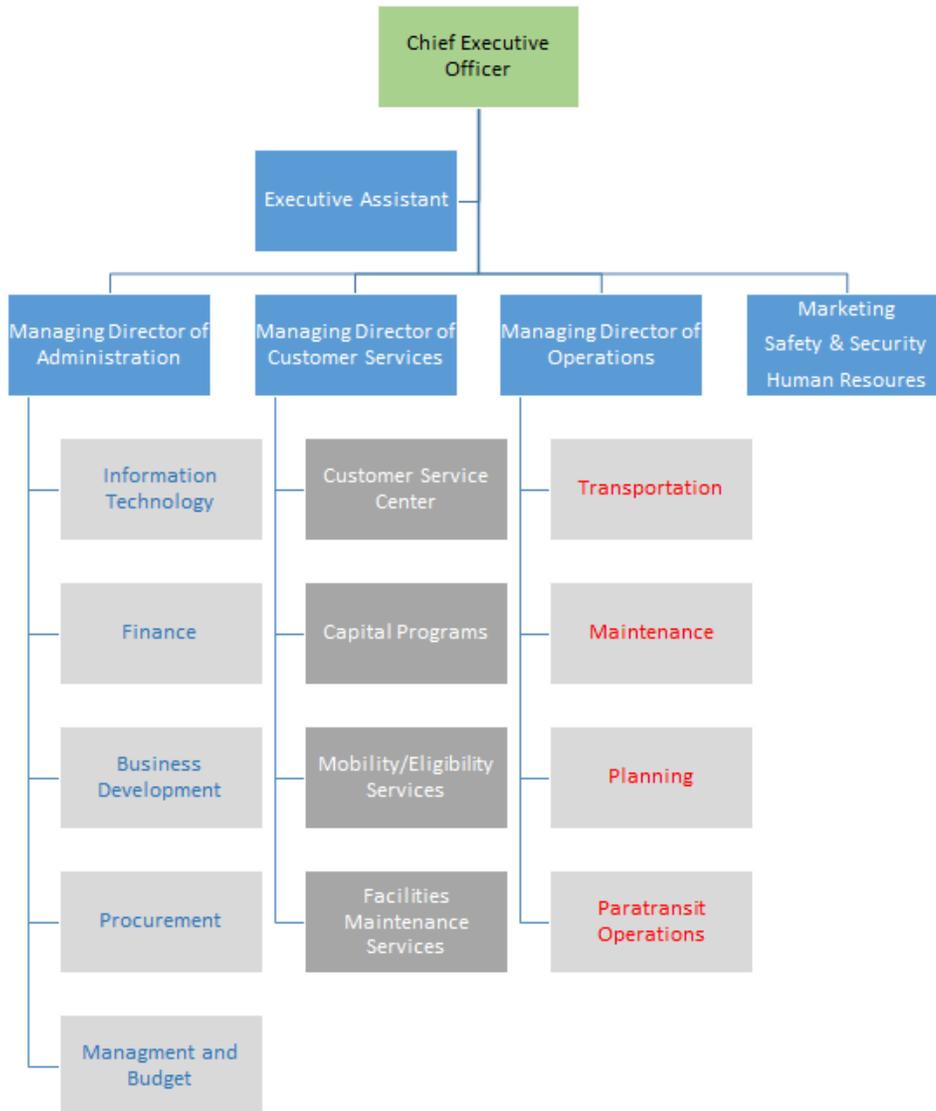
CHRISTINA PEREZ / DBE/EEO Compliance Officer
cperez@ccrta.org

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.

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



Organizational Chart





EXECUTIVE MANAGEMENT & ORGANIZATIONAL STRUCTURE

There are 282.55 salaried and hourly positions included in the FY 2018 Annual Budget. This amount remained the same as the previous fiscal year.

A few positions were readjusted and moved in to different departments in which they were better suited. The Materials Management department removed one (1) FTE for a Buyer/Inventory Specialist and moved it under the Procurement department.

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 2015	FY 2016	FY 2017	FY 2018	FY 2018	Notes
	FTE Actual	FTE Actual	FTE Actual	FTE Changes	FTE Budget	
01 TRANSPORTATION	169.00	174.00	174.00	0.00	174.00	No Change
02 CUSTOMER PROGRAMS	4.80	4.80	7.80	0.00	7.80	No Change
03 PURCHASED TRANSPORTATION	2.00	2.00	0.00	0.00	0.00	No Change
04 SERVICE DEVELOPMENT	4.00	5.00	5.00	0.00	5.00	No Change
07 MIS	3.00	3.00	6.00	0.00	6.00	No Change
11 VEHICLE MAINTENANCE	41.00	41.00	37.00	0.00	37.00	No Change
21 FACILITIES MANAGEMENT	15.00	15.00	15.00	0.00	15.00	No Change
40 PROCUREMENT	4.00	4.00	2.00	1.00	3.00	1 FTE transferred to Dept 43
41 CEO	2.00	2.00	1.00	0.00	1.00	No Change
42 FINANCE AND ACCOUNTING	5.55	5.55	6.50	0.00	6.50	No Change
43 MATERIALS MANAGEMENT	3.00	3.00	4.00	-1.00	3.00	Transferred 1 FTE to Dept 40
44 HUMAN RESOURCES	3.50	3.50	4.50	0.00	4.50	No Change
45 ADMINISTRATION	5.00	5.00	7.00	0.00	7.00	No Change
49 INFRASTRUCTURE PROGRAMS	2.00	2.00	2.00	0.00	2.00	No Change
50 MARKETING & COMMUNICATION	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	6.00	5.70	0.00	5.70	No Change
Total CCRTA FTE's	267.85	280.85	282.50	0.00	282.5	



BUDGET PROCESS AND BUDGET CALENDAR

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

Budget Event/Activity	Month
Management Team provides year-end analysis, Economic Trends, Budget key issues & challenges, key assumptions, Budget Calendar	January
Board of Directors review Agency policies, mission & vision statements, market plan, safety & security plan, annual service plan, long-range goals, capital improvement plan, and zero base budget approach guidelines	February
Board of Directors review preliminary year-end projections and assumptions, financial position, target goals, objectives, initiatives, & guidelines, set financial goals, set direction and budget priorities	March
Management team develops objectives and strategies to achieve organizational goals	April
Department managers develop business plans that support achievement of objectives	May
Board reviews strategic plan	June
Management review current mid-year financial status, CIP status, Capital & preventive maintenance grant status, finalized assumptions, Budget development process begins	July
Budget workshops begins	July
Preliminary department budgets due, departmental and CEO reviews, trim notifications are provided, budgets are revised and reviewed,	August
Draft Budget submitted to Board, Public hearing date and adoption date set, post public hearing, proposed budget document on line for public review, continue budget workshops	September
Board reviews proposed budget and holds public hearing on proposed budget, trim notifications given, and if applicable revise proposed budget for review, continue budget workshops if needed	October
Board review final board document, continue budget workshops if needed	November
Final Budget Adoption Deadline December 5, 2018	December
Approved budget document is published	December



STRATEGIC PLANNING PROCESS

The strategic planning process began in early January 2017 with a prior year-end financial performance analysis by the management team in preparation for the upcoming board retreats. This evaluation process continued with an assessment of the internal and external factors that affected expectations. During the next three months Board retreats were held whereby the Board and management met to discuss these findings along with a review of CCRTA's long-range vision and organizational mission and goals. It was through this process that the Vision Statement was revised to reflect the inspirational desires of the Board. The Vision Statement was changed to the following:

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."

Process for Developing the Strategic Plan

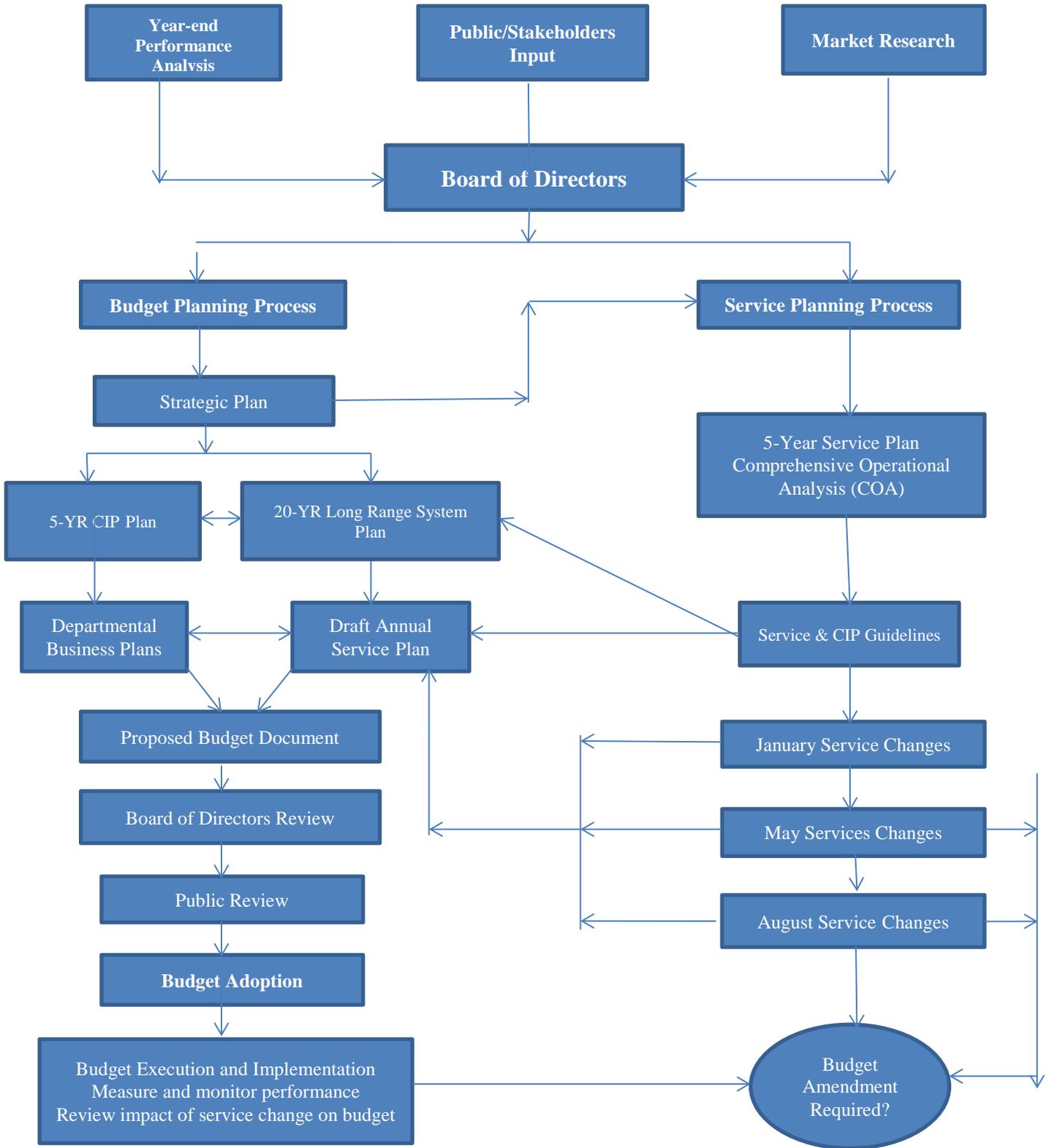
The Board and management team worked together to develop the FY2018 Strategic Plan with the aim of continuing the focus on the four mainstay goal areas of the Authority:

- Explore service- enhancement to smaller cities
- Improve (maintain) our public image
- Maintain transparency efforts
- Financial information/ data presentation of it publicly
- Begin placing procurement activities in report (transparency) mechanism
- Maximize collaboration between private sector and academia (research and development)
- Enhance the customer service experience
- Identify services
- Improved contact with citizens on demand issues
- Look into multi-modal possibilities
- Alternate forms of personal transportation
- Enhancement of video usage (real-time, reaction-time, capability improvement)

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.



STRATEGIC PLANNING PROCESS FLOW CHART





FINANCIAL POLICIES AND PRACTICES

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

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

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

- Operate under a balanced budget
- Safeguard and maximize resources

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

Budget and Financial Plans

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

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

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



FINANCIAL POLICIES AND PRACTICES

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



FINANCIAL POLICIES AND PRACTICES

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.



FINANCIAL POLICIES AND PRACTICES

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.



FINANCIAL POLICIES AND PRACTICES

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 street - if the work done impacts the "base" structure.

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

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

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

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

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



FINANCIAL POLICIES AND PRACTICES

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 5.58% and 7.88%. The current fare structure and revenue levels are expected to generate an estimated \$1.7 million in fare revenue for FY2017 and the fare recovery ratio is estimated at 5.62%. In Fiscal 2018, 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 2018. 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:



FINANCIAL POLICIES AND PRACTICES

- 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	5.74%
2017	5.62% Unaudited



FINANCIAL POLICIES AND PRACTICES

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.

Current Fare Structure

FARES	PASSES	OTHER SERVICES
\$ 0.75 ADULT SINGLE FARE	\$ 1.75 DAY PASS	\$ 1.25 ADULT SINGLE FARE PARK AND RIDE/EXPRESS/RURAL SERVICES**
\$ 0.25 REDUCED FARE*	\$ 7.50 7-DAY PASS	\$ 0.25 REDUCED FARE* PARK AND RIDE/EXPRESS/RURAL SERVICES**
\$ 0.10 REDUCED FARE* OFF-PEAK	\$ 30.00 31-DAY PASS	\$ 0.25 #94 PORT ARANSAS SHUTTLE PARK AND RIDE/EXPRESS/RURAL SERVICES**
TAMUCC & Del Mar Students and Faculty	\$ 11.00 REDUCED FARE* 31-DAY PASS	\$ 1.25 REGULAR FARE B-LINE
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.	\$ 12.50 COMMUTER 11-TRIP PASS	\$ 2.00 REGULAR FARE B-LINE (SURCHARGE OUTSIDE ¼ MILE ADA ZONE)
	\$ 50.00 B-LINE PASS	



FINANCIAL POLICIES AND PRACTICES

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.



FINANCIAL POLICIES AND PRACTICES

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.



FINANCIAL POLICIES AND PRACTICES

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.

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.



FINANCIAL POLICIES AND PRACTICES

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 \$363,843,471 in capital projects and approximately \$257,893,471 through FY 2037. Through 2022 capital expenditures have no impact on the operating budget as they are either replacing or upgrading existing assets.

Description	2018	2019	2020	2021	2022
Beginning Balance	\$ 25,605,598	\$ 21,330,039	\$ 27,131,108	\$ 28,242,928	\$ 33,426,343
Revenues	\$ 43,730,770	\$ 51,698,074	\$ 53,894,168	\$ 48,383,716	\$ 57,456,401
Debt Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -
Total Available Funds	\$ 69,336,368	\$ 73,028,113	\$ 81,025,276	\$ 76,626,644	\$ 90,882,744
Operating & Non-Expenses	\$ 39,729,026	\$ 35,631,601	\$ 37,662,333	\$ 39,573,188	\$ 42,721,493
Debt Service	\$ 1,604,908	\$ 1,604,770	\$ 1,607,565	\$ 1,606,343	\$ 1,606,837
Capital Expenditures	\$ 6,672,395	\$ 8,660,634	\$ 13,512,450	\$ 2,020,770	\$ 5,977,222
Total Spending Requirements	\$ 48,006,329	\$ 45,897,005	\$ 52,782,348	\$ 43,200,301	\$ 50,305,552
Surplus	\$ 21,330,039	\$ 27,131,108	\$ 28,242,928	\$ 33,426,343	\$ 40,577,192
Less: Reserves/Contingencies	\$ 14,794,850	\$ 14,087,497	\$ 15,056,865	\$ 16,509,497	\$ 14,985,410
Unrestricted Fund Balance	\$ 6,535,189	\$ 13,043,611	\$ 13,186,063	\$ 16,916,846	\$ 25,591,782

Description	2023	2024	2025	2026	2027
Beginning Balance	\$ 40,577,192	\$ 43,221,144	\$ 47,353,587	\$ 49,946,943	\$ 56,938,695
Revenues	\$ 57,698,599	\$ 61,743,197	\$ 63,701,226	\$ 65,598,612	\$ 68,189,633
Debt Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -
Total Available Funds	\$ 98,275,790	\$ 104,964,341	\$ 111,054,814	\$ 115,545,555	\$ 125,128,328
Operating Expenses	\$ 43,450,000	\$ 44,000,000	\$ 44,500,000	\$ 45,000,000	\$ 45,500,000
Debt Service	\$ 1,604,646	\$ 1,610,754	\$ 1,607,871	\$ 1,606,860	\$ 1,605,267
Capital Expenditures	\$ 10,000,000	\$ 12,000,000	\$ 15,000,000	\$ 12,000,000	\$ 10,000,000
Total Spending Requirements	\$ 55,054,646	\$ 57,610,754	\$ 61,107,871	\$ 58,606,860	\$ 57,105,267
Surplus	\$ 43,221,144	\$ 47,353,587	\$ 49,946,943	\$ 56,938,695	\$ 68,023,061
Less: Reserves/Contingencies	\$ 19,678,543	\$ 29,258,200	\$ 27,445,482	\$ 30,920,966	\$ 30,320,046
Unrestricted Fund Balance	\$ 35,376,103	\$ 28,352,554	\$ 33,662,389	\$ 27,685,894	\$ 26,785,221

Description	2028	2029	2030	2031	2032
Beginning Balance	\$ 68,023,061	\$ 81,337,896	\$ 94,174,165	\$ 105,624,062	\$ 117,921,981
Revenues	\$ 70,921,413	\$ 72,945,027	\$ 75,558,123	\$ 78,902,900	\$ 82,208,817
Debt Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -
Total Available Funds	\$ 138,944,474	\$ 154,282,923	\$ 169,732,288	\$ 184,526,962	\$ 200,130,798
Operating Expenses	\$ 46,000,000	\$ 46,500,000	\$ 47,500,000	\$ 48,500,000	\$ 49,000,000
Debt Service	\$ 1,606,578	\$ 1,608,758	\$ 1,608,226	\$ 1,604,981	\$ 1,603,348
Capital Expenditures	\$ 10,000,000	\$ 12,000,000	\$ 15,000,000	\$ 16,500,000	\$ 18,150,000
Total Spending Requirements	\$ 57,606,578	\$ 60,108,758	\$ 64,108,226	\$ 66,604,981	\$ 68,753,348
Surplus	\$ 81,337,896	\$ 94,174,165	\$ 105,624,062	\$ 117,921,981	\$ 131,377,450
Less: Reserves/Contingencies	\$ 24,282,159	\$ 23,384,642	\$ 21,983,060	\$ 23,017,170	\$ 26,602,482
Unrestricted Fund Balance	\$ 57,055,737	\$ 70,789,523	\$ 83,641,002	\$ 94,904,811	\$ 104,774,967

Description	2033	2034	2035	2036	2037
Beginning Balance	\$ 131,377,450	\$ 112,225,998	\$ 104,011,907	\$ 110,458,258	\$ 115,428,879
Revenues	\$ 81,694,914	\$ 84,149,563	\$ 86,744,702	\$ 89,594,123	\$ 92,729,917
Debt Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -
Total Available Funds	\$ 213,072,364	\$ 196,375,561	\$ 190,756,609	\$ 200,052,381	\$ 208,158,796
Operating Expenses	\$ 77,242,687	\$ 64,357,936	\$ 63,692,218	\$ 81,273,735	\$ 85,337,422
Debt Service	\$ 1,603,679	\$ 1,605,718	\$ 1,606,134	\$ 1,607,534	\$ 1,609,613
Capital Expenditures	\$ 22,000,000	\$ 26,400,000	\$ 15,000,000	\$ 12,000,000	\$ 15,000,000
Total Spending Requirements	\$ 100,846,366	\$ 92,363,654	\$ 80,298,352	\$ 94,881,269	\$ 101,947,034
Surplus	\$ 112,225,998	\$ 104,011,907	\$ 110,458,258	\$ 105,171,112	\$ 106,211,762
Less: Reserves/Contingencies	\$ 25,906,405	\$ 20,974,121	\$ 23,222,262	\$ 21,861,894	\$ 22,517,843
Unrestricted Fund Balance	\$ 86,319,593	\$ 83,037,786	\$ 87,235,996	\$ 83,309,218	\$ 83,693,919

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>Promote a culture of safety 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 Improve efficiency & effective services delivery: Evaluate KPI's monthly and identify area of transit improvement through Comprehensive Operational Analysis</p> <p>1.3 Pursue construction discipline to increase reliability & customer service by targeting: 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> <p>1.4 Continue Operation "Deep Clean" by maintaining vehicles, facilities, and amenities clean 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 2.2 Continue Community Report/Faces Campaign 2.3 Continue Bus and Sponsorships 2.4 Focus efforts on annual marketing plan, ridership campaigns utilizing fact cards and social media platforms/metric for measuring awareness 2.5 Expand DBE program to include local funds 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 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 3.3 Pursue participation in Downtown Redevelopment Planning 3.4 Continue programs to increase ridership's - Develop new ridership markets – 3.5 Strengthen relationships with stakeholders, public and private sector in support of economic development; develop strong internal & external collaborative relationships 3.6 Pursue and respond to public needs 3.7 Continue to provide safe, dependable, and comfortable public transportation services 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 4.2 Continue to evaluate cost controls and adjust accordingly with automation and more training including customer service. 4.3 Pursue compensation and wage studies to maintain workforce market competitiveness in support of Agency's goals and objectives 4.4 Continue to use internship programs as a recruiting tool to promote new specialized strengths 4.5 Implement Board Engagement priorities for: Automated Board Agenda Process, Social Media Training, Board Policy Review and quarterly board retreats 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.

- Explore service enhancements to smaller cities.
- Improve/ maintain public image.
- Maintain transparency efforts
- Maximize collaboration between private sector and academia.
- Enhance the customer service experience.

The Budget Assumptions used to develop the budget

1. **Sales Tax Revenue** – It is assumed that sales tax will have a 5.52% decrease due to economic trends forecasted.
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 anticipated that Harbor Ferry operations will be discontinued in FY 2018
4. **Staffing Levels** - The Full-Time Equivalent (FTE) Staffing Chart on page 14 shows the staffing levels by department. Staffing levels will remain the same in FY 2018 due to no changes in the organization's needs.
5. **Compensation Increases** -It is expected 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 2018 as predicted by the trend present during the development of the budget.



SHORT TERM ORGANIZATION WIDE FACTORS

Internal Budget Goals

The FY 2018 Budget was designed to address several internal goals. One of the top highlighted priorities for FY 2018 budget is to overcome the prior operating budget deficits. To help meet this goal department heads were directed to develop department budgets to maintain status quo service level with no new personnel and managing a conservative year.

Service Enhancements

The CCRTA introduced the Port Aransas Ferry shuttle the summer. This bus was dedicated to the Port Aransas community as a pilot program to provide service to many workers and tourist to the Port Aransas area. Riders of this shuttle were to park and be bused over the ferry with priority boarding. This would help limit the amount of drivers and those having to endure the hot summer sun by walking. Route 35 Robstown addition to service the outlet mall. This route was introduced to offer more services to the citizens of Robstown and help service the Outlet Mall. Route 35 services about has serviced 1000 more riders in the 6 month time frame than route 34 did on its own.

Public Image

CCRTA has maintained the improved public image. We use what is known as a sentiment reader. It works by measuring the words associated with the agency in news, social media, and traditional media. We have seen more positive and neutral sentiment. We have also seen an increase in social media followers and positive engagement. Provided community transportation during evacuation. Provided community transportation for multiple special movements throughout the year.

