



CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY

FY 2016 Operating and Capital Budget



**Approved Annual Operating and Capital Budget
Fiscal Year 2016
January 1, 2016 – December 31, 2016
Adopted November 4, 2015**

CORPUS CHRISTI REGIONAL TRANSIT AUTHORITY

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

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

Since the inception of the Agency, CCRTA has also focused on increasing the accessibility and availability of services to all riders. Through a network of 45 bus routes, 1,426 bus stops, 4 transfer stations and 123 buses, we now connect approximately 6,000,000 passenger trips in the 841 square miles of service area to jobs, schools, and healthcare destinations. Approximately 40% of our riders use our services for commutes to and from work while an additional 20% use our services for academic purposes with the remaining ridership using our services to maintain health or recreation. On an annual basis, CCRTA assists over 200,000 individuals with disabilities, including over 100,000 wheelchair boarding's, and carrying over 85,000 bikes on buses.

Tantamount to these accomplishments is the ability to keep up with the technological demands from millennials and our industry. Our technological infrastructure now offers digital applications that include trip planning, real time route information and on-line purchases of selected passes. Our buses are now equipped with electronic fare boxes, Wi-Fi service, improved on-road communications systems, and are more fuel efficient and ergonomically designed to enhance comfort and transportation experiences. Moreover, over the past twenty years, CCRTA has generously contributed funds annually for repairs and maintenance of streets, curbs, and sidewalks. Through a Streets Improvement Program that has been expanded to nine participating regional communities, the Agency has returned over \$ 30,000,000 in sales tax revenues to these communities.

This year we completed 28 capital projects costing \$ 21,777,014. The majority of our investment this year was for the purchase of 52 CNG buses costing \$17,996,145, funded federally with \$15,296,723 and \$2,699,422 from local funds; an 85/15 grant mix. This purchase increases the number of CNG buses in fleet to 85 and raises the percentage of CNG buses to 69% of the entire fleet. We also finalized a multi-year project that spanned over 3 years that added ADA improvements to approximately 100 bus stops and funded by an 80% federal grant. In addition CCRTA partnered with Texas A&M University to construct two new bus stops to meet the demands of the new Momentum Campus. We also invested in bus stop amenities, maintenance equipment including bus wash renovations, parking lot expansions and several technological enhancements that will bring next-generation capabilities to the Agency.

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

As a result of our financial discipline and strategic planning efforts, I am pleased to report that a surplus of \$1,300,765 is projected for FY2015. This will allow CCRTA to continue our passionate commitment to the Agency's vision, mission, and core values for not only meeting the immediate demands of our community but to also position ourselves for a greater role in the future.

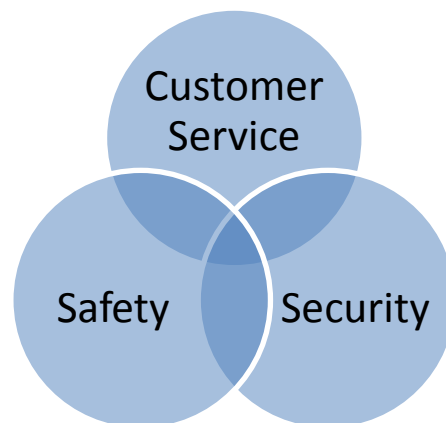
Once again, CCRTA has developed a balanced budget. Governed by the mission and goals of the eleven-member Board of Directors; the Budget was developed to maintain the current valued services while supporting new service levels necessary to meet the growing demands of the community.

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

Thank you.

Sincerely,

Jorge G. Cruz-Aedo
Chief Executive Officer



Background

In an effort to provide comprehensiveness and transparency to the presentation of the proposed budgets, budget workshops were held in segments to target on the economics and financial decisions that helped formulate the five major sections of the operating and capital budget, namely:

- Budget Formulation
 - Vision Statement
 - Board Initiatives
 - Budget Assumptions
 - Incremental Costs
 - Available Resources
- Administration Operations
- Transit Operations
- Business and Financial Operations
 - ✓ Customer Service
 - ✓ Marketing
 - ✓ Staples Street Center
 - ✓ Human Resources
 - ✓ Financial Operations
- Capital Improvement Projects

Included was an overview of the financial picture for the operating budget, the need for additional FTE's required to support service levels, customer service and safety enhancements, operational costs for Staples Street facility, state of good repair and capital improvements requirements.

The proposed FY2016 Operating Budget, which addresses expenses and revenues for a single year, is balanced and sustainable for the RTA. The Capital Budget which is project oriented, may include projects that span more than one year. Budgets were developed in accordance with the Agency's strategic planning framework and the following listed Initiatives:

- Customer Service and Satisfaction
- Efficient and Effective Service Delivery
- Enhance Awareness of Agency in the Region
- Expansion of Service
- Capital Projects
- Safety
- Board/Employee Development