System Expansion

Under considerable discernment, preservation is priority at this current state for the organization. System expansion should not occur until the existing system is maintained and stable. Because resources are limited, it becomes necessary to prioritize transportation options. Expanding on the system at the expense of maintaining what already exists will cause decreased mobility in established areas.

Protect neighborhoods

The CCRTA main objective is to establish transportation systems in that do not deteriorate neighborhood streets. Transportation facilities should not diminish neighborhood character and safety, and neighborhood streets should not be public transportation thoroughfares. The comprehensive plan will serve as the basis for addressing such issues that may arise.



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.***

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 **\$18,353,628**. The projection is based on the audited FY 2017 beginning balance of \$25,605,598, the addition of the projected FY 2017 surplus of \$297,369, less the assigned restriction of \$7,549,339 to cover the local share of capital projects that are projected to be completed in FY 2018. In FY 2018 the contingencies and fund balance restrictions totaling **\$11,818,439** are projected to reduce the available and unrestricted portion of the fund balance to **\$6,535,189**.

Section 451.134 of the Public Transportation Code requires CCRTA to accumulate an operating reserve that is not less than an amount equal to actual operating expenses for two months. Operating expenses are projected at \$29,769,619 which calculates to a **statutory reserve** of \$4,961,603. 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 **\$7,442,405** 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 **\$1,158,969** which represents 25% of the total project costs of the FY 2017 Capital Budget. In addition to these contingencies which total **\$9,801,374**, the fund balance is also further encumbered with **\$1,719,696** to cover the costs of capital projections rolling forward from previous years reducing the available projected fund balance by **\$11,818,439**.



FUND BALANCE AND RESERVES/CONTINGENCIES REQUIREMENTS

Projected Fund Balance and Reserve Requirements	
Description	Balances
Audited Unrestricted/Unreserved (As of 12/31/2016)	\$ 25,605,598
Projected FY 2017 Surplus	<u>297,369</u>
Adjusted Balance Before Restricted/Reserved	\$ 25,902,967
<u>Less Local Share for Capital Projects:</u>	
Completed in FY 2017	\$ 7,549,339
Rolling Forward to FY 2018	780,521
New Projects FY 2018	<u>939,175</u>
Total Local Share for Capital Projects	<u>\$ 9,269,035</u>
Total Estimated Balance Before Restricted Funds	\$ 16,633,932
<u>Less Restricted Funds:</u>	
<i>Operating Reserve:</i>	
(25% of \$29,769,619 FY 2018 Operating Budget less designated Employee Benefits Reserve)	\$ 7,442,405
<i>Employee Benefits Reserve (Per Policy)</i>	1,200,000
<i>Capital Budget Reserve:</i>	
(25% of \$4,635,874 FY 2018 Capital Budget)	<u>1,158,969</u>
Total Restricted	\$ 9,801,374
2018 Estimated Fund Balance/Unreserved/Unrestricted	<u><u>\$ 6,832,558</u></u>



SOURCES AND USES OF FUNDS

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.

FY16 Actuals	Category	FY17 Budget	FY18 Budget	\$ Change	% Change
\$ 31,211,237	Sales Tax Revenue	\$ 34,086,571	\$ 32,205,606	\$ (1,880,965)	-5.52%
\$ 2,059,880	Capital Grants & Donations	\$ 1,140,000	\$ 4,952,699	3,812,699	334.45%
1,802,835	Operating Revenues	2,527,362	\$ 1,831,575	(695,787)	-27.53%
138,489	Federal and Other Grant Assistance	1,100,000	3,590,365	2,490,365	226.40%
96,863	Investment Income	98,000	\$ 78,960	(19,040)	-19.43%
544,896	Non-Operating Revenues	553,219	\$ 613,349	60,130	10.87%
76,265	Staples Street Center Lease Income	364,237	\$ 458,216	93,979	25.80%
\$ 35,930,465	Total Sources of Funds	\$ 39,869,389	\$ 43,730,770	\$ 3,861,381	9.69%

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.

FY16 Actuals	Category	FY17 Budget	FY18 Budget	\$ Change	% Change
\$ 29,455,565	Operating Expenses	\$ 30,494,274	\$ 30,166,516	\$ (327,758)	-1.07%
\$ 3,280,832	Street Improvement Program	\$ 2,749,000	\$ 2,828,222	79,222	2.88%
7,964,971	Depreciation Expense	4,680,801	\$ 4,398,419	(282,382)	-6.03%
-	Transfer Out To Other Funds	-	-	-	0.00%
1,026,120	Debt Service (Principal & Interest)	1,048,826	\$ 1,605,708	556,882	53.10%
-	Sub-Recipient Grant Reimbursement	-	\$ 271,945	271,945	0.00%
335,975	Staples Street Center Lease Income	891,427			
-	Port Ayers Cost Center	-	\$ 458,216	458,216	100.00%
\$ 42,063,463	Total Sources of Funds	\$ 39,864,328	\$ 39,729,026	\$ (135,302)	-0.34%



SOURCES AND USES OF FUNDS

Five-Year Sources and Uses Funding Plan

Inflows	2016 Audited	2017 Projected	2018	2019	2020	2021	2022
Revenues							
<u>Operating Revenues</u>							
Fare Box Revenue	\$ 1,735,001	\$ 1,732,906	\$ 1,750,235	\$ 1,767,737	\$ 1,785,415	\$ 1,803,269	\$ 1,821,302
Bus Advertising	159,662	154,412	159,044	163,816	168,730	173,792	179,006
Other Income	505,781	522,554	524,122	525,694	527,271	528,326	528,378
Total Operating Revenues	2,400,444	2,409,872	2,433,401	2,457,247	2,481,416	2,505,387	2,528,686
<u>Non-Operating Revenues</u>							
Sales Tax Revenue	31,387,198	\$ 31,729,661	32,205,606	32,527,662	32,852,939	33,181,468	33,513,283
Staples Street Center	70,920	366,972	458,216	483,304	490,849	424,465	424,465
Interest Income	69,049	78,960	82,908	87,053	91,406	93,234	97,896
Gain on Property Disposed	32,007	15,000	7,575	26,052	34,500	46,000	22,000
Total Non-Operating Revenues	31,559,174	32,190,593	32,754,305	33,124,071	33,469,694	33,745,167	34,057,644
Grants							
Operating Related Grants	1,185,650	3,301,910	3,318,420	3,335,012	3,351,687	3,368,445	3,385,287
Sub-Recipients	71,560	28,890	271,945	-	-	-	-
Capital Grants	1,289,577	14,470,440	4,952,699	6,623,063	10,482,045	1,526,116	4,781,778
Total Grant Revenue	2,546,787	17,801,240	8,543,064	9,958,075	13,833,732	4,894,561	8,167,065
Total Inflows	\$ 36,506,405	\$ 52,401,705	\$ 43,730,770	\$ 45,539,393	\$ 49,784,842	\$ 41,145,115	\$ 44,753,395
<u>Outflows</u>							
Operating Expenses	\$ 30,238,713	\$ 30,500,000	\$ 29,780,696	\$ 32,163,152	\$ 34,736,204	\$ 37,515,100	\$ 40,516,308
Sub-Recipients	\$ 71,560	\$ 28,890	\$ 271,945	\$ -	\$ -	\$ -	\$ -
Street Maintenance Program	\$ 3,170,013	\$ 3,031,296	\$ 2,828,222	\$ 2,842,918	\$ 2,871,347	\$ 2,900,060	\$ 2,862,034
Total Operating & Non-Operating	\$ 33,480,286	\$ 33,560,186	\$ 32,880,863	\$ 35,006,069	\$ 37,607,551	\$ 40,415,160	\$ 43,378,342
Capital Program Expenses	\$ 7,832,390	\$ 16,088,123	\$ 6,790,009	\$ 8,660,634	\$ 13,512,450	\$ 2,020,770	\$ 5,977,222
Staples Street Center	\$ 348,665	\$ 787,863	\$ 805,115	\$ 845,371	\$ 904,547	\$ 976,910	\$ 1,064,832
<u>Debt Service Expenses</u>							
Bond Principal	\$ 540,000	\$ 535,000	\$ 540,000	\$ 555,000	\$ 570,000	\$ 595,000	\$ 620,000
Bond Interest	606,907	1,073,364	1,064,246	1,048,026	1,034,908	1,009,770	987,565
Total Debt Expenses	\$ 1,146,907	\$ 1,608,364	\$ 1,604,246	\$ 1,603,026	\$ 1,604,908	\$ 1,604,770	\$ 1,607,565
Total Outflows	\$ 42,808,248	\$ 52,044,536	\$ 42,080,233	\$ 46,115,100	\$ 53,629,455	\$ 45,017,611	\$ 52,027,962
NET FLOW OF FUNDS	\$ (6,301,843)	\$ 357,169	\$ 1,650,537	\$ (575,707)	\$ (3,844,614)	\$ (3,872,496)	\$ (7,274,567)
CASH POSITION							
Beginning Cash Balance	\$ 30,460,233	\$ 24,158,390	\$ 24,515,559	\$ 26,166,095	\$ 25,590,388	\$ 21,745,774	\$ 17,873,278
Plus Net Flow of Funds	\$ (6,301,843)	\$ 357,169	\$ 1,650,537	\$ (575,707)	\$ (3,844,614)	\$ (3,872,496)	\$ (7,274,567)
Equals Cash Available	\$ 24,158,390	\$ 24,515,559	\$ 26,166,095	\$ 25,590,388	\$ 21,745,774	\$ 17,873,278	\$ 10,598,711
<u>Less Reserve Restrictions:</u>							
Less Operating Reserve	\$ 6,359,678	\$ 6,425,000	\$ 6,245,174	\$ 6,840,788	\$ 7,484,051	\$ 8,178,775	\$ 8,929,077
Less Employee Benefits Reserve	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Less Capital Budget Reserve	1,958,098	4,022,031	1,697,502	2,165,159	3,378,113	505,193	1,494,306
Less Debt Service	1,611,302	1,604,246	1,604,246	1,603,026	1,604,908	1,604,770	1,607,343
Total Reserve Restrictions	\$ 11,129,078	\$ 13,251,277	\$ 10,746,922	\$ 11,808,972	\$ 13,667,071	\$ 11,488,738	\$ 13,230,726
Total Cash Available after Restricted Reserves	\$ 13,029,312	\$ 11,264,282	\$ 15,419,173	\$ 13,781,416	\$ 8,078,703	\$ 6,384,541	\$ (2,632,014)

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.



ANNUAL OPERATING BUDGET

The exhibit below provides a summary view of the FY 2018 Annual Budget which calls for \$44,505,263 and consists of an operating budget in the amount of \$39,869,389 and a capital budget of \$4,635,874. The operating budget is consistent with the previous year while the capital budget decreased by \$2,464,126. The decrease in the capital budget is due to having essentially needed cost efficient projects projected than that of FY 2017.

FY16 Actuals	Category	FY17 Budget	FY18 Budget	\$ Change	% Change
\$ 42,063,463	Operating Budget	\$ 39,869,389	\$ 39,869,389	\$ 0	0.00%
9,914,295	Capital Budget	7,100,000	4,635,874	\$ 2,464,126	-34.71%
\$ 51,977,758	Total Uses of Funds	\$ 46,969,389	\$ 44,505,263	\$ 2,464,126	-5.25%



ANNUAL OPERATING BUDGET

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.

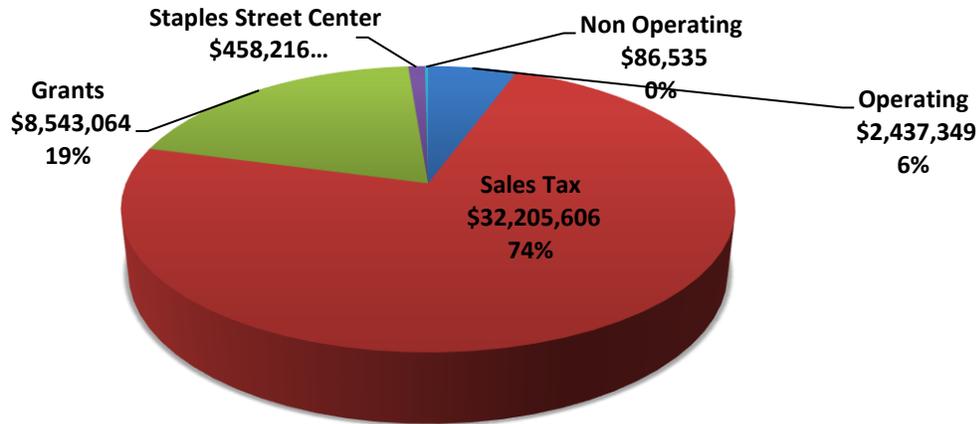
Fund Revenues	REVENUES				
	FY 2017		FY 2018		
	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ Change	% Change
Operating Revenues					
PASSENGER FARES	\$1,473,888	\$813,641	\$846,377	(\$627,511)	-42.58%
PRESOLD PASSES/TICKET	\$175,106	\$245,932	\$232,505	\$57,399	32.78%
SERVICE CONTRACTS	\$274,080	\$270,305	\$265,000	(\$9,080)	-3.31%
STUDENT TICKETS	\$0	\$0	\$2,906	\$2,906	100.00%
PORT ARANSAS SERVICES	\$4,289	\$1,813	\$0	(\$4,289)	-100.00%
HARBOR FERRY	\$0	\$0	\$0	\$0	0.00%
EXPRESS FARES - PARK AND RIDE	\$186,108	\$175,086	\$160,000	(\$26,108)	-14.03%
EXPRESS FARES - COMMUTER CARDS	\$5,500	\$3,461	\$4,406	(\$1,094)	-19.89%
DEMAND RESPONSE	\$182,503	\$145,407	\$170,878	(\$11,625)	-6.37%
VANPOOL REVENUE	\$99,888	\$52,503	\$69,167	(\$30,721)	-30.76%
BUS BENCH ADVERTISING	\$219,219	\$147,095	\$164,561	(\$54,658)	-24.93%
OTHER OPERATING REVENUE	\$405,000	\$712,131	\$521,549	\$116,549	28.78%
TOTAL OPERATING REVENUE	\$3,025,581	\$2,567,374	\$2,437,349	(\$588,232)	-19.44%
Non-Operating Revenues					
INVESTMENT INCOME	\$98,000	\$61,970	\$78,960	(\$19,040)	-19.43%
GAIN(LOSS) ASSET DISPOSAL	\$55,000	\$0	\$7,575	(\$47,425)	-86.23%
STAPLES STREET CENTER	\$364,237	\$336,198	\$458,216	\$93,979	0.00%
SALES TAX REVENUES	\$34,086,571	\$32,077,189	\$32,205,606	(\$1,880,965)	-5.52%
FEDERAL CAPITAL GRANTS	\$2,240,000	\$4,344,287	\$8,543,064	\$6,303,064	281.39%
TOTAL NON-OPERATING REVENUES	\$36,843,808	\$36,819,644	\$41,293,421	\$4,449,613	12.08%
TOTAL FUND REVENUES	\$39,869,389	\$39,387,018	\$43,730,770	\$3,861,381	9.69%



ANNUAL OPERATING BUDGET

The chart below provides a visual representation of the major revenue sources showing that sales tax revenue accounts for 74% of total revenue.

FY 2018 Proposed Funding Sources



Factors Affecting Revenues

Operating Revenue

Passenger Fares Revenue – represent 1.94% of total sources of funds for FY 2018 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 2017.

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 25%.



ANNUAL OPERATING BUDGET

Non-Operating Revenue

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

Investment Income – The \$19,000 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 decrease due to mass auctioning of assets 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 2018. The facility will be completely built out and all tenants will be established.

Sales Tax – The sales tax revenue accounts for approximately 74% of total income. However, based on economic trends the FY 2018 Operating Budget sales taxes are presumed to decline by 5.52%. 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.



ANNUAL OPERATING BUDGET

Operating Grants

The Urbanized Area Formula Grant Program (49 U.S.C 5307) makes federal funding from the Federal Transit Administration (FTA) available to CCRTA for authorized projects and initiatives under prescribed legislative formulas. Since CCRTA falls under the urbanized area with 200,000 in population and over, funds are apportioned and flow directly to the Agency as a designated recipient. Eligible projects included:

- Transit planning projects
- Engineering design and evaluation
- Capital Investment in fleet replacement of buses
- Security equipment and crime prevention
- Construction and maintenance of crime prevention computer hardware and software
- Preventive maintenance costs

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

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

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

In FY2017 CCRTA had projects totaling \$12,532,947 in progress. Close to 23% of these projects will be grant funded. Of these grant funded project, eighty percent of the cost or \$10,026,358 will be funded by these formula grants. Twenty percent of federal funds will flow to projects relating to individuals with disabilities while earmarking the balance of federal funds as follows:

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

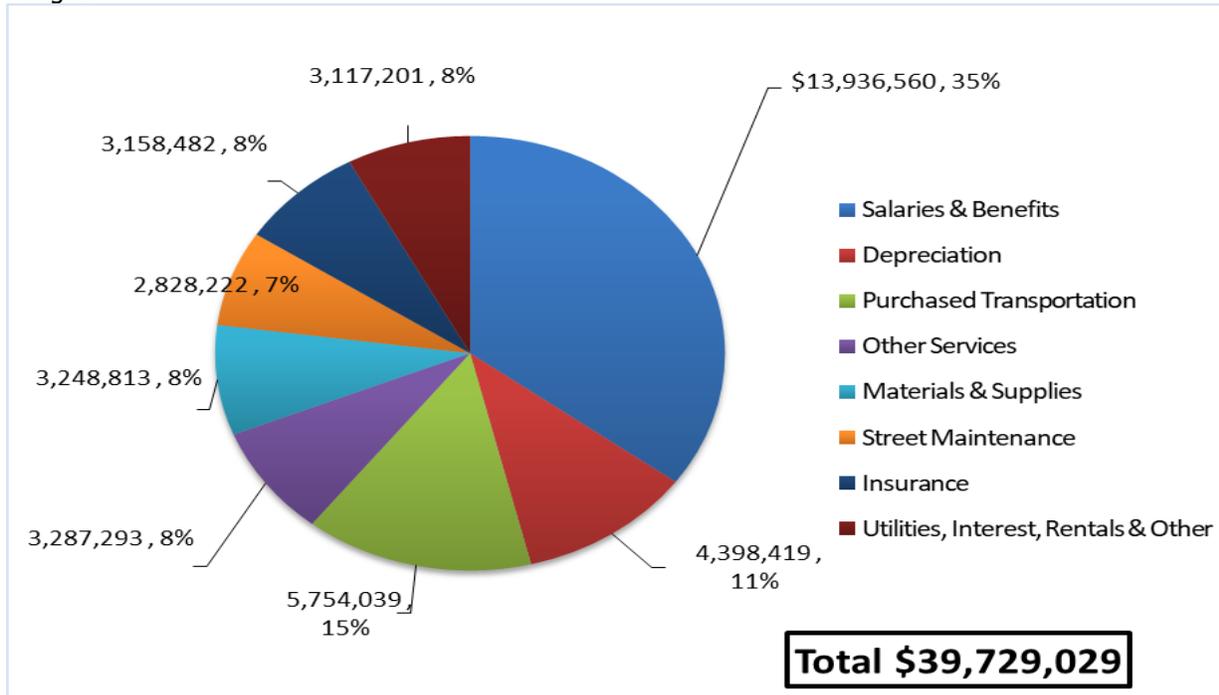


ANNUAL OPERATING BUDGET

Operating Expense by Category

Expense Category	FY 2016 Budget	FY2017 Budget	FY2018 Budget	Budget to Budget Change	% Change
Salaries & Benefits	\$ 13,348,373	\$ 14,262,786	\$ 13,936,560	\$ (326,226)	-2.29%
Services	\$ 3,654,827	\$ 3,377,018	\$ 3,287,293	\$ (89,725)	-2.66%
Materials & Supplies	\$ 3,408,128	\$ 2,912,051	\$ 3,248,813	\$ 336,762	11.56%
Utilities	\$ 1,155,561	\$ 1,402,016	\$ 795,114	\$ (606,902)	-43.29%
Insurance	\$ 2,754,280	\$ 3,190,000	\$ 3,158,482	\$ (31,518)	-0.99%
Purchased Transportation	\$ 5,468,800	\$ 5,754,040	\$ 5,754,039	\$ (1)	0.00%
Miscellaneous	\$ 1,495,902	\$ 445,512	\$ 680,245	\$ 234,733	52.69%
Interest	\$ 1,064,245	\$ 1,048,026	\$ 1,604,908	\$ 556,882	53.14%
Leases & Rentals	\$ 42,709	\$ 43,078	\$ 36,934	\$ (6,144)	-14.26%
Transfer to Capital	\$ 528,568	\$ -	\$ -	\$ -	0.00%
Street Maintenance	\$ 3,080,190	\$ 2,749,000	\$ 2,828,222	\$ 79,222	2.88%
Depreciation	\$ 7,964,971	\$ 4,680,801	\$ 4,398,419	\$ (282,382)	-6.03%
Total Expenditures	\$ 43,966,554	\$ 39,864,328	\$ 39,729,028	\$ (135,300)	-0.34%

Personnel costs represent the largest investment of the Agency accounting for 35% of the total operating budget.





ANNUAL OPERATING BUDGET

Factors Affecting Operating Expenses

Salaries and Benefits- The 2.29% decrease is a result of defunding of a few positions.

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 increase is due to the maintaining of vehicles and facilities.

Utilities – The decrease in this line item is due to the new cost efficient contract of 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 decrease slightly by 0.99%.

Purchased Transportation – The costs in Purchased Transportation is projected to remain the same.

Miscellaneous – The budget is projected to increase due to training and travel expenditures as well as promotional cost for the upcoming year.

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 FY2018.

Street Maintenance – The budget includes a 2.22% increase to participating communities for street repairs. The amount is indexed to annual sales tax revenues and is payable through inter-local agreements in consideration for rehabilitating streets used by CCRTA for transit operations within its service region.

Depreciation – FY 2018 budget depreciation expense declined due to covering depreciation cost only towards the portion of buses purchased.



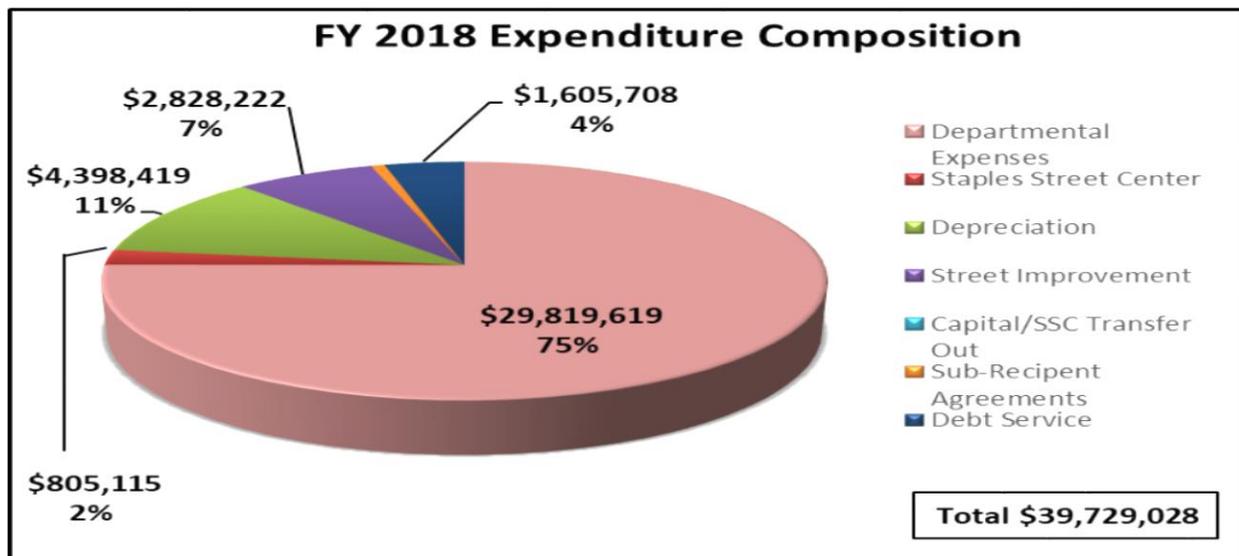
ANNUAL OPERATING BUDGET

Operating Budget Summary

The Budget Summary provides an overall comparative budget-to-budget analysis of the Sources and Uses of Funding between the Proposed FY2018 and the Adopted FY2017.