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	Leadership	Community Value	Organizational Development
Goal Statements	1. Customer Service, Safety and Security	2. Enhance awareness of Agency in the Region	3. Enhance awareness of the value of the transportation system in the community	4. Provide resources necessary to advance the training of board members and employees
Objectives	<p>1.1 Improve safety and security efforts- Improve lighting in bus stops; Upgrade security software & hardware; Automate accident investigation process; Automate Officers and Facilities Assessment process; Focus on employee safety training & re-training; Continue quarterly safety meetings; Continue with safety plan awareness campaign</p> <p>1.2 Improve efficiency and effective services delivery: Evaluate KPI's monthly and identify area of transit improvement through Comprehensive Operational Analysis</p> <p>1.3 Improve reliability</p> <p>1.4 Improve passenger amenities Target visual attractiveness of services with bus stop and bench improvements; Provide adequate shading at bus stops</p> <p>1.5 Continue Operation “Deep Clean” by maintaining vehicles, facilities, and amenities clean</p> <p>1.6 Promote boarding experiences with technological services with On-Board Monitors Mobile Ticketing and real time passenger info system</p> <p>1.7 Conduct Baseline Surveys</p>	<p>2.1 Promote Wholesale Brand Awareness</p> <p>2.2 Continue Community Report/Faces Campaign</p> <p>2.3 Continue Bus and Sponsorships</p> <p>2.4 Focus efforts on annual marketing plan, ridership campaigns utilizing fact cards and social media platforms/metric for measuring awareness</p> <p>2.5 Expand DBE program to include local funds</p> <p>2.6 Pursue service expansion opportunities – San Patricio County, College and University Programs, Phase II of Vamonos – Convert Route 27 to PTN, Vanpool Program, Bicycle Program, Park and Rides, and service to new developments</p>	<p>3.1 Pursue new funding streams to sustain long and short term growth</p> <p>3.2 Continue to pursue financial stability of Agency by optimizing available resources through effective budget controls, procurement management, management of capital projects, updated short and long financial plans including cash flow projections and capital improvement plans</p> <p>3.2 Pursue participation in Downtown Redevelopment Planning</p> <p>3.3 Continue programs to increase ridership's - Develop new ridership markets –</p> <p>3.4 Strengthen relationships with stakeholders, public and private sector in support of economic development; develop strong internal & external collaborative relationships</p> <p>3.5 Pursue and respond to public needs</p> <p>3.6 Continue to provide safe, dependable, and comfortable public transportation services</p> <p>3.7 Continue to use core values in every aspect of the Agency</p>	<p>4.1 Continue workforce development by providing career development programs, tools, training, updated policies and technological platforms to accomplish Agency's goals including employee manuals, procedural manuals, and workflow optimization</p> <p>4.2 Continue to evaluate cost controls and adjust accordingly with automation and more training including customer service.</p> <p>4.3 Pursue compensation and wage studies to maintain workforce market competitiveness in support of Agency's goals and objectives</p> <p>4.4 Continue to use internship programs as a recruiting tool to promote new specialized strengths</p> <p>4.5 Implement Board Development priorities for: Automated Board Agenda Process, Social Media Training, Board Policy Review and quarterly board retreats</p>

Executive Summary

In accordance Chapter 451 of the Texas Transportation Code, the FY2016 Annual Operating and Capital Budget is balanced and sustainable by the Agency and consists of an Operating Budget which is based on a conservative 2.50% growth in sales tax, no increase in bus fares and a Capital Budget where the estimated project cost impact of each project has been determined. The budget appropriations for funding the upcoming year are as follows:

Budget	Amount
Operating	\$ 44,091,940
Capital Improvement Projects	\$ 7,005,559
Total FY 2016	\$ 51,097,499

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

- Operating Revenues
- Sales Tax Revenues
- Grant Revenues earmarked for maintenance and operations (non-capital)
- Income from Investment Activities

The 2016 Proposed Operating Budget calls for an increase in Revenues of \$ 2,815,014 or 6.82% and an increase in Expenditures of \$2,689,628 or 6.52% over the 2015 Adopted Budget.

The increase in revenues is largely due to a 2.5% increase in sales tax, lease income from the Staples Street Center, increase in service contracts from Del Mar College, TAMUCC, TPCO and an increase in service adjustments while the rise in expenditures was driven by the increase in depreciation that resulted from the \$17,996,141 purchase of 52 buses in FY 2015 and the projected purchase of 11 additional buses in FY 2016 for \$5,284,664.

As a result, revenues are projected to exceed expenditures by \$125,386.

The Capital Budget is being fund by capital grants and local monies that have been designated in the Agency's unrestricted fund balance.

Budget Highlights

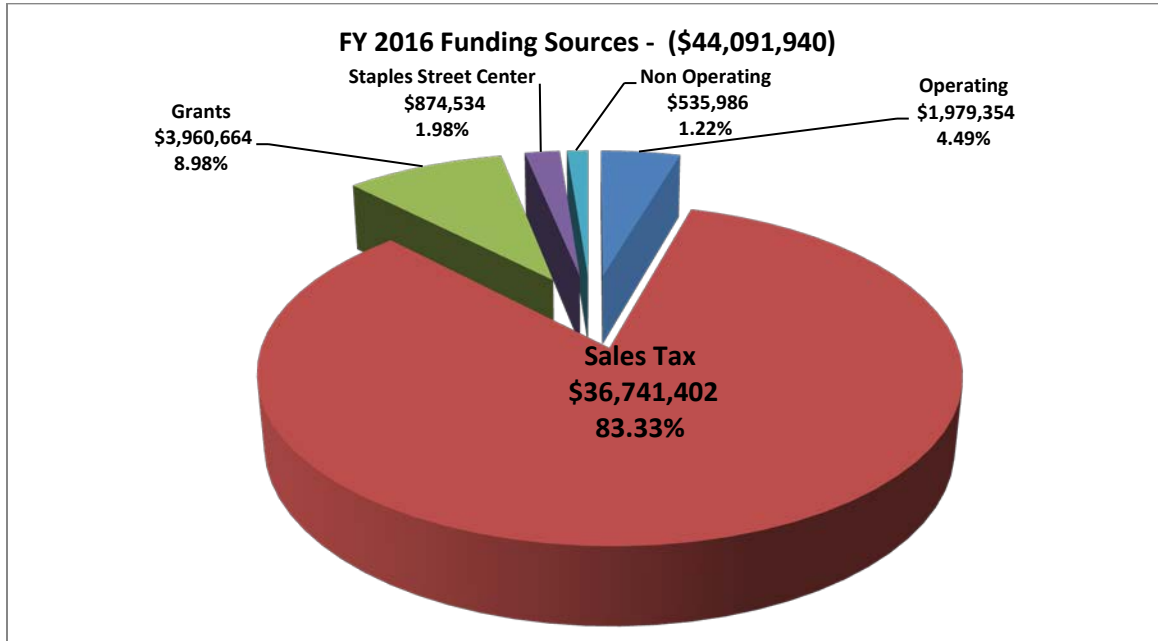
- Operational Costs for funding Staples Street Center (March – December)
- Additional Security hours at RTA stations and other facilities
- Increase in depreciation expense due to the replacement cost of \$ 17,996,141 for 52 buses in 2015 and the projected purchase of \$5,284,664 for 11 additional buses in 2016
- Enhanced focus on passenger amenities
- Continuation of CNG conversion
- Continuation of Grant funded Preventive Maintenance
- Increase in costs for technological enhancements
- Increase in FTE's by 13 positions or 5%
- Increase in Salaries & Benefits
 - 5% Step Increase for Bus Operators
 - 2% Cola Increase for employees not eligible for 5% Step Increase
 - Up to 3% Cola Increase for Retirees
 - \$345,908 Reserve for potential adjustments from Compensation Study
- Increase in Pension Cost of 14.74% or \$118,748
- Increase in Group Health Insurance Costs of 20.56% or \$390,603
- Increase in Employee recognition and appreciation expenses by \$12,480
- Sales Tax is budgeted at a 2.5% increase