BUDGET SUMMARY					
Description	2017 Adopted Budget	2017 Estimates	2018 Proposed	Budget to Budget Change	Budget to Budget %
Source of Funding					
Operating Revenues	\$ 2,401,362	\$ 1,686,603	\$ 1,750,235	\$ (651,127)	-27.11%
Advertising Revenue	126,000	147,095	81,340	\$ (44,660)	-35.44%
Sales Tax Revenue	34,086,571	32,721,659	32,205,606	\$ (1,880,965)	-5.52%
Grants	2,240,000	2,300,876	8,543,064	\$ 6,303,064	281.39%
Other Income	1,015,456	1,010,181	1,150,526	\$ 135,070	13.30%
Total Source of Funds	\$39,869,389	\$37,866,413	\$ 43,730,770	\$ 3,861,381	9.69%
Uses of Funding					
Department Expenses	\$ 30,494,274	\$ 29,017,675	\$ 29,769,619	\$ (724,655)	-2.38%
Debt Service	1,048,826	543,402	1,605,708	\$ 556,882	53.10%
Staples Street Center	891,427	586,202	805,115	\$ (86,312)	100.00%
Port Ayers Cost Center	-	-	50,000	\$ 50,000	100.00%
Capital Transfer Out	-	-	-	\$ -	100.00%
Sub-Recipient Grant Agreements	-	-	271,945	\$ 271,945	100.00%
Street Maintenance	2,749,000	3,031,476	2,828,222	\$ 79,222	2.88%
Depreciation	4,680,801	4,680,801	4,398,419	\$ (282,382)	-6.03%
Total Uses of Funding	\$39,864,328	\$37,859,556	\$ 39,729,028	\$ (135,300)	-0.34%
Sources in Excess of Uses/Net Inco	\$ 5,061	\$ 6,857	\$ 4,001,742	\$ 3,996,681	

This graph shows the expenditure composition and illustrates that 75% of the budget is used to fund operations including administrative support operations.





ANNUAL OPERATING BUDGET

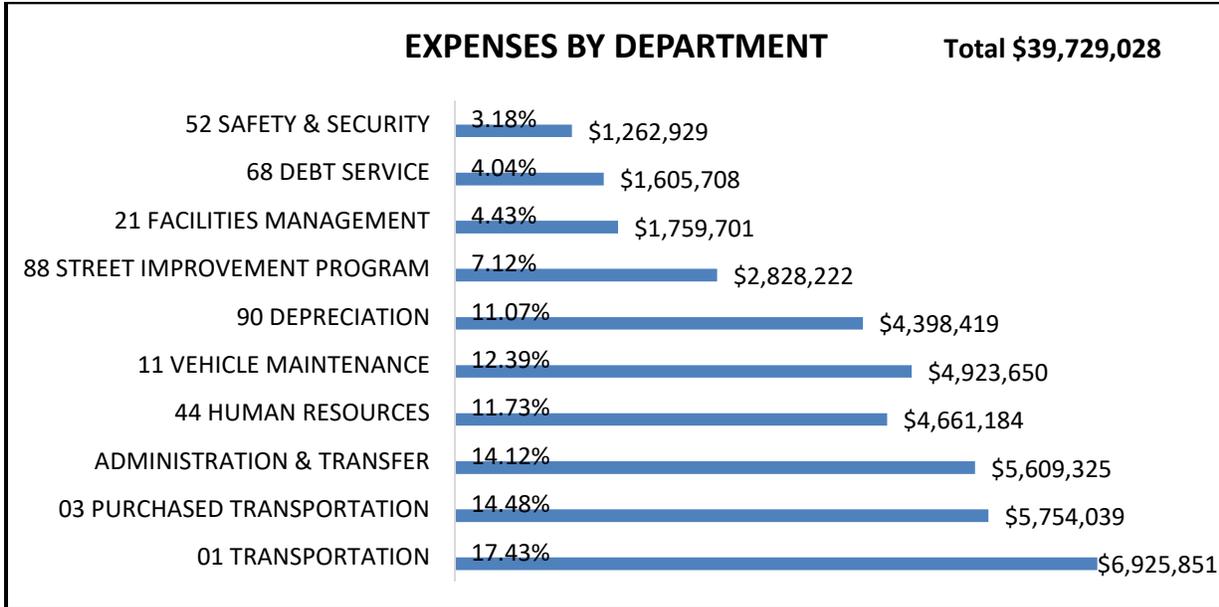
Operating Budgets By Department

This table expands on the 75% 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 2018	% of Budget
01 TRANSPORTATION	6,925,851	17.43%
02 CUSTOMER SERVICE CENTER	403,184	1.01%
03 PURCHASED TRANSPORTATION	5,754,039	14.48%
04 SERVICE DEVELOPMENT	417,049	1.05%
07 MIS	858,577	2.16%
11 VEHICLE MAINTENANCE	4,923,650	12.39%
21 FACILITIES MANAGEMENT	1,759,701	4.43%
40 PROCUREMENT	156,156	0.39%
41 CEO	624,149	1.57%
42 FINANCE AND ACCOUNTING	490,513	1.23%
43 MATERIALS MANAGEMENT	176,496	0.44%
44 HUMAN RESOURCES	4,661,184	11.73%
45 ADMINISTRATION	598,879	1.51%
49 INFRASTRUCTURE PROGRAMS	195,405	0.49%
50 MARKETING AND COMMUNICATION	561,857	1.41%
52 SECURITY	1,262,929	3.18%
65 DEBT SERVICE	1,605,708	4.04%
77 STAPLES STREET CENTER	805,115	2.03%
78 PORT AYERS COST CENTER	50,000	0.13%
80 TRANSFER TO CAPITAL	-	0.00%
85-SUBRECIPIENT GRANT AGREEMENTS	271,945	0.68%
88 STREET MAINTENANCE	2,828,222	7.12%
90 DEPRECIATION	4,398,419	11.07%
TOTAL EXPENSES	39,729,028	100.00%

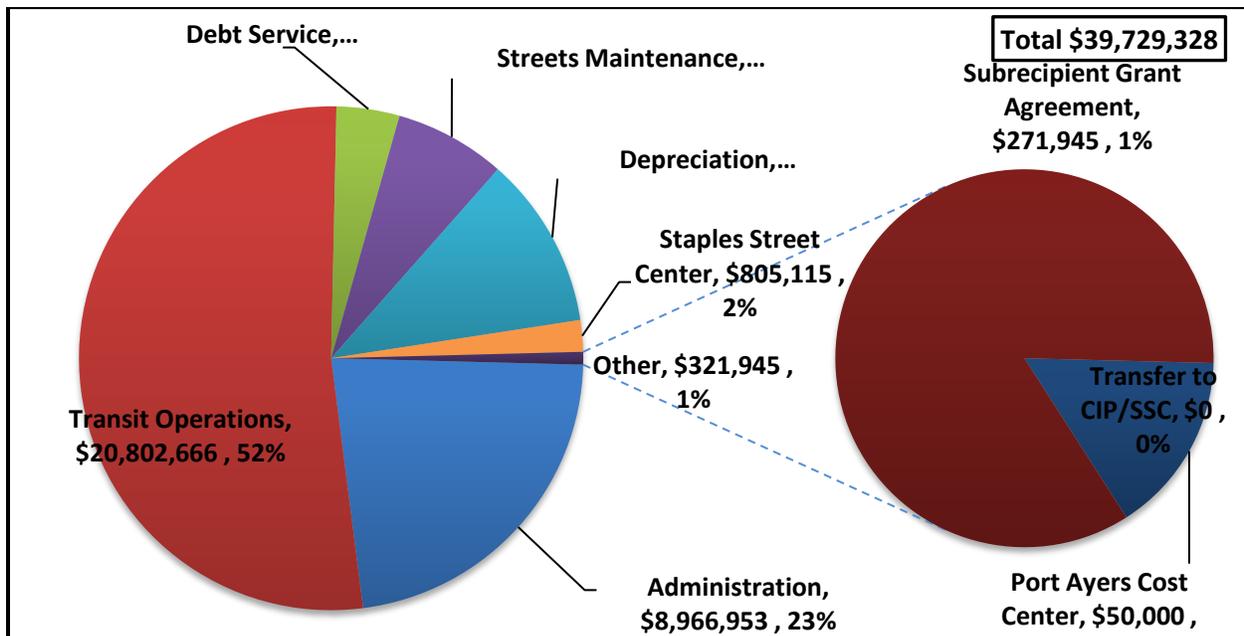


ANNUAL OPERATING BUDGET



Expenses By Divisions

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





RIDERSHIP STATISTICS AND PERFORMANCE TRENDS



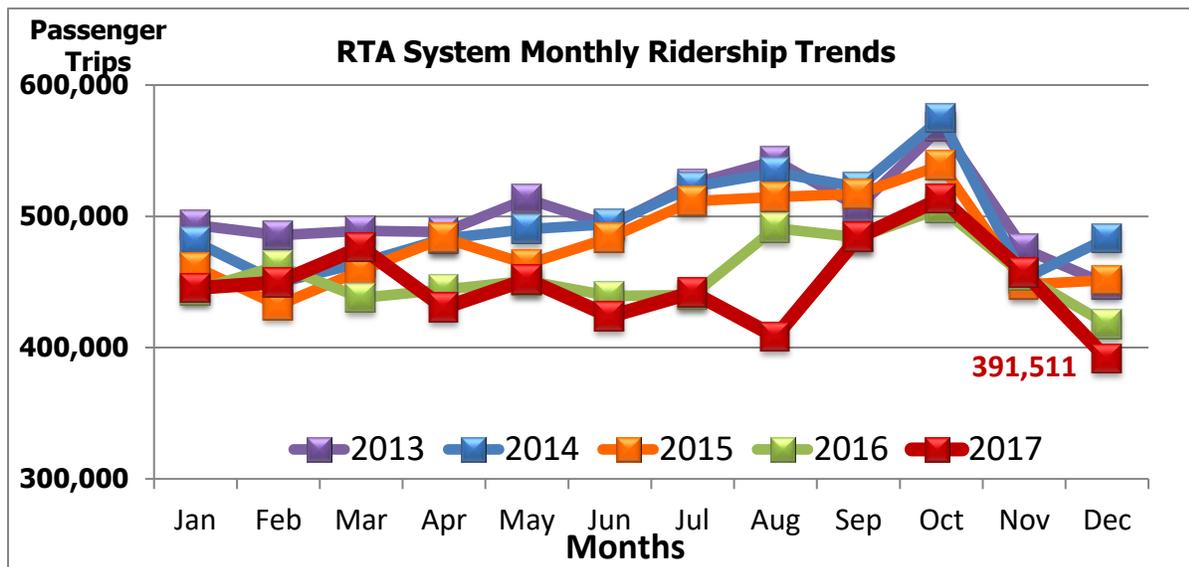


1. System-wide Ridership and Service Performance Results

Boardings for all services in December 2017 totaled 391,511. This represents a -6.3% decrease as compared to 417,788 boardings in December 2016 or 26,277 fewer boardings this month.

Services were operated on 20 weekdays (22 weekdays in December 2016), 5 Saturdays (same as in December 2016), 5 Sundays (3 Sundays in December 2016). No services were operated on Christmas Day. In addition to two less weekdays, wet and unusually cold weather conditions contributed to lower ridership numbers as compared to December 2016.

Average retail gas prices for unleaded fuel was \$2.17 per gallon compared to \$1.98 per gallon in December 2016¹. Rainfall was 4.38 inches and in December 2016 was 2.20 inches.²



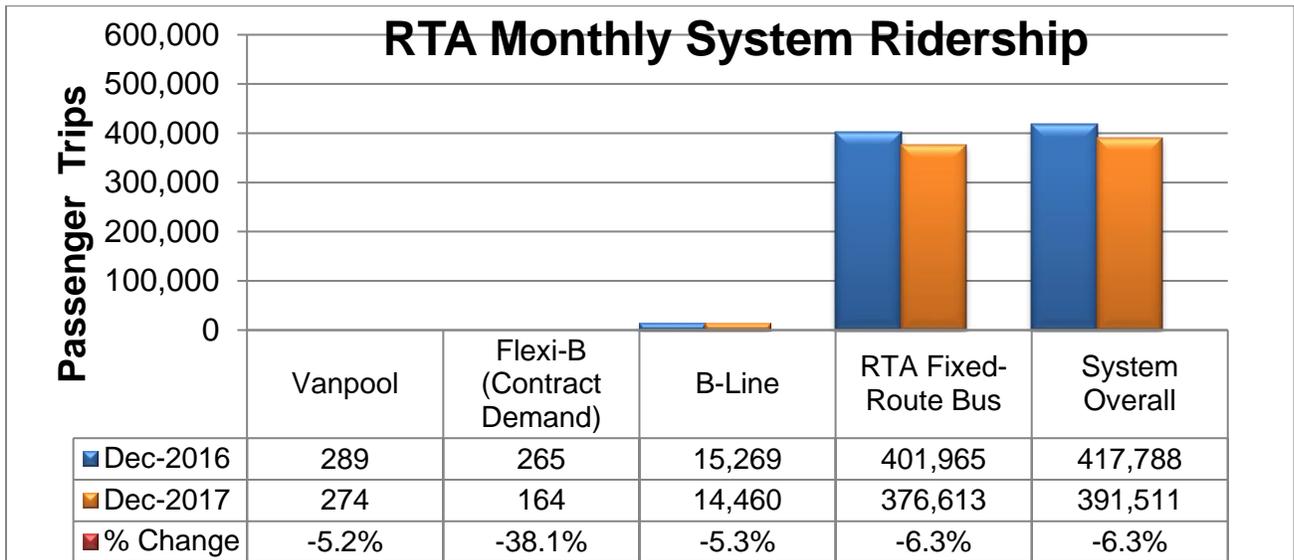
The chart below shows monthly ridership results for all services.

1. GasBuddy.com historical data at <http://www.gasbuddy.com>.

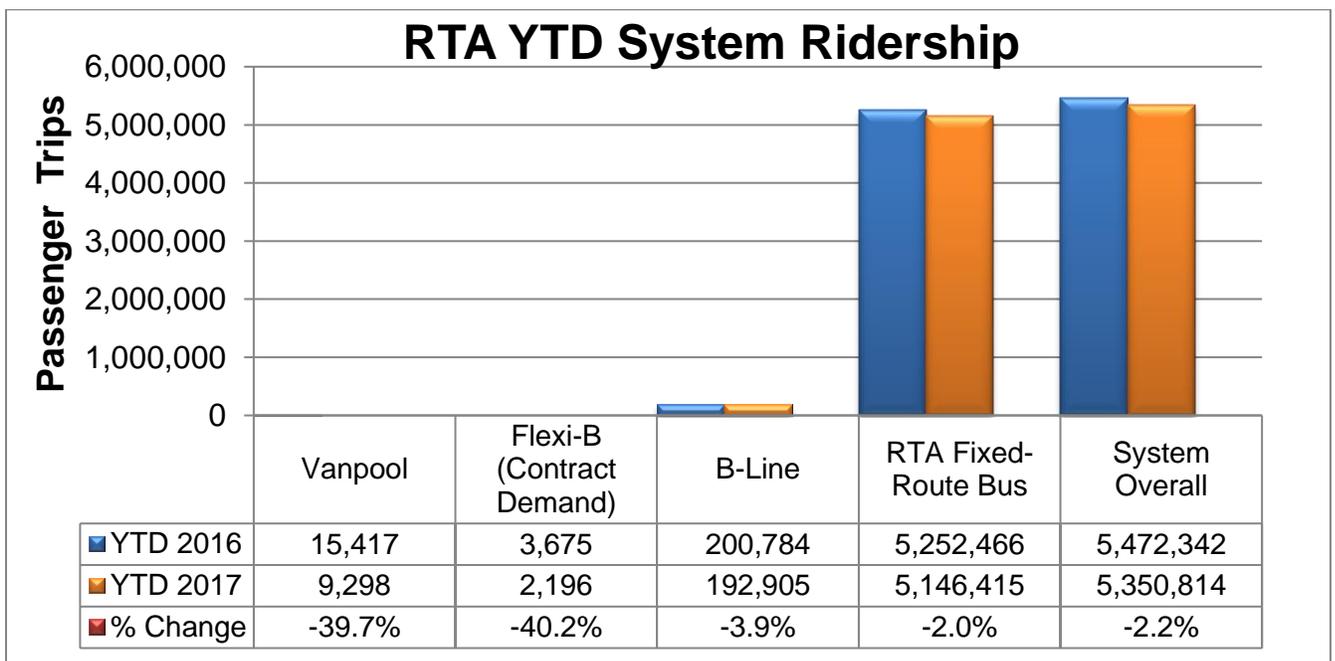
2. Weather Underground historical data at <http://www.wunderground.com>.



RIDERSHIP STATISTICS AND PERFORMANCE TRENDS



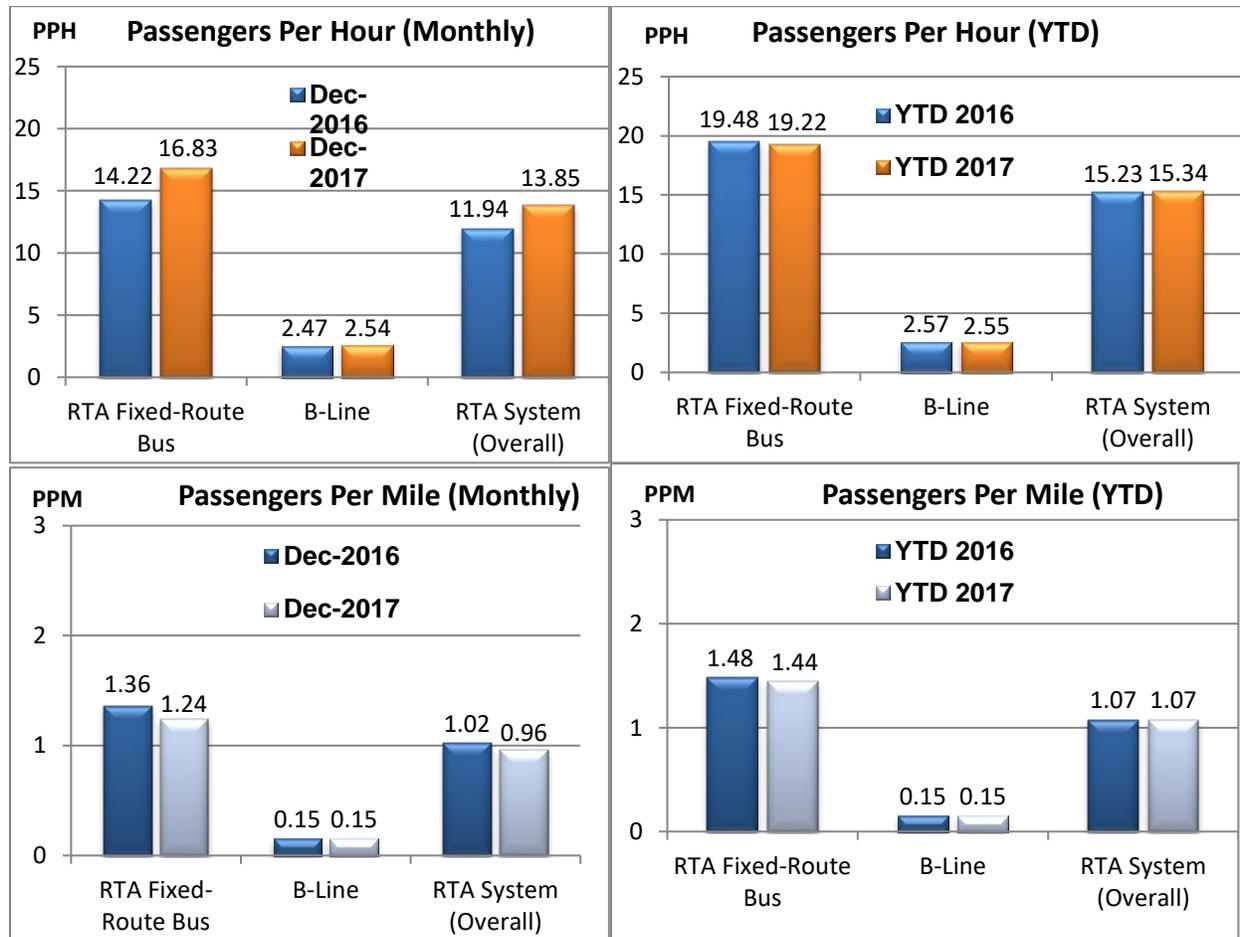
The chart below shows YTD ridership results for all services. CCRTA has recorded 121,528 fewer boardings for a YTD decrease of -2.2% in 2017 as compared to the same period in 2016.





RIDERSHIP STATISTICS AND PERFORMANCE TRENDS

The following charts report system-wide productivity for the month of December 2017 vs. December 2016 and YTD figures.



The following table shows on-time performance of RTA Fixed-Route services.

Schedule Adherence	Standard	Oct-17	Nov-17	Dec-17	12-Month Average
Early Departure	<1%	0.3%	0.3%	0.0%	0.6%
Departures within 0-5 minutes	>85%	87.6%	86.5%	85.8%	87.2%
Monthly Wheelchair Boardings	No standard	5,744	4,935	3,947	5,155
Monthly Bicycle Boardings	No standard	9,594	9,055	7,324	8,762
On-time performance surveys with departures > 5 minutes late will be examined by Planning and Transportation Departments. Corrective actions may follow.					



RIDERSHIP STATISTICS AND PERFORMANCE TRENDS

The following detours potentially impact or will impact on-time performance:

On Detour

- **South Alameda St** (Ayers-Louisiana): Began June 2, 2017: (1) year project.
Routes 5, 5s, 15s, 19, 29, & 29s

On Detour

- **Ayers St** (Santa Fe-Alameda): Behind schedule, was to begin Nov. 20, 2017: (1) year project.
➤ Routes 15s & 19

On Detour

- **Corona** (Flynn-Everhart): Behind schedule, was to begin Nov. 6, 2017: (10) month project.
➤ Route 17

On Detour

- **Carroll Ln** (Houston-McArdle): Began September 28, 2017: (1) year project.
➤ Route 17

On Detour

- **Chaparral St** (Schatzel-Taylor): Began November 6, 2017: (1) year project.
➤ Route 76, 76s & 78 bond project detour.