Operating Budget Summary

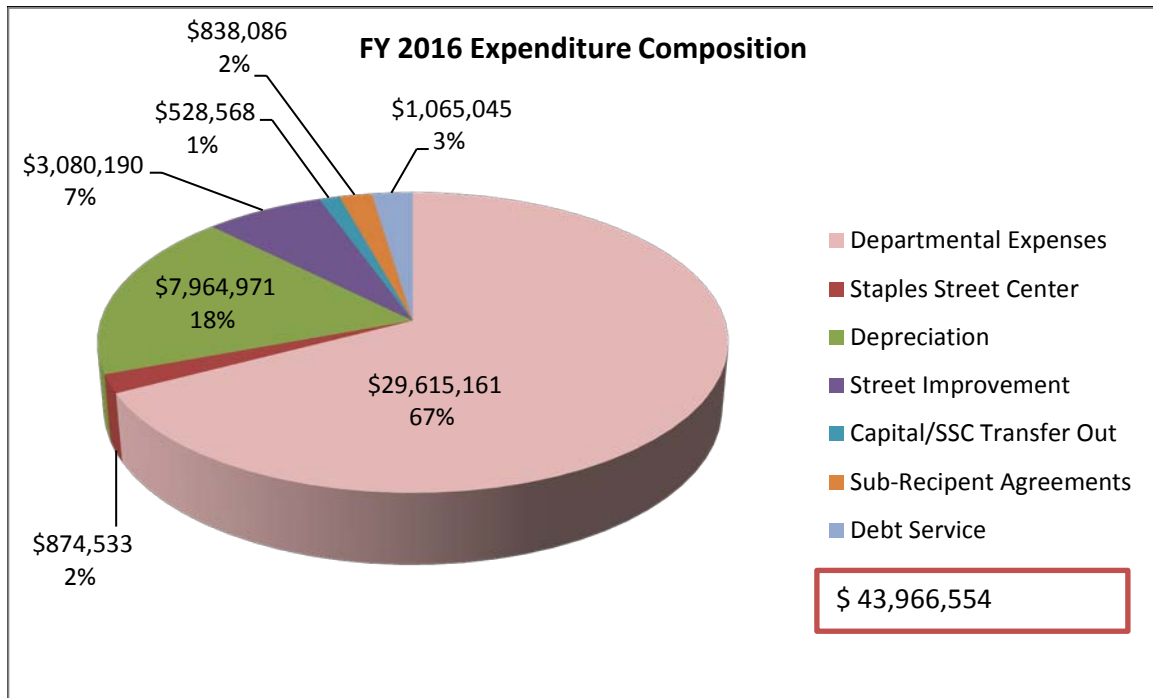
The Budget Summary provides an overall comparative budget-to-budget analysis of the Sources and Uses of Funding between the Adopted FY2016 and the Adopted FY2015. The proposed funding sources are projected to increase by 6.82% and total uses of funds are expected to increase by 6.52%, leaving a surplus of \$125,386.

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

This graph depicts the funding by major sources and illustrates that sales tax revenue accounts for the majority of the Agency's funding.



This graph shows the expenditure composition and illustrates that departmental expenses represent 67% of the total proposed expenses.



Revenues

Because sales tax revenue accounts for nearly 90% of total income, the FY2016 Operating Budget is based on a conservative 2.50% sales tax growth from or an additional \$895,156. The below table lists the different revenue sources and provides the net change in dollars and percentage over the FY2015 adopted budget.

REVENUES					
Fund Revenues	FY 2015		Adopted Budget	FY 2016	
	Adopted Budget	Estimate		\$ Change	% Change
Passenger Fares	\$ 998,000	\$ 998,000	\$ 1,039,636	\$ 41,636	4.17%
Presold Passes/Ticket	\$ 190,000	\$ 190,000	\$ 199,500	\$ 9,500	5.00%
Service Contracts	\$ 234,415	\$ 234,415	\$ 291,739	\$ 57,324	24.45%
Student Tickets	\$ 1,105	\$ 970	\$ 1,105	\$ -	0.00%
Port Aransas Services	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.00%
Harbor Ferry	\$ 94,000	\$ 94,000	\$ -	\$ (94,000)	-100.00%
Express Fares - Park & Ride	\$ 210,000	\$ 195,318	\$ 210,000	\$ -	0.00%
Express Fares - Commuter Cards	\$ 1,082	\$ 8,466	\$ 8,466	\$ 7,384	682.44%
Demand Response	\$ 180,000	\$ 174,908	\$ 174,908	\$ (5,092)	-2.83%
VanPool Services	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.00%
Overs & Shorts	\$ -	\$ -	\$ -	\$ -	0.00%
Bus Bench Advertising	\$ 65,000	\$ 63,901	\$ 65,000	\$ -	0.00%
Investment Income	\$ 100,000	\$ 103,285	\$ 120,000	\$ 20,000	20.00%
Gain(Loss) Asset Disposal	\$ 50,000	\$ 50,000	\$ 55,000	\$ 5,000	10.00%
Staples Street Center	\$ -	\$ -	\$ 874,534	\$ 874,534	100.00%
On-Board Bus Advertising	\$ 102,000	\$ 102,000	\$ 102,000	\$ -	0.00%
Other Income	\$ 28,500	\$ 99,747	\$ 193,986	\$ 165,486	580.65%
Sales Tax Revenues	\$ 35,846,246	\$ 35,846,246	\$ 36,741,402	\$ 895,156	2.50%
Grants	\$ 3,122,578	\$ 3,122,578	\$ 3,960,664	\$ 838,086	26.84%
TOTAL FUND REVENUES	\$ 41,276,926	\$ 41,337,834	\$ 44,091,940	\$ 2,815,014	6.82%