On Detour

- **Comanche St Overpass**: Began October 16, 2017: (9) month project.
➤ Routes 21 & 21s

On Detour

- **Gollihar Rd** (Staples-Kostoryz): All phases to be completed mid-2019.
➤ Routes 32, 37 & 37s

On Detour

- **Greenwood Dr** (Horne-Gollihar): Behind schedule, to be completed late January 2018.
➤ Routes 15s & 23

On Detour

- **Kostoryz Rd** (Brawner-Staples): To be completed late January 2018.
➤ Routes 15 & 24s

On Detour

- **Old Robstown Rd** (Leopard-Agnes-Hwy 44): (4) months behind schedule, work yet to begin.
➤ Route 12

- **South Staples St** (Alameda-Morgan): Began in November 2017.
➤ Routes 5s, 17, 29 & 29s

- **South Staples St** (Brawner Parkway-Kostoryz): To begin in late February 2018.
➤ Routes 17, 29 & 29s

On Detour

18 detoured routes out of 46 fixed routes (39%)

2. Purchased Transportation Department Report: B-Line Service Contract Standards & Ridership Statistics

- **Productivity:** **2.54** PPH did meet the contract standard of 2.50 PPH.
- **In Vehicle Time:** **98.8%** did exceed the contract standard of 95%.
- **Denials:** 0 denials or **0.0%** did meet contract standard of 0.0%.



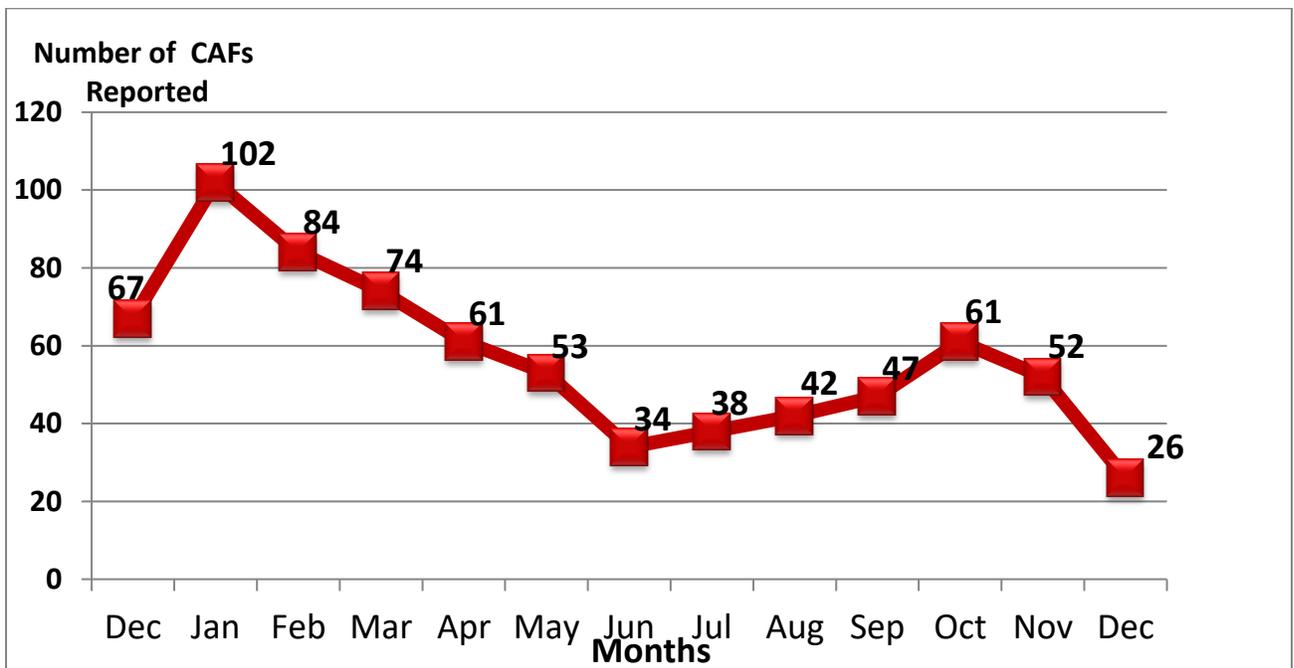
RIDERSHIP STATISTICS AND PERFORMANCE TRENDS

- Miles between Road Calls: **14,324** did exceed the contract standard of 12,250 miles.
- Ridership Statistics: **9,405** ambulatory; **3,947** wheelchair boarding's

Metric	Standard	Oct-17	Nov-17	Dec-17	YTD-Average
Passengers per Hour	2.50	2.57	2.58	2.54	2.55
In Vehicle Time	95.0%	99.5%	99.3%	98.8%	99.1%
Denials	0.00%	0.00%	0.00%	0.00%	0.0%
Miles Between Roadcalls	12,250	14,776	22,056	14,325	31,474
Monthly Wheelchair Boardings	No standard	4,402	4,126	3,947	4,395

3. Customer Programs Monthly Customer Assistance Form (CAF) Report

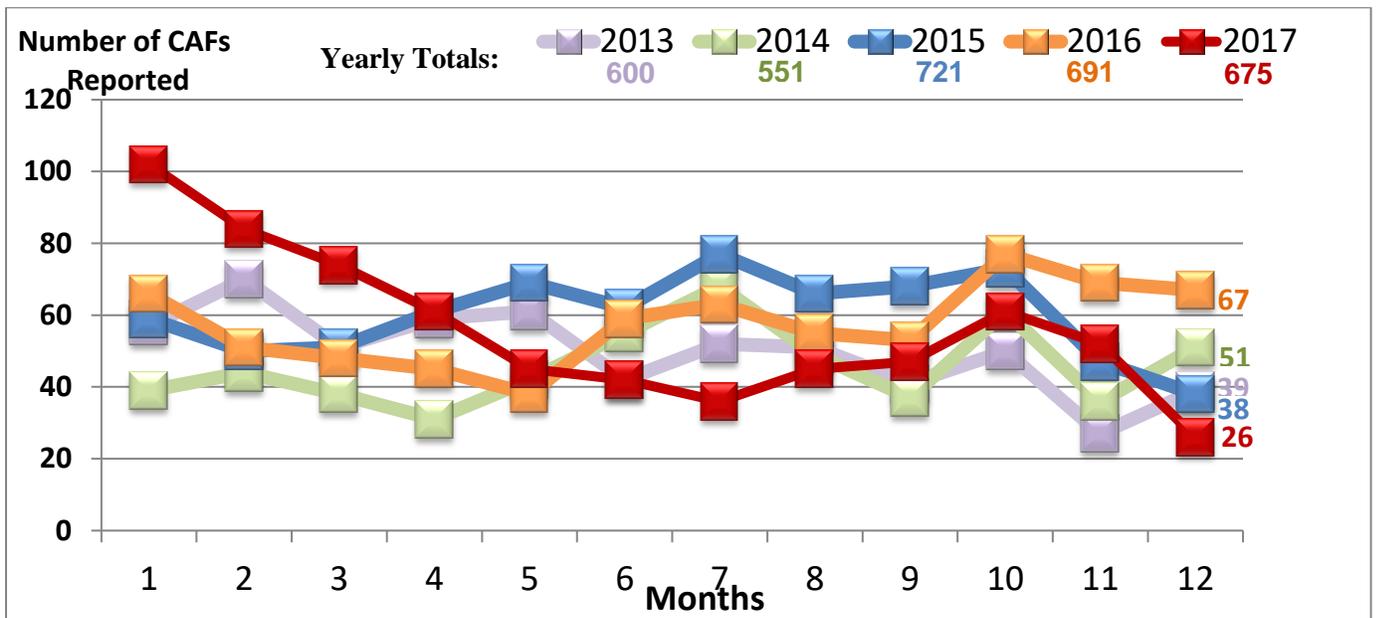
For December 2017, Customer Service processed 64 Customer Assistance Forms (CAF's) of which 26 or 40% were verified as valid. This represents a significant decrease from the 93 reported CAF's in November 2017. There were 3 Commendations for the month of December.



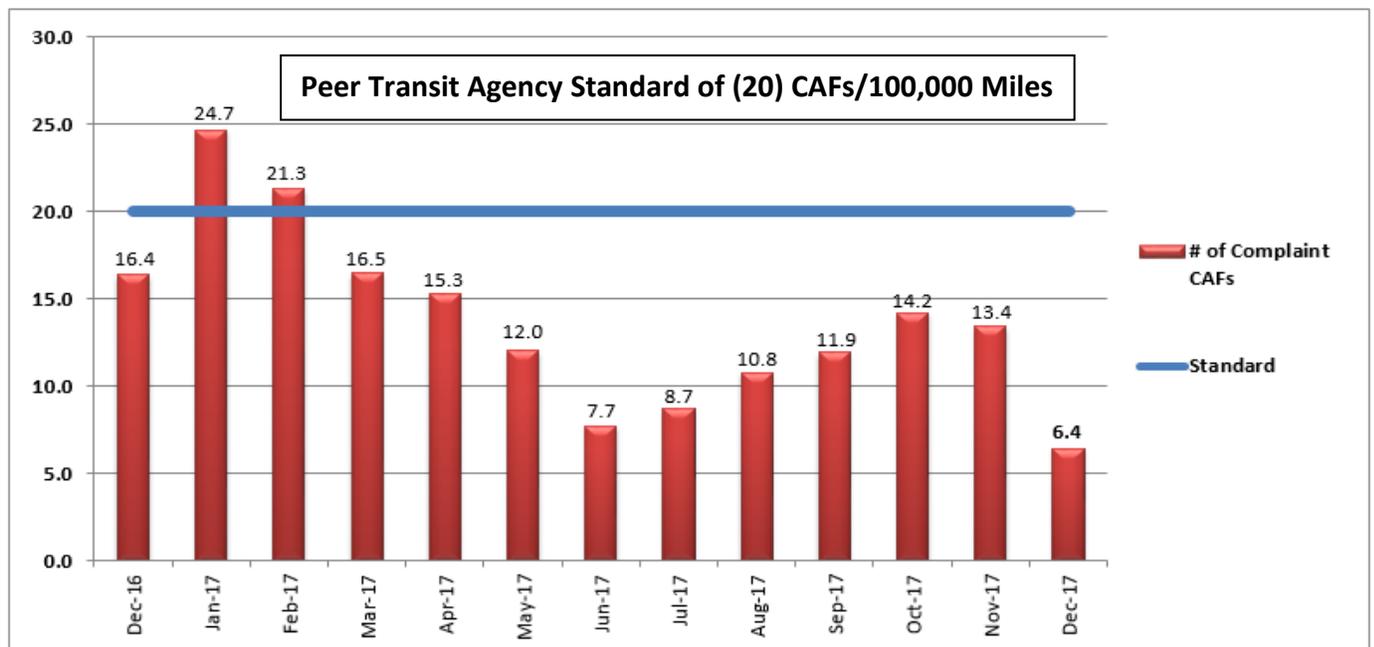


RIDERSHIP STATISTICS AND PERFORMANCE TRENDS

3a. CAF Reports: Historical Trends



3b. Reported Complaint CAFs w/o Commendations & Suggestions: Historical Trend





RIDERSHIP STATISTICS AND PERFORMANCE TRENDS

3d. December 2017 CAF Breakdown by Service Type:

CAF Category	RTA Fixed Route	B-Line ADA Paratransit	Contracted Fixed Route	Totals
Service Stop Issues	14	0	2	16
Driving Issues	5	1	0	6
Customer Services	10	0	1	11
Late/Early – No Show	4	3	2	9
Fare/Transfer Dispute	1	1	0	2
Dispute Drop-off/Pickup	0	0	0	0
Tie Down Issues	0	0	0	0
B-Line Call Lines	0	0	0	0
Policy	0	0	0	0
Facility Maintenance	6	0	0	6
Safety and Security	6	0	0	6
Service Development	3	0	0	3
Transportation (Other)	1	0	0	1
Marketing Department	1	0	0	1
Vehicle Maintenance	2	0	0	2
IT Department	1	0	0	1
	54	5	5	64
Commendations	2	0	1	3



RIDERSHIP STATISTICS AND PERFORMANCE TRENDS

3c. Route Summary Report for December 2017

Route	# of CAF's	Route	# of CAF's
#3 NAS Shuttle	1	#29s Staples (Sunday)	0
#4 Flour Bluff Mini B	2	#32 Southside Mini B	1
#5 Alameda	0	#32s Southside/Malls	0
#5x Alameda Express	0	#34 Robstown Circulator	1
#5s Alameda (Sunday)	0	#35 Robstown South	0
#6 Santa Fe/Malls	2	#37 Crosstown	1
#8s Flour Bluff/Malls	0	#53 Gregory Park & Ride	0
#12 Saxet Oak Park	2	#63 The Wave	1
#15 Kostoryz	0	#65 Padre Island Connector	0
#15s Ayers/Molina	0	#76 Harbor Bridge Shuttle	3
#16 Agnes/Ruth	2	#76s Harbor Bridge (Sun)	0
#17 Carroll/Southside	3	#78 North Beach	0
#19 Ayers/Norton	0	#84 Lighthouse	0
#19G Greenwood	2	#90 Flexi-B Port A	0
#19M McArdle	1	#94 Port Aransas Shuttle	0
#21 Arboleda	2	B-Line (Para-transit)	5
#23 Molina	1	Facility Maintenance	6
#25 Gollihar/Greenwood	0	Service Development	3
#26 Airline/Lipes Connector	1	Safety and Security	6
#27 Northwest	3	Transportation (Other)	1
#27x Northwest (Express)	0	Marketing Department	1
#28 Leopard Omaha	0	Vehicle Maintenance	2
#29 Staples	3	IT Department	1
#29F Flour Bluff	5	Commendations	3
#29SS Spohn South	2	TOTAL CAF'S	67



Conclusion:

During December 2017, RTA received 67 CAF's regarding RTA Fixed-Route Service, B-Line and Purchased Transportation; (3) of the 67 reported CAF's for (December) were commendations. There were a total of 54 CAF's/Commendations received regarding RTA Service representing 84% of total customer contacts: 6 for Facilities Maintenance, 3 for Service Development, 6 for Safety and Security, 1 for Marketing Department, 2 for Vehicle Maintenance, 1 for IT Department and 35 for Transportation.

A total of 5 CAF's were reported regarding B-Line service representing 8% of the total customer contacts. A total of 5 CAF's were reported regarding Contracted Fixed Route service representing 8% of the total customer contacts.

(There was 1 issue relating to Fare enforcement not included with total CAF numbers).

Actions taken as a result of reported CAF's include but are not limited to the following:

Coaching and counseling

Driver training

Progressive disciplinary action as appropriate, group discussion/coaching in operator meetings

Discussion in supervisory meetings

Examination of CCRTA operations policy

CCRTA documents CAF's to capture information regarding a wide range of issues from the community's perspective point of view. CAF's are communicated to the Customer Programs group via the telephone, e-mail, and letter or in person.

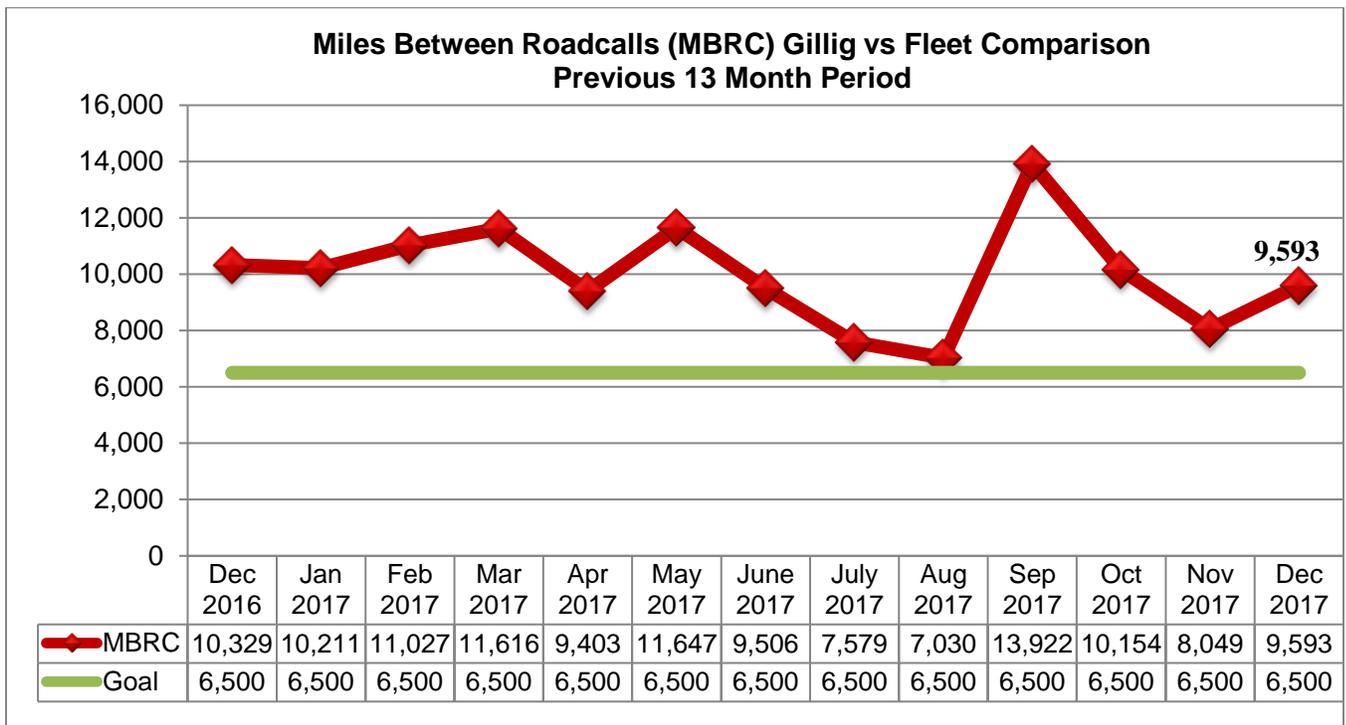
CAF's are redirected to relevant management and supervisory staff for further investigation. Customer Service staff will provide a prompt and written response at the conclusion of the investigation to the customer within ten working days. CAF's play an important role as a quality assurance tool to identify issues regarding service; they also inform CCRTA regarding education and training needs. CAF's assist Service Development in identifying problems around existing service and identifying underserved areas. CAF's also serves to guide policy development.

Vehicle Maintenance Department Monthly Miles Between Road Calls Report

For December 2017, 9,593 miles between road calls (MBRC) were recorded as compared to 10,329 MBRC in December 2016. A standard of 6,500 miles between road calls is used based on the fleet size, age, and condition of CCRTA vehicles.



RIDERSHIP STATISTICS AND PERFORMANCE TRENDS



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.

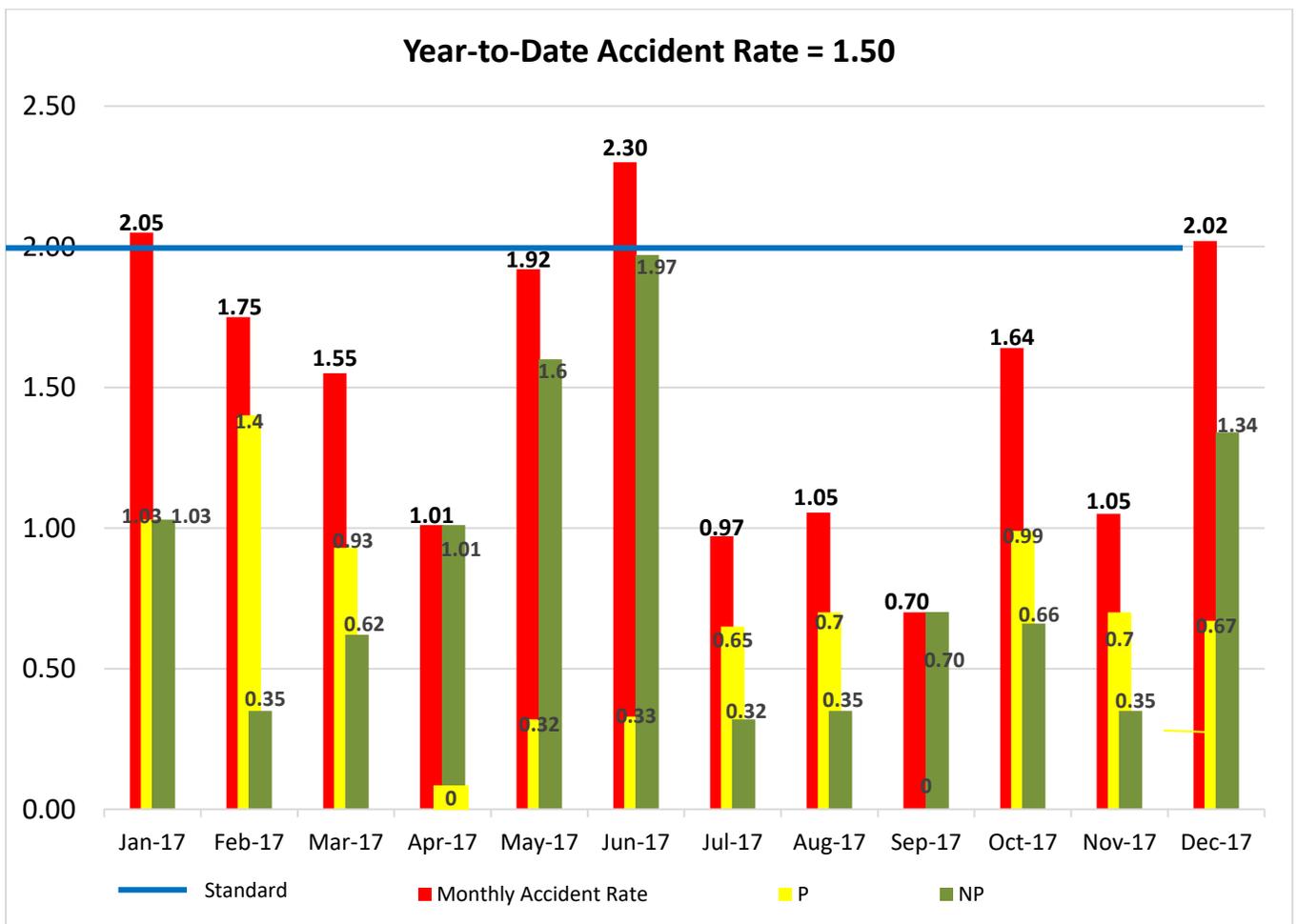


Safety/Security Department Report

SAFETY SUMMARY

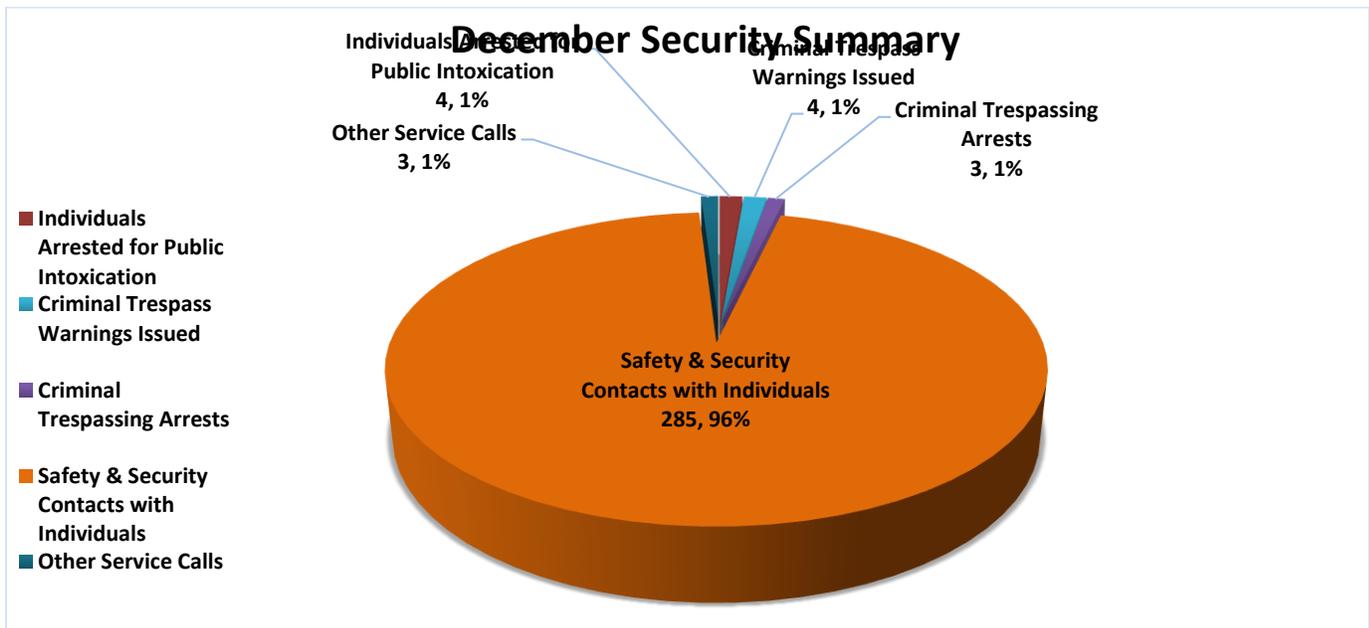
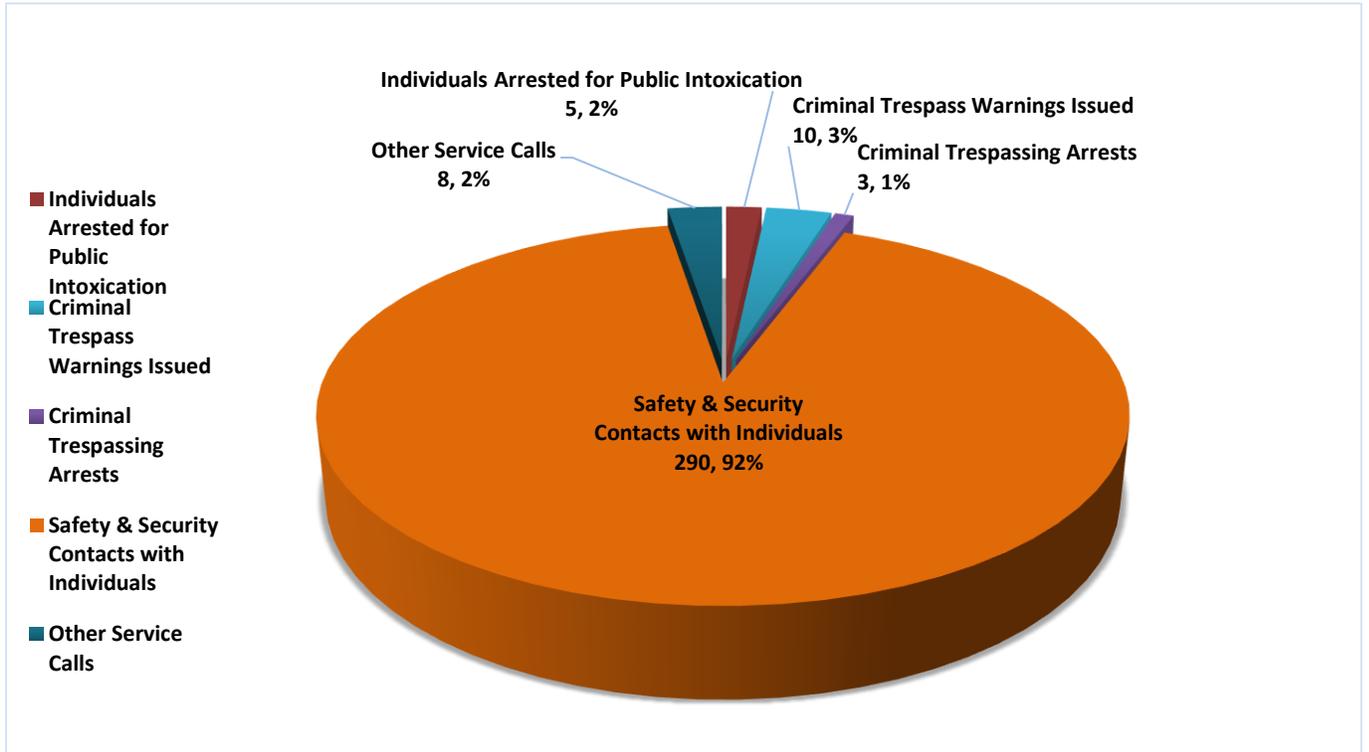
For December 2017, there were six (6) vehicle accidents. Two (2) were determined to be preventable and four (4) were determined to be non-preventable. There were thirteen (13) customer-related incidents. CCRTA operators drove a total of 297,677.9 miles. The year-to-date accident rate through December is 1.50 per hundred thousand miles driven. The desirable range for total collisions is at 2.0 or less.

The chart below illustrates the Year-to-Date accident rate.





SECURITY SUMMARY





CAPITAL BUDGET & 5YR CAPITAL PLAN



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 nineteen (19) new projects in the FY 2018 Capital Budget with total project costs of \$4,635,874. CCRTA anticipates grant funding of \$3,696,699 for projects that meet eligibility requirements and funding the balance of \$939,175 from local funds.

Capital acquisitions will allow for the rebuild of eighteen (18) transmission and engines, which will extend the life cycle of the RTA fleet of which 80% is funded by a federal grant (\$611,928) and 20% or \$152,982, from operating funds. These purchases will continue to extend the life of our ageing fleet.



The Capital Budget also includes the purchase of digital kiosk notification system of which 80% is funded by a federal grant and 15% or \$12,323 from operations. Having a digital monitor with software would allow Marketing and Planning Departments to upload Rider Alerts and Transit Information quickly.

In addition we will be continuing the road maintenance program involving ADA bus stop improvement projects costing approximately \$1,000,000, and funded 20% with local funds at \$200,000. The project calls for the construction of 11' x 60' **bus stop concrete street pads** aimed to support the decelerations/accelerations of the buses at bus stops. This effort complements CCRTA's practice in constructing 10' x 30' **bus stop shelter landing pads** which exceed ADA minimum requirements for safer wheelchair mobility.

The budget also calls for a Port Ayers Renovation. The existing station has been in place since 1996. The station is in need of renovation and expansion. One of the bays does not allow for bus traffic to be completely out of the traffic Right-of-Way. Also, with safety at the forefront, there are areas at the station that block the clear line of sight for security. For expansion, land would need to be purchased to expand and renovate the station. The proposed new station would allow for ten bays instead of just 7. Enhance lighting, technology and security equipment would be installed. The renovation of the station is under an 80/20 federal grant, although it is projected that the program will not start until the latter part of 2018. Our matching portion for this project is \$55,420.

New Projects Approved for FY 2018	FY 2018 Budget	Grant Funded	Local Funded	Grant Funding Mix
Digital Kiosk Notification System	61,616	49,293	12,323	80/20
Main Network Switch	19,500	-	19,500	-
Engine & Transmission Rebuild (18 Engines) \$4,495T \$38,000E	764,910	611,928	152,982	80/20
Mobile Bus Lift	45,000	36,000	9,000	80/20
Rolling Trolley Lift	35,500	28,400	7,100	80/20
Floor Crane	10,000	8,000	2,000	80/20
ARBOC CNG Replacement (6/Port A) \$244,000 each PARATRANSIT	1,464,000	1,244,400	219,600	85/15
Metal Brake	15,000	12,000	3,000	80/20
Hybrid SUV Replacement (8) \$34,000 ea 2/year	68,000	-	68,000	-
Cummins Inline 7 Data Link	6,000	-	6,000	-
Fuel Island Diesel Fuel Dispensers 6 @ \$6000	36,000	28,800	7,200	80/20
Bear Lane Roof Repl-Operations 12,000 sf @ \$8/sf DBE	96,000	76,800	19,200	80/20
Trailer for Hauling	13,000	-	13,000	-
Gas Generator 350 kw Bear Operations	155,000	124,000	31,000	80/20
Air Compressor for Shop	25,500	20,400	5,100	80/20
Bus Stop Improvements-VII-DBE	1,000,000	800,000	200,000	85/15
Bus Stop Shelter Amenities	343,750	275,000	68,750	80/20
Port/Ayers Renovation	277,098	221,678	55,420	85/15
Mobile App Creation	200,000	160,000	40,000	80/20
Total 19 New Projects	\$ 4,635,874	\$ 3,696,699	\$ 939,175	



CAPITAL BUDGET & 5YR CAPITAL PLAN



New Stanles Street Center

Five Year Capital Plan

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

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

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



CAPITAL BUDGET & 5YR CAPITAL PLAN

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

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

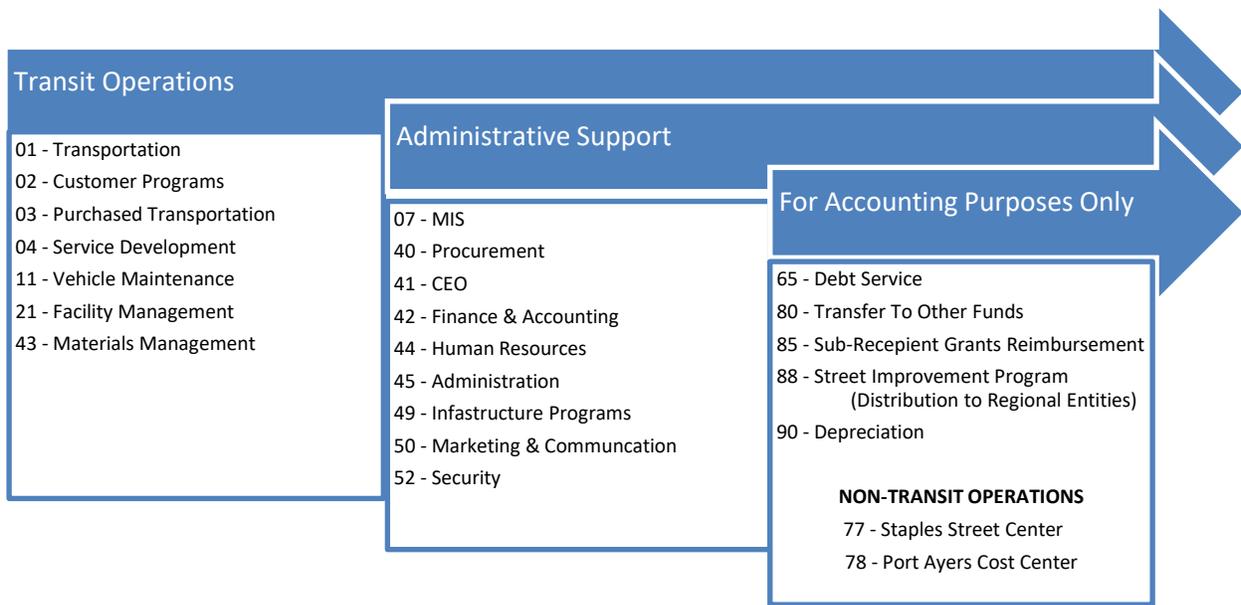
FIVE YEAR CIP PLAN

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



DEPARTMENTAL STRUCTURE

There are 23 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 & #78 are being used to account for the business-type activities of the Staples Street Center and Port Ayers Cost Center.



In FY 2018 more than 50% of the budget is concentrated in transit operations.

Department	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	\$ Change	% Change
Transit Operations	\$ 21,095,198	\$ 20,406,532	\$ 20,802,666	\$ 396,134	1.94%
Administration Support	\$ 8,519,963	\$ 10,087,742	\$ 8,966,953	\$ (1,120,789)	-11.11%
Indirect Cost Allocation	\$ 13,475,860	\$ 8,478,627	\$ 9,104,294	\$ 625,667	7.38%
Staples Street Center	\$ 874,533	\$ 891,427	\$ 805,115	\$ (86,312)	-9.68%
Port Ayers Cost Center	\$ -	\$ -	\$ 50,000	\$ 50,000	100.00%
Total	\$ 43,965,554	\$ 39,864,328	\$ 39,729,028	\$ (135,300)	-0.34%



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 2017 Accomplishments

- **Delivered the Best Possible Experience**
 - Maintained an on-time efficiency of 87.2% despite traffic disruptions due to 39% of fixed bus routes detouring as a result of street construction activities.
 - Revised the Bus Operator training program
 - Conducted (8) seven-week training sessions for new bus operators, participation ranging from 2 to 10 new hires per session.
 - Provided expeditious and safe evacuation routes and various transportation services during Hurricane Harvey and throughout Nueces County.
 - Completed 5,350,814 **trips**, 4,987,787 **revenue miles** and 348,817 **revenue hours** across the CCRTA's fixed route system.

FY 2018 Planned Initiatives

- **Continue to Improve Organizational Practices**
 - Continue to utilize quarterly meetings to conduct group training and development sessions in conjunction with IT, Customer Service, Safety and Security, and Human Resources departments.
 - Continue to conduct return-to-work retraining sessions for Operators following accidents or 30+ days absent from duty.
 - Continue to utilize quarterly meetings to review performance measure outcomes and identify solutions for improvements.
- **Deliver the Best Possible Experience**
 - Continue to target issues that improve customer experience and perception using Customer Advocacy approach.
 - Continue to keep on-time efficiency above 85%.

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.



TRANSPORTATION-

DEPARTMENT # 1

CC REGIONAL TRANSIT AUTHORITY					
FUND 01 FUND	DEPARTMENT 01 TRANSPORTATION		DIVISION 01 TRANSPORTATION		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50101010 SALARIES AND WAGES - OPERATOR	\$5,151,628	\$5,158,080	\$5,070,800	(\$80,828)	-1.57%
50102010 SALARIES AND WAGES - OTHER	\$910,450	\$933,767	\$1,016,914	\$106,464	11.69%
50103010 OVERTIME - OTHER	\$45,000	\$47,326	\$30,000	(\$15,000)	-33.33%
50104010 OVERTIME - OPERATORS	\$520,000	\$553,116	\$520,683	\$683	0.13%
50201010 MEDICARE	\$86,554	\$88,873	\$92,599	\$6,045	6.98%
50205010 LIFE INSURANCE	\$31,872	\$25,522	\$34,098	\$2,226	6.98%
50206010 DISABILITY INSURANCE	\$39,583	\$40,173	\$42,347	\$2,764	6.98%
50214110 TUITION REIMBURSEMENT	\$10,000	\$0	\$0	(\$10,000)	-100.00%
50214310 INCENTIVE AWARDS	\$13,000	\$13,864	\$26,000	\$13,000	100.00%
SALARIES AND BENEFITS TOTAL	\$6,808,087	\$6,860,722	\$6,833,441	\$25,354	0.37%
50329910 OTHER PROFESSIONAL SERV	\$25,000	\$0	\$0	(\$25,000)	-100.00%
SERVICES TOTAL	\$25,000	\$0	\$0	(\$25,000)	-100.00%
50491110 OFFICE SUPPLIES	\$6,500	\$3,942	\$4,500	(\$2,000)	-30.77%
50491310 MINOR TOOLS AND EQUIPMENT	\$1,000	\$407	\$2,000	\$1,000	100.00%
50491410 MINOR OFFICE EQUIPMENT	\$500	\$2,507	\$500	\$0	0.00%
50492010 PRINTING	\$3,000	\$290	\$3,500	\$500	0.00%
50493010 UNIFORMS	\$52,904	\$8,492	\$53,150	\$246	0.46%
50499910 OTHER MATERIALS AND SUPPL	\$5,000	\$34,659	\$5,000	\$0	0.00%
MATERIALS AND SUPPLIES TOTAL	\$68,904	\$50,297	\$68,650	(\$254)	-0.37%
50502010 TELECOMMUNICATIONS	\$0	\$0	\$2,760	\$0	\$0
UTILITIES TOTAL	\$0	\$0	\$2,760	\$2,760	\$0
50902110 TRAVEL, TRAINING AND MTNGS	\$15,060	\$13,087	\$15,000	(\$60)	-0.40%
50908010 ADVERT/PROMO MEDIA EXP.	\$1,600	\$0	\$1,500	(\$100)	-6.25%
50909510 COMMUNITY SERVICES	\$0	\$0	\$0	\$0	0.00%
50909910 OTHER MISCELLANEOUS EXP.	\$6,700	\$1,632	\$4,500	(\$2,200)	-32.84%
MISCELLANEOUS TOTAL	\$23,360	\$14,719	\$21,000	(\$2,360)	-10.10%
51201010 LEASES AND RENTALS	\$500	\$0	\$0	\$0	0.00%
LEASES AND RENTALS TOTAL	\$500	\$0	\$0	(\$500)	0.00%
01 TOTAL	\$6,925,851	\$6,925,738	\$6,925,851	(\$0)	0.00%

PERSONNEL SCHEDULE			
POSITION TITLE	FY 2017	Additions	FY 2018
BUS OPERATOR	149.00	0.00	149.00
BUS OPERATOR (PT)	2.00	0.00	2.00
DIRECTOR OF TRANSPORTATION	1.00	0.00	1.00
DISPATCHER	6.00	0.00	6.00
MANG. DIR OF OPERATIONS	1.00	0.00	1.00
RECEPTIONIST	1.00	0.00	1.00
ROAD MONITOR	8.00	0.00	8.00
TRAINING INSTRUCTOR	3.00	0.00	3.00
TRANS SUPERVISOR	3.00	0.00	3.00
TOTAL FTEs	174.00	0.00	174.00



CUSTOMER SERVICE- DEPARTMENT # 2

Functions and Responsibilities

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

FY 2017 Accomplishments

- **Deliver the Best Possible Customer Experience**
 - Processed nearly 49,427 calls.
 - Process 7,280 walk-ins for passes
 - Processed 950 CAFs (Customer Assistant Form).
 - The Transit Store produced \$318,332.25 sales for passes (including online sales).

FY 2018 Planned Initiatives

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

Budgetary Changes

- Decrease in **Services** due to a diminution in professional services.
- **Materials & Supplies** decrease of 15.37% due to maintaining a conservative allowance in office supplies, postage, minor office equipment, printing, and uniforms.
- Decrease in **Miscellaneous** expenses due to reduction in subscriptions and travel.
- **Leases & Rentals** were eliminated.



CUSTOMER SERVICE-

DEPARTMENT # 2

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	02 CUSTOMER SERVICE CENTER		02 CUSTOMER SERVICE CENTER		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATE 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$289,424	\$265,899	\$270,921	(\$18,503)	-6.39%
50201010 MEDICARE	\$4,197	\$3,626	\$3,950	(\$247)	-5.89%
50205010 LIFE INSURANCE	\$1,498	\$1,024	\$1,100	(\$398)	-26.57%
50206010 DISABILITY INSURANCE	\$1,967	\$2,030	\$2,263	\$296	15.05%
50214110 TUITION REIMBURSEMENT	\$13,000	\$0	\$13,500	\$500	0.00%
SALARIES AND BENEFITS TOTAL	\$310,086	\$272,579	\$291,734	(\$18,352)	-5.92%
50329910 OTHER PROFESSIONAL SERV	\$16,000		\$14,950	(\$1,050)	-6.56%
50346010 CONTRACTED MAINTENANCE	\$500	\$15,028	\$0	(\$500)	0.00%
SERVICES TOTAL	\$16,500	\$15,028	\$14,950	(\$1,550)	-9.39%
50491110 OFFICE SUPPLIES	\$1,000	\$1,146	\$1,000	\$0	0.00%
50491210 POSTAGE AND EXPRESS	\$500	\$17	\$500	\$0	0.00%
50491410 MINOR OFFICE EQUIPMENT	\$500	\$500	\$0	(\$500)	0.00%
50492010 PRINTING	\$106,000	\$57,587	\$90,000	(\$16,000)	-15.09%
50493010 UNIFORMS	\$1,000	\$720	\$1,000	\$0	0.00%
50499910 OTHER MATERIALS AND SUPPL	\$300	\$171	\$0	(\$300)	-100.00%
MATERIALS AND SUPPLIES TOTAL	\$109,300	\$60,141	\$92,500	(\$16,800)	-15.37%
50901010 DUES AND SUBSCRIPTIONS	\$25	\$0	\$0	(\$25)	-100.00%
50902110 TRAVEL, TRAINING AND MTNGS	\$5,200	\$4,409	\$4,000	(\$1,200)	-23.08%
50909910 OTHER MISCELLANEOUS EXP.	\$100	\$287	\$0	(\$100)	-100.00%
MISCELLANEOUS TOTAL	\$5,325	\$4,696	\$4,000	(\$1,325)	-24.88%
51201010 LEASES AND RENTALS	\$7,956	\$0	\$0	(\$7,956)	-100.00%
LEASES AND RENTALS TOTAL	\$7,956	\$0	\$0	(\$7,956)	-100.00%
02 TOTAL	\$449,167	\$352,444	\$403,184	(\$45,983)	-10.24%

PERSONNEL SCHEDULE			
POSITION TITLE	FY 2017	Additions	FY 2018
CC SUPERVISOR	1.00	0.00	1.00
CUSTOMER ADVOCATE	1.00	0.00	1.00
ELIGIBILITY COORDINATOR	1.00	0.00	1.00
INFOA	3.00	0.00	3.00
INFOA PT	0.80	0.00	0.80
MOBILITY COORDINATOR	1.00	0.00	1.00
TOTAL FTES	7.800	7.800	7.800



PURCHASED TRANSPORTATION

DEPARTMENT # 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 2017 Accomplishments

- **Deliver the Best Possible Experience**
 - Exercised 2nd option year for Harbor Ferry Services for the period covering the Spring Break and Memorial Day weekend through the Labor Day Holiday.
 - Renewed annual contract with TAMU-CC,--renegotiated rate and expanded service to include weekend and summer service.
 - Renewed annual contract with Del Mar College.
 - Issued Memorandum of Agreement for annual Demand Response Services to the Kingsville area with Paisano Transit.
 - Issued Memorandum of Agreement for annual Demand Response Services to the Alice,

FY 2018 Planned Initiatives

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

Budgetary Changes

- A reduction in personnel due to the transfer of 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.