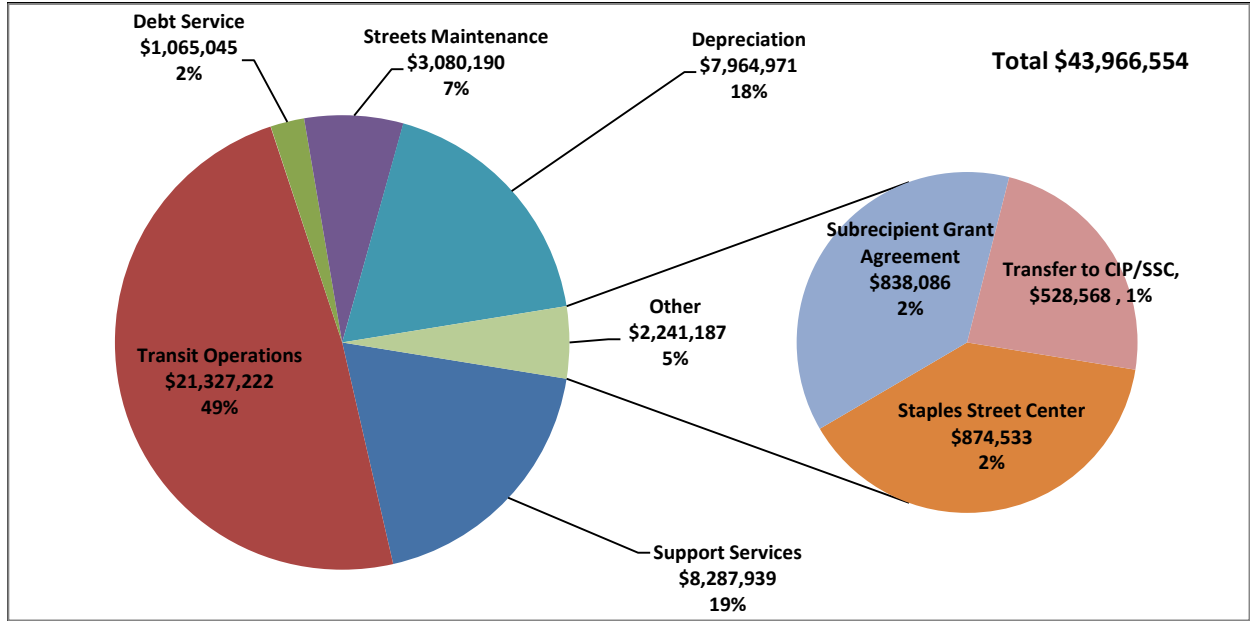
Expenses By Department

This table provides a listing of the departmental budgets along with the department's percentage relative to the entire operating budget.

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

Expenses By Divisions

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



Expenditures By Expense Category

This table provides a statement showing expenditure spending by each line item account within a major expense category and the dollar and percentage change from the FY2015 Adopted Budget.

01 FUND EXPENDITURES	FY 2015		FY 2016		
	BUDGET	ADOPTED	\$ CHG	% CHG	
50101010 SALARIES AND WAGES - OPERATOR	\$ 4,800,519	\$ 5,368,914	\$ 568,395	11.84%	
50102010 SALARIES AND WAGES - OTHER	\$ 5,103,076	\$ 5,649,201	\$ 546,125	10.70%	
50103010 OVERTIME - OTHER	\$ 221,763	\$ 155,812	\$ (65,951)	-29.74%	
50104010 OVERTIME - OPERATORS	\$ 670,975	\$ 521,115	\$ (149,860)	-22.33%	
50201010 MEDICARE	\$ 153,834	\$ 168,185	\$ 14,351	9.33%	
50202010 PENSION	\$ 824,702	\$ 924,312	\$ 99,610	12.08%	
50203010 GROUP HEALTH	\$ -	\$ 30,000	\$ 30,000	100.00%	
50204010 DENTAL	\$ 4,500	\$ 32,000	\$ 27,500	611.11%	
50205010 LIFE INSURANCE	\$ 47,194	\$ 53,587	\$ 6,393	13.55%	
50206010 DISABILITY INSURANCE	\$ 66,534	\$ 64,902	\$ (1,632)	-2.45%	
50207010 UNEMPLOYMENT	\$ 48,912	\$ 48,912	\$ -	0.00%	
50213010 UNIFORM AND TOOL ALLOWANCE	\$ 3,850	\$ 3,850	\$ -	0.00%	
50214110 TUITION REIMBURSEMENT	\$ 109,100	\$ 83,600	\$ (25,500)	-23.37%	
50214210 WORKERS COMPENSATION	\$ 92,871	\$ 166,083	\$ 73,212	78.83%	
50214310 INCENTIVE AWARDS	\$ 144,600	\$ 77,900	\$ (66,700)	-46.13%	
TOTAL SALARIES AND BENEFITS	\$ 12,292,430	\$ 13,348,373	\$ 1,055,943	8.59%	
50310010 PRODUCTION FEES	\$ 60,560	\$ 59,760	\$ (800)	-1.32%	
50322010 CONSULTING SERVICES	\$ 184,000	\$ 187,000	\$ 3,000	1.63%	
50324010 LEGAL FEES	\$ 157,400	\$ 157,400	\$ -	0.00%	
50326010 COMPUTER CONSULTING SERV	\$ 36,600	\$ 44,100	\$ 7,500	20.49%	
50329910 OTHER PROFESSIONAL SERV	\$ 722,499	\$ 655,917	\$ (66,582)	-9.22%	
50330010 TEMPORARY SERVICES	\$ 20,552	\$ 85,445	\$ 64,893	315.75%	
50344010 REFUSE REMOVAL	\$ 85,300	\$ 164,135	\$ 78,835	92.42%	
50346010 CONTRACTED MAINTENANCE	\$ 445,228	\$ 789,809	\$ 344,581	77.39%	
50346210 CONTRACTED BLDG MAINT	\$ 55,200	\$ 132,500	\$ 77,300	140.04%	
50346410 CONTRACTED SHELTER MAINT	\$ 426,209	\$ 537,085	\$ 110,876	26.01%	
50346610 CONTRACTED VEHICLE MAINT	\$ 245,400	\$ 194,200	\$ (51,200)	-20.86%	
50360010 SECURITY SERVICE	\$ 538,200	\$ 610,351	\$ 72,151	13.41%	
50372010 EMPLOYEE EXAMS	\$ 29,980	\$ 32,005	\$ 2,025	6.75%	
50379910 OTHER SERVICES	\$ 5,120	\$ 5,120	\$ -	0.00%	
TOTAL OTHER SERVICES	\$ 3,012,248	\$ 3,654,827	\$ 642,579	21.33%	
50401010 FUEL AND LUBRICANTS	\$ 2,820,130	\$ 1,104,547	\$ (1,715,583)	-60.83%	
50401110 FUEL AND LUBRICANT TAXES	\$ 219,850	\$ 173,920	\$ (45,930)	-20.89%	
50401210 FREIGHT, DELIVERY, ENVIRMNTL FEE	\$ 4,700	\$ 2,700	\$ (2,000)	-42.55%	
50401310 SPILL TAX AND L. U. S. T.	\$ 3,300	\$ 3,900	\$ 600	18.18%	
50402010 TIRES AND TUBES	\$ 225,000	\$ 116,250	\$ (108,750)	-48.33%	
50490110 REPAIR PARTS	\$ 1,169,000	\$ 952,150	\$ (216,850)	-18.55%	
50490210 BUS CLEANING SUPPLIES	\$ 11,200	\$ 13,200	\$ 2,000	17.86%	
50490310 BUILDING MAINT MATERIALS	\$ 92,500	\$ 160,500	\$ 68,000	73.51%	
50490410 PROMOTIONAL SUPPLIES	\$ 103,637	\$ 84,850	\$ (18,787)	-18.13%	
50490510 VEHICLE MAINTENANCE MANDS	\$ 135,000	\$ 150,000	\$ 15,000	11.11%	
50490610 SHELTER MAINT SUPPLIES	\$ 168,500	\$ 85,000	\$ (83,500)	-49.55%	
50490710 JANITORIAL SUPPLIES	\$ -	\$ 40,000	\$ 40,000	100.00%	
SUB-TOTAL MATERIAL AND SUPPLIES	\$ 4,952,817	\$ 2,887,017	\$ (2,065,800)		
PAGE TOTAL	\$ 20,257,495	\$ 19,890,217	\$ (367,278)		

Expenditures By Expense Category Continued

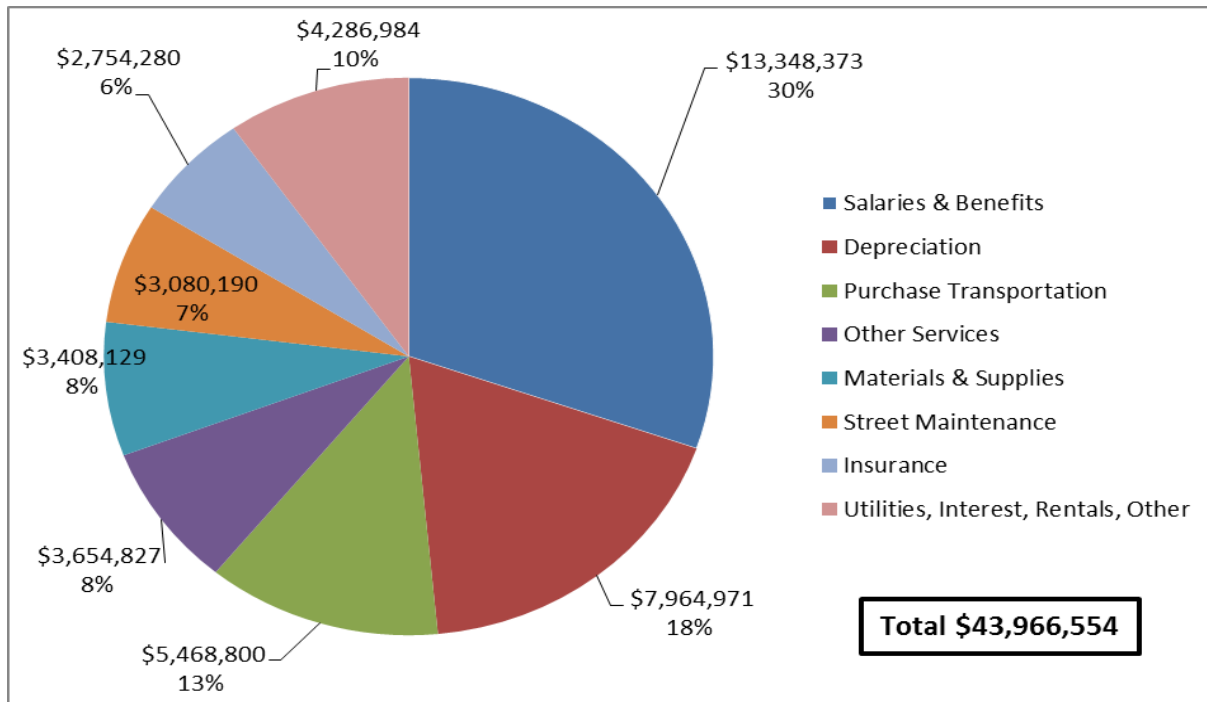
01 FUND EXPENDITURES	FY 2015	FY 2016		
	BUDGET	ADOPTED	\$ CHG	% CHG
SUB-TOTAL MATERIAL AND SUPPLIES	\$ 4,952,817	\$ 2,887,017	\$ (2,065,800)	
50491110 OFFICE SUPPLIES	\$ 71,880	\$ 54,890	\$ (16,990)	-23.64%
50491210 POSTAGE AND EXPRESS	\$ 21,095	\$ 24,860	\$ 3,765	17.85%
50491310 MINOR TOOLS AND EQUIPMENT	\$ 87,500	\$ 37,000	\$ (50,500)	-57.71%
50491410 MINOR OFFICE EQUIPMENT	\$ 47,599	\$ 43,130	\$ (4,469)	-9.39%
50492010 PRINTING	\$ 187,305	\$ 176,400	\$ (10,905)	-5.82%
50493010 UNIFORMS	\$ 94,326	\$ 122,740	\$ 28,414	30.12%
50499910 OTHER MATERIALS AND SUPPLIES	\$ 25,199	\$ 62,091	\$ 36,892	146.40%
TOTAL MATERIAL AND SUPPLIES	\$ 5,487,721	\$ 3,408,128	\$ (2,079,593)	-37.90%
50502010 TELECOMMUNICATIONS	\$ 122,278	\$ 126,877	\$ 4,599	3.76%
50502110 ELECTRICITY	\$ 416,200	\$ 710,020	\$ 293,820	70.60%
50502210 WATER AND GAS	\$ 56,771	\$ 318,663	\$ 261,892	461.31%
TOTAL UTILITIES	\$ 595,249	\$ 1,155,560	\$ 560,311	94.13%
50603010 PROPERTY AND LIABILITY INSURANCE	\$ 376,400	\$ 463,677	\$ 87,277	23.19%
50610010 HEALTH CARE SELF INSURANCE	\$ 1,900,000	\$ 2,290,603	\$ 390,603	20.56%
TOTAL INSURANCE	\$ 2,276,400	\$ 2,754,280	\$ 477,880	20.99%
50801010 CONTRACTED DEMAND RESPONSE SERVICES	\$ 14,511	\$ 30,000	\$ 15,489	106.74%
50802010 CONTRACT FIXED ROUTE	\$ 144,000	\$ 275,000	\$ 131,000	90.97%
50803310 HARBOR FERRY SERVICE	\$ 729,741	\$ 12,000	\$ (717,741)	-98.36%
50803410 ROBSTOWN #34	\$ 200,000	\$ 200,000	\$ -	0.00%
50803610 TEXAS A&M WAVE	\$ 145,000	\$ 145,000	\$ -	0.00%
50803910 B-LINE FUEL	\$ 461,960	\$ 400,000	\$ (61,960)	-13.41%
50804010 B-LINE SERVICE	\$ 3,800,000	\$ 3,800,000	\$ -	0.00%
50804110 PROTOTYPE ALTERNATE B-LINE SERV	\$ 85,000	\$ 85,000	\$ -	0.00%
50805010 PORT ARANSAS FLEXI-B	\$ 110,000	\$ 110,000	\$ -	0.00%
50807010 RURAL - ROUTE 67	\$ 275,000	\$ 275,000	\$ -	0.00%
50808010 PT/VANPOOL	\$ 136,800	\$ 136,800	\$ -	0.00%
TOTAL PURCHASED TRANSPORTATION	\$ 6,102,012	\$ 5,468,800	\$ (630,212)	-10.33%
50901010 DUES AND SUBSCRIPTIONS	\$ 106,451	\$ 73,428	\$ (33,023)	-31.02%
50902110 TRAVEL, TRAINING AND MTNGS	\$ 349,075	\$ 303,250	\$ (45,825)	-13.13%
50908010 ADVERT/PROMO MEDIA EXP.	\$ 112,731	\$ 116,723	\$ 3,992	3.54%
50908010 ADVERT/PROMO MEDIA EXP.	\$ 83,890	\$ 83,890	\$ -	0.00%
50909510 COMMUNITY SERVICES	\$ 36,045	\$ 49,125	\$ 13,080	36.29%
50909910 OTHER MISCELLANEOUS EXP.	\$ 18,600	\$ 31,400	\$ 12,800	68.82%
TOTAL OTHER MISCELLANEOUS	\$ 706,792	\$ 657,816	\$ (48,976)	-6.93%
51102010 INTEREST EXPENSE	\$ 1,075,788	\$ 1,064,245	\$ (11,543)	-1.07%
51201010 LEASES AND RENTALS	\$ 75,483	\$ 42,709	\$ (32,774)	-43.42%
TOTAL INTEREST EXPENSE AND LEASES & RENTALS	\$ 1,151,271	\$ 1,106,954	\$ (44,317)	-3.85%
60230110 DEPRECIATION EXPENSE	\$ 5,163,424	\$ 7,964,971	\$ 2,801,547	54.26%
60355510 STREET IMPROVEMENT PROGRAM	\$ 2,969,380	\$ 3,080,190	\$ 110,810	3.73%
50909910 SUBRECIPIENT GRANT AGREEMENTS	\$ -	\$ 838,086	\$ 838,086	100.00%
60401010 TRANSFER OUT TO OTHER FUNDS	\$ 1,520,000	\$ 528,568	\$ (991,432)	-65.23%
TOTAL DEPRECIATION, STREET MAINTENANCE & CAPITAL	\$ 9,652,804	\$ 12,411,815	\$ 2,759,011	28.58%
PLUS FIRST PAGE TOTAL	\$ 20,257,495	\$ 19,890,217	\$ (367,278)	
TOTAL 01 FUND EXPENDITURES	\$ 41,276,927	\$ 43,966,554	\$ 2,689,627	6.52%