PURCHASED TRANSPORTATION

DEPARTMENT # 3

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	03 PURCHASED		03 PURCHASED TRANSPORTATION		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATE 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$0	\$0	\$0	\$0	0.00%
50103010 OVERTIME - OTHER	\$0	\$0	\$0	\$0	0.00%
50201010 MEDICARE	\$0	\$0	\$0	\$0	0.00%
50205010 LIFE INSURANCE	\$0	\$0	\$0	\$0	0.00%
50206010 DISABILITY INSURANCE	\$0	\$0	\$0	\$0	0.00%
50214310 INCENTIVE AWARDS	\$0	\$0	\$0	\$0	0.00%
SALARIES AND BENEFITS TOTAL	\$0	\$0	\$0	\$0	0.00%
50329910 OTHER PROFESSIONAL SERV	\$0	\$0	\$0	\$0	0.00%
SERVICES TOTAL	\$0	\$0	\$0	\$0	0.00%
50491110 OFFICE SUPPLIES	\$0	\$0	\$0	\$0	0.00%
MATERIALS AND SUPPLIES TOTAL	\$0	\$0	\$0	\$0	0.00%
50801010 CONTRACTED DEMAND RESPONSE	\$7,500	\$49,341	\$59,916	\$52,416	698.88%
50802010 CONTRACT FIXED ROUTE	\$521,982	\$623,465	\$685,986	\$164,004	31.42%
50803310 HARBOR FERRY SERVICE	\$5,000	\$6,288	\$6,324	\$1,324	26.48%
50803410 ROBSTOWN #34	\$185,000	\$194,462	\$213,253	\$28,253	15.27%
50803510 PORT A PILOT	\$0	\$82,176	\$145,000	\$145,000	100.00%
50803610 TEXAS AANDM WAVE	\$195,000	\$228,122	\$249,010	\$54,010	27.70%
50803810 PURCHASED FIXED ROUTE FUEL	\$0	\$30,188	\$25,825	\$25,825	100.00%
50803910 B-LINE FUEL	\$210,000	\$194,654	\$219,637	\$9,637	4.59%
50804010 B-LINE SERVICE	\$4,054,558	\$3,695,523	\$3,770,658	(\$283,900)	-7.00%
50805010 PORT ARANSAS FLEXI-B	\$100,000	\$85,912	\$97,051	(\$2,949)	-2.95%
50805110 PORT ARANSAS TROLLEY SERVICE	\$100,000	\$95,668	\$110,225	\$10,225	10.23%
50807010 RURAL - ROUTE 67	\$225,000	\$63,090	\$72,775	(\$152,225)	-67.66%
50808010 PT/VANPOOL	\$150,000	\$86,175	\$98,379	(\$51,621)	-34.41%
PURCHASED TRANSPORTATION TOTAL	\$5,754,040	\$5,435,063	\$5,754,039	(\$1)	0.00%
50902110 TRAVEL, TRAINING AND MTNGS	\$0	\$0	\$0	\$0	0.00%
MISCELLANEOUS TOTAL	\$0	\$0	\$0	\$0	0.00%
03 TOTAL	\$5,754,040	\$5,435,063	\$5,754,039	(\$1)	0.00%



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 2017 Accomplishments

- **Implemented Service Improvements and Met State and Federal Reporting Requirements**
 - Completed Transit Plan 20/20 Phase 1 cost neutral service improvements implementing 6 new routes, and discontinued one route.
 - Implemented new Route 99 Pilot Port Aransas Ferry Shuttle service in coordination with City of Port Aransas and Texas Department of Transportation & developed emergency service plans to implement Hurricane Harvey evacuation shuttles and reinstatement of full service.
 - Successfully led agency-wide completion of the National Transit Database (NTD) 2017 annual report.
 - Met goal of completing 75% of the annual NTD passenger miles traveled surveys required every three years.
 - Led the coordination of NTI two-day training on NTD reporting at CCRTA headquarters with over 10 agencies in attendance in addition to 10 front line CCRTA personnel.
 - Received second shipment of MAP-21, FHWA Transportation Alternatives Program, bicycle products and coordinated installation of approximately 450 units with Facilities Maintenance Department.
 - Completed Title VI of the Civil Rights Act of 1964 report – revolving three-year requirement.

FY 2018 Planned Initiatives

- **Implement Service Improvements and Meet State and Federal Reporting Requirements**
 - Improve service efficiency by aligning ridership demand to vehicle size.
 - Restructure Vanpool program to expand participation and increase ridership along with award of new three-year base contract to Vanpool provider.
 - Complete economic impact study to assess the economic impact of public transit within the CCRTA service area.
 - Receive final shipment of approximately 450 bicycle facility products for installation by Facilities Maintenance Department.
 - Complete annual NTD passenger miles traveled sampling & 2017 NTD annual report.
- **Enhance Awareness of Agency in the Region**
 - Reinstate pilot Route 99 Port Aransas Shuttle Service from Ferry to the City of Port Aransas.
 - Continue discussions with City of Corpus Christi on:
 - Real-time status of current and planned bond projects throughout the city limits to implement plans for detours, stop adjustments, and on-time performance impacts.
 - 2018 Bond program to be approved by future voting referendums.

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



SERVICE DEVELOPMENT

DEPARTMENT # 4

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	04 SERVICE DEVELOPMENT		04 SERVICE DEVELOPMENT		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$303,805	\$298,527	\$296,914	(\$6,891)	-2.27%
50103010 OVERTIME - OTHER	\$0	\$107	\$1,250	\$1,250	100.00%
50201010 MEDICARE	\$4,405	\$4,167	\$4,303	(\$102)	-2.32%
50205010 LIFE INSURANCE	\$960	\$704	\$938	(\$22)	-2.29%
50206010 DISABILITY INSURANCE	\$2,066	\$1,646	\$2,018	(\$48)	-2.32%
SALARIES AND BENEFITS TOTAL	\$311,236	\$305,151	\$305,423	(\$5,813)	-1.87%
50329910 OTHER PROFESSIONAL SERV	\$110,000	\$68,792	\$75,356	(\$34,644)	-31.49%
50346010 CONTRACTED MAINTENANCE	\$0	\$0	\$30,445	\$30,445	100.00%
SERVICES TOTAL	\$110,000	\$68,792	\$105,801	(\$4,199)	-3.82%
50491110 OFFICE SUPPLIES	\$150	\$93	\$150	\$0	0.00%
50493010 UNIFORMS	\$0	\$0	\$200	\$200	100.00%
MATERIALS AND SUPPLIES TOTAL	\$150	\$93	\$350	\$200	133.33%
50901010 DUES AND SUBSCRIPTIONS	\$825	\$154	\$225	(\$600)	-72.73%
50902110 TRAVEL, TRAINING AND MTNGS	\$2,950	\$5,620	\$3,750	\$800	27.12%
50908010 ADVERT/PROMO MEDIA EXP.	\$250	\$0	\$1,500	\$1,250	500.00%
MISCELLANEOUS TOTAL	\$4,025	\$5,774	\$5,475	\$1,450	36.02%
04 TOTAL	\$425,411	\$379,811	\$417,049	(\$8,362)	-1.97%

POSITION TITLE	FY 2017	Additions	FY 2018
DATA TECHNICIAN	1.00	0.00	1.00
DIR OF PLANNING	1.00	0.00	1.00
OUTREACH COORD	1.00	0.00	1.00
PLANNING TECHNICIAN	1.00	0.00	1.00
SR. TRANSIT PLANNER	1.00	0.00	1.00
TOTAL FTEs	5.00	0.00	5.00



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 2017 Accomplishments

- **CCRTA Transfer Station Upgrades**
 - Music systems were installed at four transfer stations. Locations of the installations were at the Staples Street Center, South Side Transfer Station, Port Ayers and Robstown.
- **CCRTA IT Technology Upgrades**
 - Upgraded CCRTA's Phone system for better interaction with our customers and to route calls to the appropriate CCRTA recipients.
 - Installed a new Server System to our current IT infrastructure so the RTA's data systems work efficiency without interruption.
 - Upgraded RTA's Network infrastructure for better security and efficiency.
- **Staples Street Center IT Technology**
 - Installed and configured a Digital building directory at the Staples Street Center.
- **Bus Technology Upgrades**
 - Installed a new public Wi-Fi system on our Paratransit Buses for better internet performance for our riders.

FY 2018 Planned Initiatives

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

Budgetary Changes

- **Services** down 7.79% due to managing a conservative year.
- **Materials and Supplies** down 26.05% due preparing cost efficient repair methods.
- **Miscellaneous** expense down 68.65% due to the scheduling efficiency of travel and training expenses.



MANAGEMENT INFORMATION SYSTEM

DEPARTMENT # 7

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	07 MIS		07 MIS		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$291,491	\$317,073	\$320,720	\$29,229	10.03%
50103010 OVERTIME - OTHER	\$0	\$3,146	\$1,750	\$1,750	100.00%
50201010 MEDICARE	\$4,226	\$4,456	\$5,225	\$999	23.64%
50205010 LIFE INSURANCE	\$1,152	\$1,056	\$1,375	\$223	19.36%
50206010 DISABILITY INSURANCE	\$1,982	\$2,059	\$1,950	(\$32)	-1.61%
50213010 UNIFORM AND TOOL ALLOWANCE	\$1,350	\$600	\$0	(\$1,350)	0.00%
50214110 TUITION REIMBURSEMENT	\$14,000	\$6,392	\$11,300	(\$2,700)	-19.29%
50214210 WORKERS COMPENSATION	\$0	\$500	\$0	\$0	0.00%
SALARIES AND BENEFITS TOTAL	\$314,201	\$335,281	\$342,320	\$28,119	8.95%
50329910 OTHER PROFESSIONAL SERV	\$0	\$0	\$3,260	\$3,260	100.00%
50346010 CONTRACTED MAINTENANCE	\$254,181	\$204,136	\$231,126	(\$23,055)	-9.07%
SERVICES TOTAL	\$254,181	\$204,136	\$234,386	(\$19,795)	-7.79%
50490110 REPAIR PARTS	\$38,113	\$27,201	\$32,613	(\$5,500)	0.00%
50491210 POSTAGE AND EXPRESS	\$750	\$579	\$750	\$0	0.00%
50491410 MINOR OFFICE EQUIPMENT	\$21,555	\$33,324	\$11,200	(\$10,355)	-48.04%
50493010 UNIFORMS	\$450	\$199	\$450	\$0	0.00%
MATERIALS AND SUPPLIES TOTAL	\$60,868	\$61,303	\$45,013	(\$15,855)	-26.05%
50502010 TELECOMMUNICATIONS	\$197,916	\$192,889	\$207,624	\$9,708	4.90%
UTILITIES TOTAL	\$197,916	\$192,889	\$207,624	\$9,708	4.90%
50901010 DUES AND SUBSCRIPTIONS	\$2,880	\$3,457	\$0	(\$2,880)	-100.00%
50902110 TRAVEL, TRAINING AND MTNGS	\$3,500	\$1,434	\$2,000	(\$1,500)	-42.86%
MISCELLANEOUS TOTAL	\$6,380	\$4,891	\$2,000	(\$4,380)	-68.65%
51201010 LEASES AND RENTALS	\$25,122	\$25,846	\$27,234	\$2,112	8.40%
LEASES AND RENTALS TOTAL	\$25,122	\$25,846	\$27,234	\$2,112	8.40%
07 TOTAL	\$858,668	\$824,345	\$858,577	(\$91)	-0.01%

POSITION TITLE	FY 2017	Additions	FY 2018
DIRECTOR OF IT	1.00	0.00	1.00
ELECTRONIC TECH	3.00	0.00	3.00
IT SYSTEMS COORDINATOR	1.00	0.00	1.00
SYSTEM TECH	1.00	0.00	1.00
TOTAL FTEs	6.00	0.00	6.00



VEHICLE MAINTENANCE

DEPARTMENT # 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 2017 Accomplishments

- **Deliver the Best Possible Experience**
 - Assured consistent and accurate dissemination of information to all front-line staff regarding operations during service disruptions
 - Conducted service and maintenance initiatives to coincide with Original Equipment Manufacturer (OEM) specifications to:
 - Minimize downtime to ensure vehicles are operational and meet service demands
 - Control fleet maintenance costs
 - Maximize resale value

FY 2018 Planned Initiatives

- **Customer Enhancements**
 - Meet daily service demands & special movement request
 - Implement a fleet predictive preventable maintenance program
 - Enhance preventative cleaning program for the fleet
 - Analyze work standards for adjustments to meet OEM recommendations
 - Implement Automotive Service Excellent (ASE) Program for front line personnel
 - Analyze failures causing service interruptions and develop subsequent SOPs for maintenance program

Budgetary Changes

- **Materials & Supplies** up 14.39% due to the increase in the anticipated repair, maintenance and fuel costs associated with CNG fleet
- **Utilities** down 79.68% due to the removal of water and gas for this department.
- **Miscellaneous** expense consistent with the previous year due to conservative year.



VEHICLE MAINTENANCE

DEPARTMENT # 11

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	11 VEHICLE MAINTENANCE		11 VEHICLE MAINTENANCE		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$1,560,669	\$1,702,172	\$1,667,248	\$106,579	6.83%
50103010 OVERTIME - OTHER	\$84,477	\$83,615	\$64,477	(\$20,000)	-23.68%
50201010 MEDICARE	\$22,634	\$25,165	\$25,110	\$2,476	10.94%
50205010 LIFE INSURANCE	\$7,104	\$6,646	\$7,252	\$148	2.08%
50206010 DISABILITY INSURANCE	\$10,606	\$10,755	\$11,524	\$918	8.66%
50213010 UNIFORM AND TOOL ALLOWANCE	\$3,850	\$0	\$3,850	\$0	0.00%
50214110 TUITION REIMBURSEMENT	\$5,600	\$1,623	\$1,753	(\$3,847)	-68.70%
50214310 INCENTIVE AWARDS	\$2,000	\$2,959	\$4,320	\$2,320	116.00%
SALARIES AND BENEFITS TOTAL	\$1,696,940	\$1,832,935	\$1,785,534	\$88,594	5.22%
50330010 TEMPORARY SERVICES	\$16,000	\$0	\$60,065	\$44,065	275.41%
50346010 CONTRACTED MAINTENANCE	\$134,000	\$276,551	\$242,888	\$108,888	81.26%
SERVICES TOTAL	\$150,000	\$276,551	\$302,953	\$152,953	101.97%
50401010 FUEL AND LUBRICANTS	\$746,511	\$1,129,779	\$1,120,096	\$373,585	50.04%
50401110 FUEL AND LUBRICANT TAXES	\$95,000	\$73,811	\$72,668	(\$22,332)	-23.51%
50401210 FREIGHT, DELIVERY, ENVIRMNTL	\$1,000	\$3,048	\$1,000	\$0	0.00%
50401310 SPILL TAX AND L.U.S.T.	\$1,000	\$1,270	\$1,000	\$0	0.00%
50402010 TIRES AND TUBES	\$127,162	\$127,522	\$215,292	\$88,130	69.31%
50490110 REPAIR PARTS	\$1,194,400	\$971,679	\$1,028,860	(\$165,540)	-13.86%
50490210 BUS CLEANING SUPPLIES	\$18,000	\$17,740	\$18,000	\$0	0.00%
50490510 VEHICLE MAINTENANCE MANDS	\$50,000	\$101,513	\$101,317	\$51,317	102.63%
50491110 OFFICE SUPPLIES	\$4,000	\$3,067	\$2,000	(\$2,000)	-50.00%
50491210 POSTAGE AND EXPRESS	\$18,000	\$9,164	\$15,000	(\$3,000)	-16.67%
50491310 MINOR TOOLS AND EQUIPMENT	\$8,000	\$8,675	\$12,000	\$4,000	50.00%
50491410 MINOR OFFICE EQUIPMENT	\$2,000	\$2,203	\$1,500	(\$500)	-25.00%
50493010 UNIFORMS	\$45,120	\$30,567	\$58,950	\$13,830	30.65%
50499910 OTHER MATERIALS AND SUPPL	\$13,500	\$6,649	\$10,500	(\$3,000)	-22.22%
MATERIALS AND SUPPLIES TOTAL	\$2,323,693	\$2,486,685	\$2,658,183	\$334,490	14.39%
50502110 ELECTRICITY	\$150,000	\$99,706	\$140,230	(\$9,770)	-6.51%
50502210 WATER AND GAS	\$540,000	\$0	\$0	(\$540,000)	-100.00%
UTILITIES TOTAL	\$690,000	\$99,706	\$140,230	(\$549,770)	-79.68%
50901010 DUES AND SUBSCRIPTIONS	\$25,850	\$6,378	\$25,850	\$0	0.00%
50902110 TRAVEL, TRAINING AND MTNGS	\$39,900	\$23,967	\$39,900	\$0	0.00%
MISCELLANEOUS TOTAL	\$65,750	\$30,345	\$65,750	\$0	0.00%
11 TOTAL	\$4,926,383	\$4,726,222	\$4,952,650	\$26,267	0.53%

PERSONNEL SCHEDULE			
POSITION TITLE	FY 2017	Additions	FY 2018
ASST DIR OF MAINT	1.00	0.00	1.00
DIRECTOR OF MAINTENANCE	1.00	0.00	1.00
GARAGE SERVICE SUPERVISOR	1.00	0.00	1.00
GARAGE SERVICE TECH	10.00	0.00	10.00
MECH AIDE	1.00	0.00	1.00
MECH SUPERVISOR	3.00	0.00	3.00
SYSTEM TECH	1.00	0.00	1.00
VEHICLE MAINT TECH 1	19.00	0.00	19.00
TOTAL FTEs	37.00	0.00	37.00



FACILITIES MANAGEMENT

DEPARTMENT # 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 2017 Accomplishments

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

FY 2018 Planned Initiatives

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

Budgetary Changes

- Decrease in **Services** by 30.47% due to decreased costs associated with Refuse Removal
- Decrease in **Materials and Supplies** by 7.70% due to the decrease in building maintenance and shelter maintenance supplies
- Decrease in **Other Miscellaneous Expense** of 68.00% due to cost efficiencies in travel and training expenses.



FACILITIES MANAGEMENT

DEPARTMENT # 21

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	21 FACILITIES MANAGEMENT		21 FACILITIES MANAGEMENT		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$437,256	\$470,505	\$493,362	\$56,106	12.83%
50103010 OVERTIME - OTHER	\$14,580	\$20,158	\$15,000	\$420	2.88%
50201010 MEDICARE	\$6,343	\$6,827	\$7,154	\$811	12.79%
50205010 LIFE INSURANCE	\$2,880	\$2,304	\$1,950	(\$930)	-32.29%
50206010 DISABILITY INSURANCE	\$2,972	\$2,862	\$3,355	\$383	12.89%
50214110 TUITION REIMBURSEMENT	\$5,000	\$0	\$0	(\$5,000)	0.00%
SALARIES AND BENEFITS TOTAL	\$469,031	\$502,656	\$520,821	\$51,790	11.04%
50344010 REFUSE REMOVAL	\$74,400	\$24,613	\$71,940	(\$2,460)	-3.31%
50346010 CONTRACTED MAINTENANCE	\$340,000	\$316,119	\$350,000	\$10,000	2.94%
50346210 CONTRACTED BLDG MAINT	\$65,000	\$43,084	\$60,000	(\$5,000)	-7.69%
50346410 CONTRACTED SHELTER MAINT	\$337,500	\$436,214	\$318,000	(\$19,500)	-5.78%
SERVICES TOTAL	\$816,900	\$820,031	\$799,940	(\$16,960)	-2.08%
50490310 BUILDING MAINT MATERIALS	\$109,500	\$81,673	\$100,500	(\$9,000)	-8.22%
50490610 SHELTER MAINT SUPPLIES	\$50,000	\$22,790	\$30,000	(\$20,000)	-40.00%
50490710 JANITORIAL SUPPLIES	\$0	\$3,505	\$15,000	\$15,000	100.00%
50491110 OFFICE SUPPLIES	\$1,500	\$764	\$1,500	\$0	0.00%
50491310 MINOR TOOLS AND EQUIPMENT	\$15,000	\$8,293	\$14,500	(\$500)	-3.33%
50493010 UNIFORMS	\$15,230	\$9,710	\$15,000	(\$230)	-1.51%
MATERIALS AND SUPPLIES TOTAL	\$191,230	\$126,735	\$176,500	(\$14,730)	-7.70%
50502110 ELECTRICITY	\$224,940	\$201,569	\$215,000	(\$9,940)	-4.42%
50502210 WATER AND GAS	\$45,160	\$35,363	\$40,000	(\$5,160)	-11.43%
UTILITIES TOTAL	\$270,100	\$236,932	\$255,000	(\$15,100)	-5.59%
50902110 TRAVEL, TRAINING AND MTNGS	\$2,500	\$1,641	\$1,440	(\$1,060)	-42.40%
50909910 OTHER MISCELLANEOUS EXP.	\$2,000	\$90	\$0	(\$2,000)	-100.00%
MISCELLANEOUS TOTAL	\$4,500	\$1,731	\$1,440	(\$3,060)	-68.00%
51201010 LEASES AND RENTALS	\$8,500	\$5,093	\$6,000	(\$2,500)	-29.41%
LEASES AND RENTALS TOTAL	\$8,500	\$5,093	\$6,000	(\$2,500)	-29.41%
21 TOTAL	\$1,760,261	\$1,693,176	\$1,759,701	(\$560)	-0.03%

POSITION TITLE	FY 2016	Additions	FY 2017
CUSTODIAN	4.00	0.00	4.00
FACILITY MAINT SUPERVISOR	1.00	0.00	1.00
FACILITY MAINT TECH	1.00	0.00	1.00
MAINT TECH I	6.00	0.00	6.00
MAINT TECH II	3.00	0.00	3.00
TOTAL FTEs	15.00	0.00	15.00



PROCUREMENT

DEPARTMENT # 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 2017 Accomplishments

- **Continue to Improve Organizational Practices and Develop Staff**
 - Increased professional development through fundamental courses such as Orientation to Transit Procurement and FTA Real Estate Requirements to enhance purchasing processes and operational effectiveness.
 - Revised internal policies and procedures to provide guidance on when to reduce or waive bid bonds or performance and payment guarantees in an effort to support small business and increase local business participation.
- **Deliver the Best Possible Experience**
 - Created forms (Bid/Proposal Submission Form) and information Power Point Presentation to educate vendor's & contractors on how to avoid submitting flawed bid/proposal responses.
 - Participated in professional purchasing associations that emphasize education and best practices for purchasing professionals as well as vendor outreach efforts and networking events. The most recent vendor outreach was the Del Mar College PTAC

FY 2018 Planned Initiatives

- **Procure quality goods and services at a competitive cost, in a timely manner, and in compliance with the FTA and Texas State regulations**
 - Research and implement best management practices in government procurement
 - Continuously review CCRTA purchasing policies/procedures for compliance with the FTA and State level
 - Effectively monitor and evaluate CCRTA procurements to determine and address areas of needed improvement
- **Provide excellent customer service to internal and external clients**
 - Increase knowledge and expertise of staff in CCRTA's procurement and technology and improve staff communication skills
 - Provide training to CCRTA employees on CCRTA purchasing policies/procedures and purchasing software (FleetNet)



PROCUREMENT

DEPARTMENT # 40

Budgetary Changes

- A 22.02% increase in **Salaries & Benefits** due to the transfer one FTE
- A 95.71% decrease in **Materials & Supplies** due the transfer material responsibilities.
- A 19.79% decrease in **Miscellaneous** due to future training and travel.

CC REGIONAL TRANSIT AUTHORITY					
FUND 01 FUND	DEPARTMENT 40 PROCUREMENT		DIVISION 40 PROCUREMENT		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$158,372	\$131,759	\$189,544	\$31,172	19.68%
50201010 MEDICARE	\$2,297	\$1,877	\$3,124	\$827	36.00%
50205010 LIFE INSURANCE	\$576	\$288	\$489	(\$87)	-15.10%
50206010 DISABILITY INSURANCE	\$1,076	\$391	\$1,572	\$496	46.10%
50214110 TUITION REIMBURSEMENT	\$0	\$0	\$3,000	\$3,000	100.00%
50214310 INCENTIVE AWARDS	\$0	\$248	\$325	\$325	100.00%
SALARIES AND BENEFITS TOTAL	\$162,321	\$134,563	\$198,054	\$35,733	22.01%
50491110 OFFICE SUPPLIES	\$3,000	\$5,624	\$0	(\$3,000)	-100.00%
50493010 UNIFORMS	\$500	\$248	\$150	(\$350)	-70.00%
MATERIALS AND SUPPLIES TOTAL	\$3,500	\$5,872	\$150	(\$3,350)	-95.71%
50901010 DUES AND SUBSCRIPTIONS	\$500	\$100	\$500	\$0	0.00%
50902110 TRAVEL, TRAINING AND MTNGS	\$4,100	\$3,284	\$3,000	(\$1,100)	-26.83%
50908010 ADVERT/PROMO MEDIA EXP.	\$5,000	\$6,271	\$8,000	\$3,000	60.00%
MISCELLANEOUS TOTAL	\$9,600	\$9,655	\$11,500	\$1,900	19.79%
40 TOTAL	\$175,421	\$150,091	\$209,704	\$34,283	19.54%

PERSONNEL SCHEDULE			
POSITION TITLE	FY 2017	Additions	FY 2018
BUYER	2.00	(2.00)	0.00
PROCUREMENT ADMINISTRATOR	0.00	1.00	1.00
JUNIOR BUYER	0.00	1.00	1.00
DIRECTOR OF PROCUREMENT	1.00	0.00	1.00
TOTAL FTEs	3.00	0.00	3.00



CHIEF FINANCIAL OFFICER

DEPARTMENT # 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 2017 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

2018 Planned Initiatives

- **Continue to Improve Organizational Practices and Develop Staff**
 - Ensure strategic direction of Board is executed accordingly
 - Promote leadership awareness internally and externally
 - Partner with City and other state holders to advance opportunities for expansion of services
 - Enhance relations with community leaders to promote value of organization and public transportation
 - Support community involvement throughout the organization
 - Increase customer service and customer perception of organization and public transportation
 - Improve business practices by continuing to standardize and document Board policies to increase efficiency and transparency
 - Evaluate and update Board adopted policies to ensure compliance and the application of best practices in industries
 - Evaluate and continue to improve the use of technology in communicating with the Board and the public, including but not limited to, improved access to backup materials for the

Budgetary Changes

- 7.08% increase in **Salaries & Benefits** as a result of cost of living increase.
- 1.73% increase in **Materials & Supplies** due to managing a conservative year.