Summary of Expenditures By Category

This graph summarizes the proposed expenditures in 12 major categories and provides the percentage of each category relative to the entire budget.

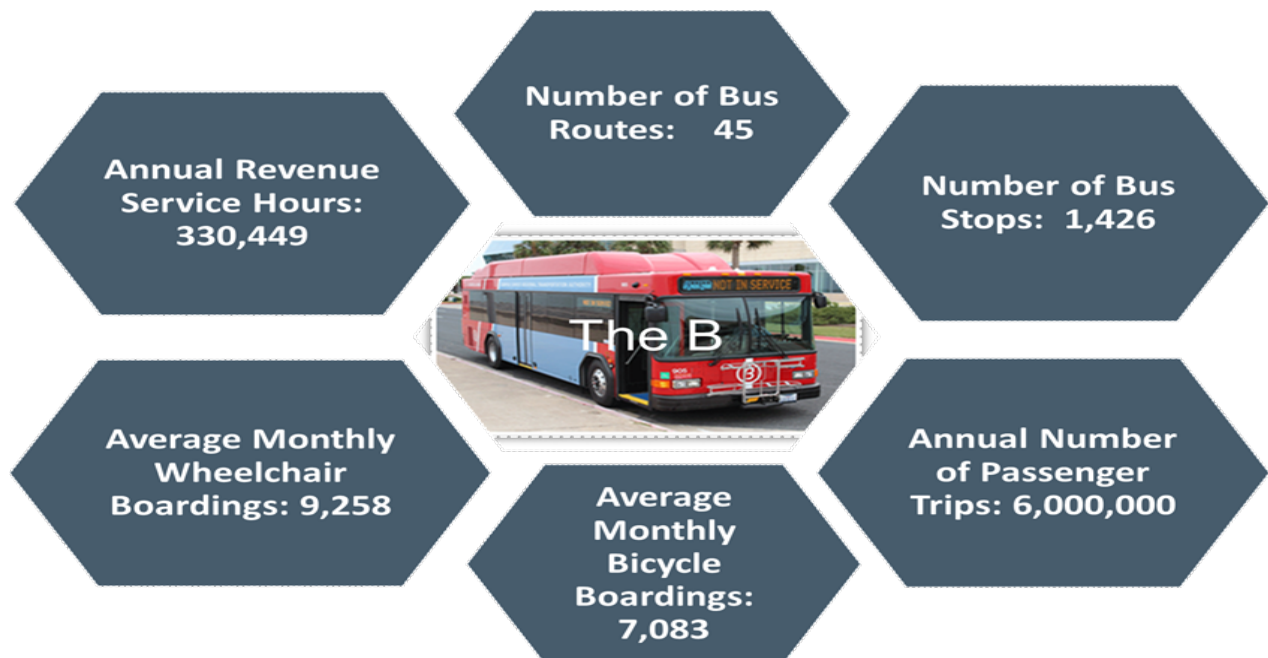
Expense Category	Adopted FY2016	% of Budget
Salaries & Benefits	\$ 13,348,373	30.36%
Depreciation	7,964,971	18.12%
Purchased Transportation	5,468,800	12.44%
Other Services	3,654,827	8.31%
Materials & Supplies	3,408,129	7.75%
Street Maintenance	3,080,190	7.01%
Insurance	2,754,280	6.26%
Utilities	1,155,560	2.63%
Interest & Lease Rentals	1,106,954	2.52%
Sub-Recipient Grant Agreements	838,086	1.90%
Other Miscellaneous Expenses	657,816	1.50%
Transfer To Capital	528,568	1.20%
Total Expenditures	\$ 43,966,554	100.00%