CHIEF FINANCIAL OFFICER

DEPARTMENT # 41

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	41 CEO		41 CEO		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$171,006	\$217,931	\$175,000	\$3,994	2.34%
50201010 MEDICARE	\$2,480	\$3,211	\$2,537	\$57	2.30%
50202010 PENSION	\$0	\$9,729	\$8,907	\$8,907	0.00%
50205010 LIFE INSURANCE	\$192	\$274	\$317	\$125	65.10%
50206010 DISABILITY INSURANCE	\$1,163	\$461	\$461	(\$702)	-60.36%
SALARIES AND BENEFITS TOTAL	\$174,841	\$231,606	\$187,222	\$12,381	7.08%
50322010 CONSULTING SERVICES	\$153,000	\$173,960	\$152,437	(\$563)	-0.37%
50324010 LEGAL FEES	\$60,000	\$40,263	\$65,000	\$5,000	8.33%
SERVICES TOTAL	\$213,000	\$214,223	\$217,437	\$4,437	2.08%
50491110 OFFICE SUPPLIES	\$2,500	\$3,454	\$2,435	(\$65)	-2.60%
50491210 POSTAGE AND EXPRESS	\$160	\$177	\$271	\$111	69.38%
MATERIALS AND SUPPLIES TOTAL	\$2,660	\$3,632	\$2,706	\$46	1.73%
50901010 DUES AND SUBSCRIPTIONS	\$66,135	\$55,530	\$66,135	\$0	0.00%
50902110 TRAVEL, TRAINING AND MTNGS	\$93,200	\$58,572	\$85,050	(\$8,150)	-8.74%
50908010 ADVERT/PROMO MEDIA EXP.	\$51,968	\$46,951	\$43,500	(\$8,468)	0.00%
50909510 COMMUNITY SERVICES	\$19,100	\$14,060	\$19,100	\$0	0.00%
50909910 OTHER MISCELLANEOUS EXP.	\$5,000	\$639	\$3,000	(\$2,000)	-40.00%
MISCELLANEOUS TOTAL	\$235,403	\$175,753	\$216,785	(\$18,618)	-7.91%
41 TOTAL	\$625,904	\$625,214	\$624,150	(\$1,754)	-0.28%

PERSONNEL SCHEDULE			
POSITION TITLE	FY 2017	Additions	FY 2018
CEO	1.000	0.000	1.000
TOTAL FTEs	1.000	0.000	1.000



FINANCE AND ACCOUNTING

DEPARTMENT # 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 2017 Accomplishments

- **Continue to Improve Organizational Practices and Develop Staff**
 - Streamlined A/P processes to improve efficiency and ensure prompt payment of RTA obligations
 - Collaborated with Procurement staff to determine contracts missing from Contracts module of Fleetnet for cross-referencing with A/P module
 - Enhanced the inventory control process by fully utilizing the Agency's asset tracking software and eliminating tracking spreadsheets.
 - Presented 2016 CAFR for Board approval on July 5 (Admin & Finance Committee on June 28)
 - Shifted investment focus away from demand deposits and toward public fund pools yielding \$13,000 in additional interest revenue for 2017 and increasing 2018 estimates by \$50,000.
- **Enhance Awareness of the Value of the Transportation System in the Community**
 - Exhibit Transparency - Completed Special Audit with no findings from the auditor

FY 2018 Planned Initiatives

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



FINANCE AND ACCOUNTING

DEPARTMENT # 42

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	42 FINANCE AND ACCOUNTING		42 FINANCE AND ACCOUNTING		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$326,977	\$295,144	\$343,234	\$16,257	4.97%
50103010 OVERTIME - OTHER	\$175	\$8,851	\$5,825	\$5,650	3228.57%
50201010 MEDICARE	\$4,740	\$4,398	\$5,001	\$261	5.51%
50205010 LIFE INSURANCE	\$1,152	\$709	\$1,233	\$81	7.03%
50206010 DISABILITY INSURANCE	\$1,954	\$729	\$2,091	\$137	7.01%
50214110 TUITION REIMBURSEMENT	\$0	\$275	\$6,000	\$6,000	100.00%
SALARIES AND BENEFITS TOTAL	\$334,998	\$310,105	\$363,384	\$28,386	8.47%
50329910 OTHER PROFESSIONAL SERV	\$116,495	\$83,648	\$89,127	(\$27,368)	-23.49%
50330010 TEMPORARY SERVICES	\$0	\$20,050	\$0	\$0	0.00%
50346010 CONTRACTED MAINTENANCE	\$28,550	\$27,969	\$27,775	(\$775)	-2.71%
SERVICES TOTAL	\$145,045	\$131,667	\$116,902	(\$28,143)	-19.40%
50491110 OFFICE SUPPLIES	\$2,100	\$1,330	\$1,650	(\$450)	-21.43%
50491210 POSTAGE AND EXPRESS	\$50	\$98	\$50	\$0	0.00%
50491410 MINOR OFFICE EQUIPMENT	\$150	\$454	\$2,300	\$2,150	1433.33%
50492010 PRINTING	\$1,400	\$2,354	\$1,200	(\$200)	-14.29%
MATERIALS AND SUPPLIES TOTAL	\$3,700	\$4,236	\$5,200	\$1,500	40.54%
50901010 DUES AND SUBSCRIPTIONS	\$2,340	\$534	\$2,297	(\$43)	-1.84%
50902110 TRAVEL, TRAINING AND MTNGS	\$3,500	\$448	\$1,865	(\$1,635)	-46.71%
50909910 OTHER MISCELLANEOUS EXP.	\$930	\$1,014	\$865	(\$65)	-6.99%
MISCELLANEOUS TOTAL	\$6,770	\$1,996	\$5,027	(\$1,743)	-25.75%
42 TOTAL	\$490,513	\$448,004	\$490,513	\$0	0.00%

PERSONNEL SCHEDULE			
POSITION TITLE	FY 2017	Additions	FY 2018
ACCOUNTANT	1.00	0.00	1.00
ACCOUNTS PAYABLE	1.00	0.00	1.00
COMPROLLER	1.00	0.00	1.00
DIR OF FINANCE	1.00	0.00	1.00
MONEY ROOM COUNTER	1.50	0.00	1.50
PAYROLL COORDINATOR	1.00	0.00	1.00
TOTAL FTEs	6.50	0.00	6.50



MATERIALS MANAGEMENT

DEPARTMENT # 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 2017 Accomplishments

- **Delivered the Best Possible Experience**
 - Improved inventory accuracy and standards
 1. Ensured parts were charged to active work orders ensuring accurate in/out inventory records
 2. Ensured accurate receiving in-processing: enter inventory items into Fleet Net; properly station stock; process paperwork; safeguard quality assurance
 3. Conducted parts compliance audits to ensure proper labeling of part numbers and meeting OEM standards as listed in active contracts
 - Performed monthly cycle counts
 1. Conducted weekly counts to reconcile monthly Fleet Net cycle count report (A,B,C)
 2. Conducted weekly random sample audit to reconcile with Fleet Net inventory report
 3. Inventory corrections processed in Fleet Net to ensure count accuracy
 - Continued annual zero movement inventory analysis
 1. Conducted semi-annual (June & December) audit of unused inventory

FY 2018 Planned Initiatives

Customer Enhancements

- Meet daily service demands & special movement request including ensure materials and supplies are available to complete fleet repairs
- Review and start a predictive preventable program for the fleet, all supplies & parts will need to be placed into stock to support the initiative
- Coordinate with local vendors to supply stock & materials to achieve enhanced preventative cleaning program for the fleet
- Introduce and execute Automotive Service Excellent (ASE) Program
- Analyze failures causing service interruptions, develop subsequent SOPs for maintenance program and identify necessary parts to be placed into inventory

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.



MATERIALS MANAGEMENT

DEPARTMENT # 43

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	43 MATERIALS MANAGEMENT		43 MATERIALS MANAGEMENT		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$150,071	\$158,819	\$106,136	(\$43,935)	-29.28%
50103010 OVERTIME - OTHER	\$9,124	\$12,183	\$9,124	\$0	0.00%
50201010 MEDICARE	\$2,103	\$2,323	\$1,539	(\$564)	-26.82%
50205010 LIFE INSURANCE	\$768	\$704	\$607	(\$161)	-20.96%
50206010 DISABILITY INSURANCE	\$986	\$1,328	\$757	(\$229)	-23.23%
50214310 INCENTIVE AWARDS	\$0	\$0	\$1,470	\$1,470	100.00%
SALARIES AND BENEFITS TOTAL	\$163,052	\$175,357	\$119,633	(\$43,419)	-26.63%
50494010 EMERGENCY DISASTER	\$0	\$2,259	\$0	\$0	0.00%
SERVICES TOTAL	\$0	\$2,259	\$0	\$0	0.00%
50491110 OFFICE SUPPLIES	\$300	\$82	\$300	\$0	0.00%
50493010 UNIFORMS	\$2,067	\$1,166	\$3,025	\$958	46.35%
MATERIALS AND SUPPLIES TOTAL	\$2,367	\$1,249	\$3,325	\$958	40.47%
43 TOTAL	\$165,419	\$178,864	\$122,958	(\$42,461)	-25.67%

POSITION TITLE	FY 2017	Additions	FY 2018
BUYER / INVENTORY SPECIALIST	1.00	(1.00)	0.00
PARTS CLERK	3.00	0.00	3.00
TOTAL FTEs	4.00	(1.00)	3.00



HUMAN RESOURCES

DEPARTMENT # 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 2017 ACCOMPLISHMENTS

- Implemented report requirements for benefit costs as required under ACA which include annual reporting to employees and the Internal Revenue Service.
 - Stepped up recruiting efforts to fully staff department with approved positions by working with TWC and holding in multiple successful job fairs
 - Implemented various training sessions for all employees throughout the year to include Customer Service, Ethics
 - Coordinated with healthcare provider to have on-site flu shot clinic, updated the CCRTA employment application
- Updated filing records for personnel files, began the process of paperless by electronic filing
 - Coordinated annual holiday, appreciation, and employee recognition functions for employees

FY 2018 Planned Initiatives

- Implemented changes required under the Affordable Care Act (ACA) federal health plan.
 - Coordinated wellness initiatives to improve knowledge of health issues with lunch and learn events as well as on-site flu shot clinics
 - Develop and complete RFP for Long-Term Disability and Short-Term Disability insurance
 - Continue to improve employee communication programs and address employee needs
 - Continue with paperless process by electronic filing all current employees
 - Update all policies and procedures

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.



HUMAN RESOURCES

DEPARTMENT # 44

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	FY 2017	Additions	FY 2018
DIRECTOR OF HR	1.00	0.00	1.00
HR ANALYST	1.00	0.00	1.00
HR TECH	1.00	0.00	1.00
INTERN	1.50	0.00	1.50
TOTAL FTEs	4.50	0.00	4.50



ADMINISTRATION

DEPARTMENT # 45

Functions and Responsibilities

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

Implemented

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 2017 Accomplishments

- **Continue to Improve Organizational Practices and Develop Staff**
 - Received the Distinguished Budget Presentation Award for FY2016
 - Finance Department established a 5-year Capital Improvement Plan for the Agency
 - Finance Department established a 5-year Budget
 - Finance Department updated the 5-year Financial Plan/projection
 - Administration Department completed a Fare structure presentation that was discussed in the September 2017 Board of Director's Workshop
 - Administration and Finance reviewed economic indicators and used this information to project the 5-year budget & 5-year Financial plans
 - Administration worked with the CEO, Capital Projects and Operations to layout a working plan to accommodate additional growth needs for the Port-Ayers Transfer Station
 - Administration/Finance established a TexPool account and reallocated maturing CCRTA's investments to leverage our rate of return

FY 2018 Planned Initiatives

- Submit 2018 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
- Develop/update written SOP's for the Finance and Procurement departments

Budgetary Changes

- 19.15% decrease in **Salaries & Benefits** due to Cola adjustments
- 60% decrease in **Services** due to increase in consulting costs associated with new DBE software program
- 47.09% decrease in **Materials and Supplies** due to anticipated decrease in promotional supplies



ADMINISTRATION

DEPARTMENT # 45

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	45 ADMINISTRATION		45 ADMINISTRATION		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$421,993	\$367,877	\$342,354	(\$79,639)	-18.87%
50201010 MEDICARE	\$6,120	\$5,210	\$4,945	(\$1,175)	-19.20%
50205010 LIFE INSURANCE	\$1,344	\$896	\$960	(\$384)	-28.57%
50206010 DISABILITY INSURANCE	\$2,868	\$1,517	\$1,278	(\$1,590)	-55.44%
SALARIES AND BENEFITS TOTAL	\$432,325	\$375,500	\$349,537	(\$82,788)	-19.15%
50322010 CONSULTING SERVICES	\$80,000	\$0	\$0	(\$80,000)	0.00%
50324010 LEGAL FEES	\$1,000	\$0	\$0	(\$1,000)	-100.00%
50329910 OTHER PROFESSIONAL SERV	\$15,000	\$28,157	\$28,157	\$13,157	87.71%
50346010 CONTRACTED MAINTENANCE	\$36,000	\$21,500	\$24,429	(\$11,571)	-32.14%
SERVICES TOTAL	\$132,000	\$49,657	\$52,586	(\$79,414)	-60.16%
50490410 PROMOTIONAL SUPPLIES	\$2,500	\$0	\$0	(\$2,500)	-100.00%
50491110 OFFICE SUPPLIES	\$12,000	\$9,264	\$10,504	(\$1,496)	-12.46%
50491210 POSTAGE AND EXPRESS	\$15,000	\$4,566	\$5,275	(\$9,725)	-64.83%
50492010 PRINTING	\$500	\$477	\$94	(\$406)	-81.12%
MATERIALS AND SUPPLIES TOTAL	\$30,000	\$14,307	\$15,874	(\$14,126)	-47.09%
50901010 DUES AND SUBSCRIPTIONS	\$1,600	\$314	\$283	(\$1,317)	-82.29%
50902110 TRAVEL, TRAINING AND MTNGS	\$8,000	\$8,382	\$9,500	\$1,500	18.75%
50909910 OTHER MISCELLANEOUS EXP.	\$0	\$380	\$651	\$651	0.00%
MISCELLANEOUS TOTAL	\$9,600	\$9,076	\$10,434	\$834	8.69%
51201010 LEASES AND RENTALS	\$1,000	\$2,235	\$448	(\$552)	-55.21%
LEASES AND RENTALS TOTAL	\$1,000	\$2,235	\$448	(\$552)	-55.21%
45 TOTAL	\$604,925	\$450,775	\$428,879	(\$176,046)	-29.10%

POSITION TITLE	FY 2017	Additions	FY 2018
BUDGET ANALYST	1.00	0.00	1.00
DBE COMPLIANCE OFFICER	1.00	0.00	1.00
DBE COORDINATOR	1.00	0.00	1.00
EXECUTIVE ADMIN. ASST	1.00	0.00	1.00
GRANT WRITER	1.00	0.00	1.00
MD OF ADMINISTRATION	1.00	0.00	1.00
SENIOR ADMINISTRATIVE	1.00	0.00	1.00
TOTAL FTEs	7.00	0.00	7.00



INFRASTRUCTURE PROGRAMS

DEPARTMENT # 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 2017 Accomplishments

- **Continue to Improve Organization Practices**
 - Completed construction on General Land Office tenant space.
 - Awarded contract for ADA Bus Stop Improvements Phase VI.
 - Awarded contract for Leopard/Artesian parking lot.
 - Installed Fleetnet Transit Asset Management software.
 - Purchased the Kleberg Bank property for future Port/Ayers Transfer Station Improvements.

FY 2018 Planned Initiatives

- **Deliver the Best Possible Experience**
 - Continue to pursue construction discipline to confirm projects are moving forward as planned
 - Work with General Land Office on March 1st move in.
 - Award contracts for engineering design and construction for ADA Bus Stop improvements Phase Vii.
 - Complete the Leopard/Artesian parking lot project.
 - Procure a larger generator for the Operations Building at Bear Lane, for the support of building during power loss situations.
 - Procure shelter amenities and install throughout the service area.

Budgetary Changes

- 25% decrease in Professional **Services** due to conservatively managing contracts.
- 33.33% decrease in **Materials and Supplies** due to controlling cost efficiencies in office supplies.
- 49.43% decrease in **Miscellaneous** due to the scheduling cost efficiencies in the travel and training expenses.



INFRASTRUCTURE PROGRAMS

DEPARTMENT # 49

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	49 INFRASTRUCTURE PROGRAMS		49 INFRASTRUCTURE PROGRAMS		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$183,111	\$168,324	\$185,662	\$2,551	1.39%
50201010 MEDICARE	\$2,594	\$2,673	\$2,692	\$98	3.78%
50205010 LIFE INSURANCE	\$384	\$384	\$648	\$264	68.75%
50206010 DISABILITY INSURANCE	\$1,216	\$1,277	\$1,233	\$17	1.40%
SALARIES AND BENEFITS TOTAL	\$187,305	\$172,657	\$190,235	\$2,930	1.56%
50329910 OTHER PROFESSIONAL SERV	\$4,000	\$9,500	\$3,000	(\$1,000)	-25.00%
SERVICES TOTAL	\$4,000	\$9,500	\$3,000	(\$1,000)	-25.00%
50491110 OFFICE SUPPLIES	\$600	\$1,000	\$400	(\$200)	-33.33%
MATERIALS AND SUPPLIES TOTAL	\$600	\$1,000	\$400	(\$200)	-33.33%
50901010 DUES AND SUBSCRIPTIONS	\$500	\$500	\$500	\$0	0.00%
50902110 TRAVEL, TRAINING AND MTNGS	\$3,000	\$5,000	\$1,270	(\$1,730)	-57.67%
MISCELLANEOUS TOTAL	\$3,500	\$5,500	\$1,770	(\$1,730)	-49.43%
49 TOTAL	\$195,405	\$188,657	\$195,405	\$0	0.00%

PERSONNEL SCHEDULE			
POSITION TITLE	FY 2017	Additions	FY 2018
MD OF PROGRAMS	1.00	0.00	1.00
PROGRAM MANAGER	1.00	0.00	1.00
TOTAL FTEs	2.00	0.00	2.00



MARKETING & COMMUNICATIONS

DEPARTMENT # 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 2017 Accomplishments

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

FY 2018 Planned Initiatives

- Continue to increase ridership
- Continue to increase awareness through traditional and social medias
- Begin laying out plan for Mobile App Development for the CCRTA
- Create the Procurement Transparency Section on the website
- Create the first Year-in-Review booklet for the CCRTA

Budgetary Changes

- Decrease in **Services** due to conservative maintenance of the Website & Hosting, Mobile development, design services & marketing support contracts.
- **Materials & Supplies** presume to remain the same due to a cost savings in the use of office supplies
- **Miscellaneous Expense** increased due to impending travel and training expenses.



MARKETING & COMMUNICATIONS

DEPARTMENT # 50

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	50 MARKETING & COMMUNICATION		50 MARKETING AND COMMUNICATION		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$135,824	\$65,640	\$162,866	\$27,042	19.91%
50201010 MEDICARE	\$1,969	\$1,072	\$2,364	\$395	20.06%
50205010 LIFE INSURANCE	\$384	\$0	\$576	\$192	50.00%
50206010 DISABILITY INSURANCE	\$765	\$92	\$600	(\$165)	-21.57%
50214310 INCENTIVE AWARDS	\$0	\$92	\$1,000	\$1,000	100.00%
SALARIES AND BENEFITS TOTAL	\$138,942	\$66,895	\$167,406	\$28,464	20.49%
50310010 PRODUCTION FEES	\$18,000	\$43,842	\$21,140	\$3,140	17.44%
50322010 CONSULTING SERVICES	\$0		\$22,000	\$22,000	100.00%
50326010 COMPUTER CONSULTING SERV	\$316,825	\$73,836	\$240,840	(\$75,985)	-23.98%
50329910 OTHER PROFESSIONAL SERV	\$2,000	\$0	\$3,500	\$1,500	75.00%
50379910 OTHER SERVICES	\$1,000	\$0	\$5,320	\$4,320	432.00%
SERVICES TOTAL	\$337,825	\$117,678	\$292,800	(\$45,025)	-13.33%
50490410 PROMOTIONAL SUPPLIES	\$12,000	\$11,220	\$15,845	\$3,845	32.04%
50491110 OFFICE SUPPLIES	\$1,000	\$2,030	\$2,000	\$1,000	100.00%
50491210 POSTAGE AND EXPRESS	\$300	\$23	\$386	\$86	28.67%
50491410 MINOR OFFICE EQUIPMENT	\$1,000	\$0	\$0	(\$1,000)	-100.00%
50492010 PRINTING	\$24,000	\$11,735	\$21,000	(\$3,000)	-12.50%
50493010 UNIFORMS	\$500	\$0	\$800	\$300	60.00%
50499910 OTHER MATERIALS AND SUPPL	\$1,000	\$611	\$0	(\$1,000)	-100.00%
MATERIALS AND SUPPLIES TOTAL	\$39,800	\$25,619	\$40,031	\$231	0.58%
50901010 DUES AND SUBSCRIPTIONS	\$290	\$27,598	\$0	(\$290)	-100.00%
50902110 TRAVEL, TRAINING AND MTNGS	\$9,000	\$10,765	\$10,370	\$1,370	15.22%
50908010 ADVERT/PROMO MEDIA EXP.	\$35,000	\$322,892	\$46,000	\$11,000	31.43%
50909510 COMMUNITY SERVICES	\$0	\$21,292	\$3,250	\$3,250	100.00%
50909910 OTHER MISCELLANEOUS EXP.	\$1,000	\$14,190	\$2,000	\$1,000	100.00%
MISCELLANEOUS TOTAL	\$45,290	\$396,737	\$61,620	\$16,330	36.06%
50 TOTAL	\$561,857	\$606,929	\$561,857	\$0	0.00%

POSITION TITLE	FY 2017	DEVIATIONS	FY 2018
AMBASSADOR	1.00	(1.00)	0.00
DIRECTOR OF MARKETING	1.00	0.00	1.00
MARKETING COMMUNICATIONS COORDINATOR	0.00	1.00	1.00
MARKETING PRODUCTION COORDINATOR	1.00	0.00	1.00
TOTAL FTEs	3.00	0.00	3.00



SAFETY & SECURITY

DEPARTMENT # 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 2017 Accomplishments

- **Deliver the Best Possible Experience**
 - Conducted Active Shooter training for all CCRTA employees and tenants at the Staples Street Center;
 - Conducted 2 successful fire drills at Staples Street Center with all occupants evacuating the building within 5 minutes;
 - Attended a Desktop Exercise hosted by San Antonio VIA enacting active shooter and bomb threat exercises;
 - Enhanced Security coverage at CCRTA facilities and stations by increasing officer visibility and foot patrol;
 - Risk Management – not at-fault collision recovery – worked with Finance Department and developed a database to track claim status;
 - Revised and improved Emergency Response Plan (ERP). The ERP was adopted by the CCRTA Board of Directors.;
 - Updated the System Security Program Plan to encompass updated industry security initiatives. A policy approving the Plan will be presented for Board adoption in 2018
 - Improved the fence line and gate system at the Bear Lane Operations facility.