This graph depicts the summary of expenditures by category showing that personnel costs represent the largest investment of the Agency.



Operating Budget Overview

DEPARTMENT	FY 2015 ADOPTED BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED BUDGET	\$ CHANGE	% CHANGE
00 REVENUES	\$41,276,926	\$41,337,854	\$43,217,406	\$1,940,480	4.70%
76 SSC BALANCE SHEET	\$0	\$0	\$874,534	\$874,534	100.00%
TOTAL REVENUES	\$41,276,926	\$41,337,854	\$44,091,940	\$2,815,014	6.82%
01 TRANSPORTATION	\$6,886,936	\$6,779,603	\$7,153,341	\$266,405	3.87%
02 CUSTOMER SERVICE CENTER	\$310,861	\$264,142	\$254,498	(\$6,363)	-18.13%
03 PURCHASED TRANSPORTATION	\$6,278,557	\$5,916,494	\$5,589,214	(\$689,343)	-10.98%
04 SERVICE DEVELOPMENT	\$665,790	\$477,041	\$633,180	(\$32,610)	-4.90%
07 MIS	\$567,301	\$579,796	\$600,643	33,342	5.88%
11 VEHICLE MAINTENANCE	\$6,965,641	\$5,929,537	\$5,214,775	(\$1,750,866)	-25.14%
21 FACILITIES MANAGEMENT	\$1,594,978	\$1,472,825	\$2,125,185	530,207	33.24%
40 CONTRACTS AND GRANTS	\$284,626	\$249,201	\$200,992	(\$83,634)	-29.38%
41 GENERAL MANAGEMENT	\$622,998	\$643,507	\$659,292	36,294	5.83%
42 FINANCE AND ACCOUNTING	\$461,172	\$452,386	\$546,119	84,947	18.42%
43 MATERIALS MANAGEMENT	\$131,583	\$137,247	\$125,005	(\$6,578)	-5.00%
44 HUMAN RESOURCES	\$3,282,211	\$3,917,481	\$4,183,251	901,040	27.45%
45 DBE/EEO	\$385,270	\$379,272	\$395,725	10,455	2.71%
49 CAPITAL PROJECTS	\$182,631	\$182,579	\$183,335	704	0.39%
50 MARKETING AND COMMUNICATION	\$627,499	\$630,590	\$630,904	3,405	0.54%
52 SECURITY	\$1,275,505	\$993,711	\$1,119,702	(\$155,803)	-12.22%
65 DEBT SERVICE	\$1,073,364	\$1,074,164	\$1,065,045	(\$8,319)	-0.78%
77 STAPLE STREET CENTER	\$27,200	\$34,823	\$874,533	847,333	3115.19%
80 TRANSFER TO OTHER FUNDS	\$1,520,000	\$0	\$528,568	(\$91,432)	-65.23%
85-SUBRECIPIENT GRANT AGREEMENTS	\$0	\$0	\$838,086	838,086	100.00%
88 STREET IMPROVEMENT PROGRAM	\$2,969,380	\$3,008,433	\$3,080,190	110,810	3.73%
90 DEPRECIATION	\$5,163,424	\$6,914,258	\$7,964,971	2,801,547	54.26%
TOTAL EXPENDITURES	\$41,276,926	\$40,037,089	\$43,966,554	\$2,689,628	6.52%
Revenues Over Expenses	\$ -	\$1,300,765	\$125,386		



Comparative Statement of Revenue and Expenses
FY 2016 Proposed Operating Budget vs FY 2015 Adopted Budget