FY 2018 Planned Initiatives

Continue to Improve Organizational Practices

Budgetary Changes

- 3.37% increase in **Services** due to the conservative managing of the upcoming year.
- **Materials & Supplies** will remain the same.
- 8.35% decrease in **Miscellaneous** due the anticipated decrease in other miscellaneous expenses.



SAFETY & SECURITY

DEPARTMENT # 52

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
01 FUND	52 SECURITY		52 SECURITY		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$144,748	\$140,600	\$154,616	\$9,868	6.82%
50201010 MEDICARE	\$2,099	\$2,331	\$2,242	\$143	6.81%
50205010 LIFE INSURANCE	\$384	\$384	\$410	\$26	6.77%
50206010 DISABILITY INSURANCE	\$984	\$954	\$1,051	\$67	6.81%
SALARIES AND BENEFITS TOTAL	\$148,599	\$144,269	\$158,319	\$9,720	6.54%
50346010 CONTRACTED MAINTENANCE	\$10,800	\$990	\$45,695	\$34,895	323.10%
50360010 SECURITY SERVICE	\$653,576	\$603,452	\$641,082	(\$12,494)	-1.91%
SERVICES TOTAL	\$664,376	\$604,442	\$686,777	\$22,401	3.37%
50491110 OFFICE SUPPLIES	\$500		\$500	\$0	0.00%
50491210 POSTAGE AND EXPRESS	\$60		\$60	\$0	0.00%
50491310 MINOR TOOLS AND EQUIPMENT	\$2,000	\$4,523	\$2,000	\$0	0.00%
MATERIALS AND SUPPLIES TOTAL	\$2,560	\$4,523	\$2,560	\$0	0.00%
50502010 TELECOMMUNICATIONS	\$4,500	\$4,809	\$4,500	\$0	0.00%
UTILITIES TOTAL	\$4,500	\$4,809	\$4,500	\$0	0.00%
50603010 PROPERTY & LIABILITY INSURANCE	\$433,000	\$467,224	\$401,705	(\$31,295)	-7.23%
INSURANCE TOTAL	\$433,000	\$467,224	\$401,705	(\$31,295)	-7.23%
50901010 DUES AND SUBSCRIPTIONS	\$894	\$90	\$894	\$0	0.00%
50902110 TRAVEL, TRAINING AND MTNGS	\$4,000	\$872	\$4,700	\$700	17.50%
50909910 OTHER MISCELLANEOUS EXP.	\$5,000	\$4,522	\$3,474	(\$1,526)	-30.52%
MISCELLANEOUS TOTAL	\$9,894	\$5,484	\$9,068	(\$826)	-8.35%
52 TOTAL	\$1,262,929	\$1,226,227	\$1,262,929	\$0	0.00%

PERSONNEL SCHEDULE			
POSITION TITLE	FY 2017	DEVIATIONS	FY 2018
DIRECTOR OF SAFETY & SECURITY	1.00	0.00	1.00
SAFETY COORDINATOR	1.00	0.00	1.00
TOTAL FTEs	2.00	0.00	2.00



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	2018	2017	2016
	Adopted Budget	Unaudited	Audited
Passenger Service	\$ 846,377	813641	\$ 1,735,001
Bus Advertising	164,561	147095	67,834
Other Operating Revenue	521,549	712131	434,499
Total Pledged Revenue	\$ 1,532,487	\$ 1,672,867	\$ 2,237,334
Debt:			
Interest	\$ 1,029,908	\$ 1,048,026	\$ 1,064,245
Principal	575,000	555,000	540,000
Total Debt Payments	\$ 1,604,908	\$ 1,603,026	\$ 1,604,245
Coverage Ratio	0.95	1.04	1.39

Revenue Recovery Ratio

Pledged Revenue	2016 Actual Audited	2017 Budget	2017 Estimate	2018 Proposed	\$ Change	% Change
Salaries & Benefits						
Services						
Materials & Supplies						
Utilities						
Insurance						
Purchased Transportation						
Miscellaneous	\$ 800	\$ 800	\$ 800	\$ 800	\$ -	0.00%
Leases & Rentals						
Debt Service	\$ 1,025,320	\$ 1,048,026	\$ 1,603,026	\$ 1,604,908	\$ 556,882	53.14%
Depreciation						
Total Departmental Budget	\$ 1,026,120	\$ 1,048,826	\$ 1,603,826	\$ 1,605,708	\$ 556,882.00	53.10%



DEBT SERVICE

DEPARTMENT # 68

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



STAPLES STREET CENTER

DEPARTMENT # 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 2017 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 2018 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



STAPLES STREET CENTER

DEPARTMENT # 77

CC REGIONAL TRANSIT AUTHORITY					
FUND	DEPARTMENT		DIVISION		
02 FUND	77 STAPLES STREET CENTER		77 STAPLES STREET CENTER		
LINE ITEM DETAIL					
LINE ITEMS	BUDGET 2017	ESTIMATED 2017	PROPOSED 2018	\$ CHANGE	% CHANGE
50102010 SALARIES AND WAGES - OTHER	\$142,577	\$123,248	\$139,911	(\$2,666)	-1.87%
50103010 OVERTIME - OTHER	\$0	\$3,103	\$1,300	\$1,300	#DIV/0!
50201010 MEDICARE	\$2,069	\$1,765	\$2,416	\$347	16.77%
50205010 LIFE INSURANCE	\$960	\$592	\$888	(\$72)	-7.50%
50206010 DISABILITY INSURANCE	\$861	\$359	\$797	(\$64)	-7.43%
50214210 WORKERS COMPENSATION	\$1,004	\$553	\$929	(\$75)	-5.84%
SALARIES AND BENEFITS TOTAL	\$147,471	\$129,621	\$138,241	(\$9,230)	-6.26%
50329910 OTHER PROFESSIONAL SERV	\$54,000	\$31,219	\$18,586	(\$35,414)	-65.58%
50330010 TEMPORARY SERVICES	\$7,920	\$0	\$0	(\$7,920)	-100.00%
50344010 REFUSE REMOVAL	\$6,246	\$4,820	\$6,246	\$0	0.00%
50346210 CONTRACTED BLDG MAINT	\$61,760	\$43,163	\$45,000	(\$16,760)	-27.14%
50360010 SECURITY SERVICE	\$207,000	\$164,494	\$194,915	(\$12,085)	-5.84%
SERVICES TOTAL	\$336,926	\$243,695	\$264,747	(\$72,179)	-21.42%
50490310 BUILDING MAINT MATERIALS	\$5,000	\$18,934	\$21,000	\$16,000	320.00%
50490710 JANITORIAL SUPPLIES	\$40,000	\$13,742	\$30,000	(\$10,000)	-25.00%
50491110 OFFICE SUPPLIES	\$500	\$348	\$500	\$0	0.00%
50491310 MINOR TOOLS AND EQUIPMENT	\$7,000	\$900	\$5,000	(\$2,000)	0.00%
50491410 MINOR OFFICE EQUIPMENT	\$0	\$0	\$350	\$350	0.00%
50492010 PRINTING	\$4,750	\$0	\$0	(\$4,750)	0.00%
50493010 UNIFORMS	\$3,280	\$1,264	\$3,000	(\$280)	-8.54%
MATERIALS AND SUPPLIES TOTAL	\$60,530	\$35,188	\$59,850	(\$680)	-1.12%
50502110 ELECTRICITY	\$200,000	\$128,656	\$150,000	(\$50,000)	-25.00%
50502210 WATER AND GAS	\$39,500	\$19,556	\$35,000	(\$4,500)	-11.39%
UTILITIES TOTAL	\$239,500	\$148,212	\$185,000	(\$54,500)	-22.76%
50603010 PROPERTY & LIABILITY INSURANCE	\$107,000	\$51,083	\$156,777	\$49,777	46.52%
INSURANCE TOTAL	\$107,000	\$51,083	\$156,777	\$49,777	46.52%
51201010 LEASES AND RENTALS	\$0	\$1,129	\$0	\$0	0.00%
LEASES AND RENTALS SUBTOTAL	\$0	\$1,129	\$500	\$500	0.00%
77 TOTAL	\$891,427	\$608,928	\$805,115	(\$86,312)	-9.68%

PERSONNEL SCHEDULE			
POSITION TITLE	FY 2017	DEVIATIONS	FY 2018
CUSTODIAN	3.00	0.00	3.00
MAINT TECH II	1.00	0.00	1.00
RECEPTIONIST	0.70	0.00	0.70
SR ADMIN ASST	1.00	0.00	1.00
TOTAL FTEs	5.70	0.00	5.70



TRANSFER TO OTHER FUNDS/ SUB-RECIPIENT GRANT AGREEMENTS
DEPARTMENT # 80 / 85

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. There are no projected transfers for FY2018.

Expense Category	2016 Actual Audited	2017 Budget	2017 Estimate	2018 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	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Transfer to Other Funds	\$ 528,568	\$ -	\$ -	\$ -	\$ -	0.00%
Leases & Rentals	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenditures	\$ 528,568	\$ -	\$ -	\$ -	\$ -	0.00%

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	2016 Actual Audited	2017 Budget	2017 Estimate	2018 Proposed	\$ Change	% Change
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Services	\$ 838,086	\$ -	\$ 99,366	\$ 271,945	\$ 271,945	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 Expenditures	\$ 838,086	\$ -	\$ 99,366	\$ 271,945	\$ 271,945	100%



STREET MAINTENANCE / DEPRECIATION
DEPARTMENT # 88 / 90

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

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	2016 Actual Audited	2017 Budget	2017 Estimate	2018 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	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Depreciation	\$ 7,964,971	\$ 4,680,801	\$ 3,969,861	\$ 4,398,419	\$ (282,382)	-6.03%
Transfer to Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Leases & Rentals	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenditures	\$ 7,964,971	\$ 4,680,801	\$ 3,969,861	\$ 4,398,419	\$ (282,382)	-6.03%



DETAILED DEPARTMENT BUDGETS BY ACCOUNT

	FY 2017	FY 2018		
01 FUND EXPENDITURES	BUDGET	PROPOSED	\$ CHG	% CHG
50101010 SALARIES AND WAGES - OPERATOR	\$ 5,151,628	\$ 5,070,800	\$ (80,828)	-1.57%
50102010 SALARIES AND WAGES - OTHER	\$ 6,444,332	\$ 6,135,444	\$ (308,888)	-4.79%
50103010 OVERTIME - OTHER	\$ 153,356	\$ 130,286	\$ (23,070)	-15.04%
50104010 OVERTIME - OPERATORS	\$ 520,000	\$ 520,683	\$ 683	0.13%
50201010 MEDICARE	\$ 157,635	\$ 169,274	\$ 11,639	7.38%
50202010 PENSION	\$ 1,383,969	\$ 1,434,440	\$ 50,471	3.65%
50203010 GROUP HEALTH	\$ -	\$ -	\$ -	0.00%
50204010 DENTAL	\$ 88,000	\$ 90,000	\$ 2,000	2.27%
50205010 LIFE INSURANCE	\$ 52,762	\$ 53,928	\$ 1,166	2.21%
50206010 DISABILITY INSURANCE	\$ 73,316	\$ 74,318	\$ 1,002	1.37%
50207010 UNEMPLOYMENT	\$ 42,500	\$ 44,000	\$ 1,500	3.53%
50213010 UNIFORM AND TOOL ALLOWANCE	\$ 5,584	\$ 3,850	\$ (1,734)	-31.05%
50214110 TUITION REIMBURSEMENT	\$ 52,600	\$ 40,553	\$ (12,047)	-22.90%
50214210 WORKERS COMPENSATION	\$ 121,004	\$ 132,929	\$ 11,925	9.86%
50214310 INCENTIVE AWARDS	\$ 16,100	\$ 36,065	\$ 19,965	124.01%
TOTAL SALARIES AND BENEFITS	\$ 14,262,786	\$ 13,936,570	\$ (326,216)	-2.29%
50310010 PRODUCTION FEES	\$ 18,000	\$ 21,140	\$ 3,140	17.44%
50322010 CONSULTING SERVICES	\$ 321,000	\$ 277,437	\$ (43,563)	-13.57%
50324010 LEGAL FEES	\$ 86,000	\$ 90,000	\$ 4,000	4.65%
50326010 COMPUTER CONSULTING SERV	\$ 316,825	\$ 240,840	\$ (75,985)	-23.98%
50329910 OTHER PROFESSIONAL SERV	\$ 377,715	\$ 260,779	\$ (116,936)	-30.96%
50330010 TEMPORARY SERVICES	\$ 23,920	\$ -	\$ (23,920)	-100.00%
50344010 REFUSE REMOVAL	\$ 80,646	\$ 78,186	\$ (2,460)	-3.05%
50346010 CONTRACTED MAINTENANCE	\$ 804,031	\$ 780,106	\$ (23,925)	-2.98%
50346210 CONTRACTED BLDG MAINT	\$ 126,760	\$ 105,000	\$ (21,760)	-17.17%
50346410 CONTRACTED SHELTER MAINT	\$ 337,500	\$ 318,000	\$ (19,500)	-5.78%
50346610 CONTRACTED VEHICLE MAINT	\$ -	\$ 242,888	\$ 242,888	#DIV/0!
50360010 SECURITY SERVICE	\$ 860,576	\$ 835,997	\$ (24,579)	-2.86%
50372010 EMPLOYEE EXAMS	\$ 23,045	\$ 31,600	\$ 8,555	37.12%
50379910 OTHER SERVICES	\$ 1,000	\$ 5,320	\$ 4,320	432.00%
TOTAL OTHER SERVICES	\$ 3,377,018	\$ 3,287,293	\$ (89,725)	-2.66%
50401010 FUEL AND LUBRICANTS	\$ 1,286,511	\$ 1,120,096	\$ (166,415)	-12.94%
50401110 FUEL AND LUBRICANT TAXES	\$ 95,000	\$ 72,668	\$ (22,332)	-23.51%
50401210 FREIGHT, DELIVERY, ENVIRMNTL FEE	\$ 1,000	\$ 1,000	\$ -	0.00%
50401310 SPILL TAX AND L.U.S.T.	\$ 1,000	\$ 1,000	\$ -	0.00%
50402010 TIRES AND TUBES	\$ 127,162	\$ 215,292	\$ 88,130	69.31%
50490110 REPAIR PARTS	\$ 1,232,513	\$ 1,061,473	\$ (171,040)	-13.88%
50490210 BUS CLEANING SUPPLIES	\$ 18,000	\$ 18,000	\$ -	0.00%
50490310 BUILDING MAINT MATERIALS	\$ 114,500	\$ 121,500	\$ 7,000	6.11%
50490410 PROMOTIONAL SUPPLIES	\$ 22,850	\$ 23,720	\$ 870	3.81%
50490510 VEHICLE MAINTENANCE MANDS	\$ 50,000	\$ 101,317	\$ 51,317	102.63%
50490610 SHELTER MAINT SUPPLIES	\$ 50,000	\$ 30,000	\$ (20,000)	-40.00%
50490710 JANITORIAL SUPPLIES	\$ 40,000	\$ 45,000	\$ 5,000	0.00%
SUB-TOTAL MATERIAL AND SUPPLIES	\$ 3,038,536	\$ 2,811,066	\$ (227,470)	
PAGE TOTAL	\$ 20,678,340	\$ 20,034,929	\$ (643,411)	



DETAILED DEPARTMENT BUDGETS BY ACCOUNT

	FY 2017	FY 2018		
01 FUND EXPENDITURES	BUDGET	PROPOSED	\$ CHG	% CHG
SUB-TOTAL MATERIAL AND SUPPLIES	\$ 3,038,536	\$ 2,811,066	\$ (227,470)	\$ -
50491110 OFFICE SUPPLIES	\$ 36,150	\$ 37,825	\$ 1,675	4.63%
50491210 POSTAGE AND EXPRESS	\$ 34,820	\$ 28,026	\$ (6,794)	-19.51%
50491310 MINOR TOOLS AND EQUIPMENT	\$ 33,000	\$ 35,500	\$ 2,500	7.58%
50491410 MINOR OFFICE EQUIPMENT	\$ 25,854	\$ 15,850	\$ (10,004)	-38.69%
50492010 PRINTING	\$ 141,250	\$ 118,321	\$ (22,929)	-16.23%
50493010 UNIFORMS	\$ 121,201	\$ 136,725	\$ 15,524	12.81%
50499910 OTHER MATERIALS AND SUPPL	\$ 21,240	\$ 65,500	\$ 44,260	208.38%
TOTAL MATERIAL AND SUPPLIES	\$ 3,452,051	\$ 3,248,813	\$ (203,238)	-5.89%
50502010 TELECOMMUNICATIONS	\$ 202,416	\$ 214,884	\$ 12,468	6.16%
50502110 ELECTRICITY	\$ 574,940	\$ 505,230	\$ (69,710)	-12.12%
50502210 WATER AND GAS	\$ 84,660	\$ 75,000	\$ (9,660)	-11.41%
TOTAL UTILITIES	\$ 862,016	\$ 795,114	\$ (66,902)	-7.76%
50603010 PROPERTY AND LIABILITY INSURANCE	\$ 540,000	\$ 558,482	\$ 18,482	3.42%
50610010 HEALTH CARE SELF INSURANCE	\$ 2,650,000	\$ 2,600,000	\$ (50,000)	-1.89%
TOTAL INSURANCE	\$ 3,190,000	\$ 3,158,482	\$ (31,518)	-0.99%
50801010 CONTRACTED DEMAND RESPONSE SERVICES	\$ 7,500	\$ 59,916	\$ 52,416	698.88%
50802010 CONTRACT FIXED ROUTE	\$ 521,982	\$ 685,986	\$ 164,004	31.42%
50803310 HARBOR FERRY SERVICE	\$ 5,000	\$ 6,324	\$ 1,324	26.48%
50803410 ROBSTOWN #34	\$ 185,000	\$ 213,253	\$ 28,253	15.27%
50803510 PORT A PILOT	\$ -	\$ 145,000	\$ 145,000	#DIV/0!
50803610 TEXAS A&M WAVE	\$ 195,000	\$ 249,010	\$ 54,010	27.70%
50803810 PURCHASED FIXED ROUTE FUEL	\$ -	\$ 25,825	\$ 25,825	#DIV/0!
50803910 B-LINE FUEL	\$ 210,000	\$ 219,637	\$ 9,637	4.59%
50804010 B-LINE SERVICE	\$ 4,054,558	\$ 3,770,658	\$ (283,900)	-7.00%
50804110 PROTOTYPE ALTERNATE B-LINE SERV	\$ -	\$ -	\$ -	0.00%
50805010 PORT ARANSAS FLEXI-B	\$ 100,000	\$ 97,051	\$ (2,949)	-2.95%
50805110 PORT ARANSAS TROLLEY SERVICE	\$ 100,000	\$ 110,225	\$ 10,225	10.23%
50807010 RURAL - ROUTE 67	\$ 225,000	\$ 72,775	\$ (152,225)	-67.66%
50808010 PT/VANPOOL	\$ 150,000	\$ 98,379	\$ (51,621)	-34.41%
TOTAL PURCHASED TRANSPORTATION	\$ 5,754,040	\$ 5,754,039	\$ (1)	0.00%
50901010 DUES AND SUBSCRIPTIONS	\$ 103,679	\$ 82,191	\$ (21,488)	-20.73%
50902110 TRAVEL, TRAINING AND MTNGS	\$ 197,410	\$ 178,220	\$ (19,190)	-9.72%
50905010 INTERGOVERNMENTAL EXPENSE	\$ -	\$ 271,945		
50908010 ADVERT/PROMO MEDIA EXP.	\$ 98,818	\$ 106,000	\$ 7,182	7.27%
50909510 COMMUNITY SERVICES	\$ 19,900	\$ 27,250	\$ 7,350	36.93%
50909910 OTHER MISCELLANEOUS EXP.	\$ 25,705	\$ 14,639	\$ (11,066)	-43.05%
TOTAL OTHER MISCELLANEOUS	\$ 445,512	\$ 680,245	\$ 234,733	52.69%
51102010 INTEREST EXPENSE	\$ 1,048,026	\$ 1,604,908	\$ 556,882	53.14%
51201010 LEASES AND RENTALS	\$ 43,078	\$ 36,934	\$ (6,144)	-14.26%
TOTAL INTEREST EXPENSE AND LEASES & RENTALS	\$ 1,091,104	\$ 1,641,842	\$ 550,738	50.48%
60230110 DEPRECIATION EXPENSE	\$ 4,680,801	\$ 4,398,419	\$ (282,382)	-6.03%
60355510 STREET IMPROVEMENT PROGRAM	\$ 2,749,000	\$ 2,828,222	\$ 2,828,222	100.00%
50909910 SUBRECIPIENT GRANT AGREEMENTS	\$ -	\$ 271,945	\$ 271,945	100.00%
60401010 TRANSFER OUT TO OTHER FUNDS	\$ -			
TOTAL DEPRECIATION, STREET MAINTENANCE & CAPITAL	\$ 7,429,801	\$ 7,226,641	\$ (203,160)	-2.73%
PLUS FIRST PAGE TOTAL	\$ 20,678,340	\$ 20,034,929	\$ (643,411)	\$ -
TOTAL 01 FUND EXPENDITURES	\$ 39,864,329	\$ 39,729,039	\$ (135,288)	-0.34%



GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

Calculation = [Total Operating Expenses / Revenue Miles]

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

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



GLOSSARY

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.



GLOSSARY

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.



GLOSSARY

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

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

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

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

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

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

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

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

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.

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.

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.

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



GLOSSARY

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.



GLOSSARY

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.



SERVICE IMPROVEMENTS

Improve Sunday Service Levels

- Shift Saturday Services to Sunday: Routes 5S, 8S, 15S, 21S, 24S, 27S, 29S, 32S, 37S, 76S
 - Discontinue Route 66S (redundant with Route 37)
 - Route 5S will become Routes 5 and 26
 - Route 8S will become Routes 4 and 29 (includes MV)
 - Route 15S will become Routes 19 and 23
 - Route 21S will become Route 21
 - Route 24S will become Routes 15 and 25
 - Route 27S will become Route 27
 - Route 29S will become Routes 29F and 29SS
 - Route 32S will become Routes 19 and 32
 - Route 37S will become Route 37
 - Route 76S will become Routes 76 and 78
- Readjusted Routes 3 and 81 Due to Low Ridership



CITY DEMOGRAPHICS AND EMPLOYMENT STATISTICS

Corpus Christi Demographics

Population	Corpus Christi city, Texas	Texas
Total Population	277,454	20,851,820
Male	48.9%	493.6%
Female	51.1%	50.4%
18 years and over	71.9%	71.8%
65 years and over	11.1%	99.0%
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