Description	2015	2015	2016	Variance	Variance
	Adopted Budget	Estimate	Adopted Budget	\$	%
Operating Revenues:					
Passenger Service	\$ 1,962,602	\$ 1,950,099	\$ 1,979,354	\$ 16,752	0.85%
Bus Advertising	65,000	165,901	167,000	102,000	156.92%
Other Operating Revenues	130,500	99,747	193,986	63,486	48.65%
Total Operating Revenues	\$ 2,158,102	\$ 2,215,747	\$ 2,340,340	\$ 182,238	8.44%
Operating Expenses:					
Transportation	\$ 6,577,693	\$ 6,779,603	\$ 7,153,341	\$ 575,648	8.75%
Customer Programs	310,860	264,142	254,498	(56,362)	-18.13%
Purchased Transportation	6,273,169	5,916,494	5,589,214	(683,955)	-10.90%
Service Development	711,630	477,041	633,180	(78,450)	-11.02%
MIS	558,190	579,796	600,643	42,453	7.61%
Vehicle Maintenance	7,015,393	5,929,537	5,214,775	(1,800,618)	-25.67%
Facilities Management	1,594,978	1,472,825	2,125,185	530,207	33.24%
Contracts and Grants	284,626	249,201	200,992	(83,634)	-29.38%
General Management	622,998	643,507	659,292	36,294	5.83%
Finance and Accounting	440,667	452,386	546,119	105,452	23.93%
Materials Management	125,811	137,247	125,005	(806)	-0.64%
Human Resources	3,532,886	3,917,481	4,183,251	650,365	18.41%
Administration and DBE	373,851	379,272	395,725	21,874	5.85%
Capital Projects	178,721	182,579	183,335	4,614	2.58%
Marketing & Communication	625,211	630,590	630,904	5,693	0.91%
Safety & Security	1,296,874	993,711	1,119,702	(177,172)	-13.66%
Staples Street Center	27,200	34,823	874,533	847,333	3115.19%
Total Operating Expenses	\$ 30,550,758	\$ 29,040,235	\$ 30,489,694	\$ (61,064)	-0.20%
Transfer Out to Other Funds	\$ 1,520,000	\$ -	\$ 528,568	(991,432)	-65.23%
Debt Service	\$ 1,073,364	\$ 1,074,164	\$ 1,065,045	(8,319)	-0.78%
Depreciation	\$ 5,163,424	\$ 6,914,258	\$ 7,964,971	2,801,547	54.26%
Total Expenses	\$ 38,307,546	\$ 37,028,657	\$ 40,048,278	\$ 1,740,732	4.54%
Operating Income (Loss)	\$ (36,149,444)	\$ (34,812,910)	\$ (37,707,938)	\$ (1,558,494)	4.31%
Other Income (Expense)					
Sales Tax Revenue	\$ 35,846,246	\$ 35,846,246	\$ 36,741,402	\$ 895,156	2.50%
Federal, State, & Local Grants	3,122,578	3,122,577	3,122,578	-	0.00%
Sub-Recipient Grant Agreements(net)	-	-	-	-	0.00%
Investment Income	100,000	103,285	120,000	20,000	20.00%
Disposal of Assets	50,000	50,000	55,000	5,000	10.00%
Street Improvement Program	(2,969,380)	(3,008,433)	(3,080,190)	(110,810)	3.73%
Staples Street Center	-	-	874,534	874,534	100.00%
Total Other Income (Expense)	\$ 36,149,444	\$ 36,113,675	\$ 37,833,324	\$ 1,683,880	4.66%
Net Income (Loss)	\$ -	\$ 1,300,765	\$ 125,386	125,386	

Capital Budget



The Capital Budget includes six (6) new capital projects with total project costs of \$7,005,559. CCRTA anticipates grant funding of \$5,540,364 for projects that meet eligibility requirements and funding the balance of \$1,465,195 from current revenues. New investments include the acquisition of eleven (11) GILLIG 40' CNG buses and the continuation of our comprehensive bus stop improvement program. The addition of the new buses increases the number of CNG buses to 96 and the ratio of CNG buses to 78%, significantly advancing the Agency's clean fuel plan which began in 2011 to convert all revenue buses. The current fleet consists of 123 revenue vehicles; 77 fixed route and 46 cut-away buses.



This year the Capital Budget includes nearly \$1.4M for ADA improvements. Under the ADA Phase VII project approximately \$1M will be spent for alterations to almost 100 bus stops. This is a continuation of a project that began in 2008 and spans over multiple implementation phases. In addition we will be launching a new road maintenance program involving ADA bus stop improvement projects. 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 more shelter amenities and pedestrian connectivity enhancements. The installation of bike lockers at transfer stations will also begin in FY2016.

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

Capital Plan



The Capital Plan for FY2016 calls for 30 projects with project costs of \$25,606,376, inclusive of the six (6) new projects that have been described above and twenty-four (24) projects rolling forward from FY2015 with a remaining project completion balance of \$18,600,817. Funding for the projects rolling forward has been appropriated in previous years. The local portion of the project costs amounting to \$15,118,047 are accounted for in the designated section of the fund balance. We anticipate grant funding of \$2,803,355 for projects that meet eligibility requirements and, \$679,415 from bond proceeds.

Although we have a significant number of projects rolling forward from FY2015 the majority of the projects are associated with the completion of the new Staples Street Center and the transitional costs associated with the relocation of administrative offices and the remodeling of the existing building necessary to centralize operations. Other investments rolling forward include a heating and ventilation system, a fuel management system, the purchase of 22 non-revenue vehicles and over \$4,000,000 to fund projects under our bus stop improvement program.

Capital Projects Rolling Forward Listed By Project Classification

Project Type	Project Costs	Bond Funded	Grant Funded	Local Funded
Bus Shelter Amenities	\$ 606,994	-0-	\$ 405,595	\$ 201,399
Bus Stop Improvements	\$ 2,125,000	-0-	\$ 1,604,000	\$ 521,000
Equipment	\$ 21,000	-0-	-0-	\$ 21,000
Facilities	\$ 10,780,769	\$ 679,415	-0-	\$ 10,101,354
Street Improvements	\$ 888,903	-0-	-0-	\$ 888,903
Technology	\$ 1,418,151	-0-	\$ 793,760	\$ 624,391
Transfer Stations	\$ 810,000	-0-	-0-	\$ 810,000
Community Bus	\$ 1,000,000	-0-	-0-	\$ 1,000,000
Non-Revenue Vehicles	\$ 950,000	-0-	-0-	\$ 950,000
Total 24 CIP Rolling Forward to FY2016	\$ 18,600,817	\$ 679,415	\$ 2,803,355	\$ 15,118,047

Capital Projects Rolling Forward Listed By Projects

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



Robstown Transfer Station

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

We are proposing the addition of **13** positions to meet the demands of the upcoming year. The majority of the positions are for staffing the new Staples Street Center which will require six (**6**) FTE's; one office manager, one office clerk, four facility custodians and two facility maintenance technicians. Transportation will require five (**5**) more FTE's, adding three more dispatchers and two more bus operators. Service Development and the Finance Department will each add one FTE to their departments.

FULL TIME EQUIVALENT POSTIONS					
Department	2015			2016	
	Funded FTE's	Additions or Deletions	Revised FTE's	Additions or Deletions	Adopted
01 TRANSPORTATION	169.00	0.00	169.00	5.00	174.00
02 CUSTOMER PROGRAMS	4.80	0.00	4.80	0.00	4.80
03 PURCHASED TRANSPORTATION	3.00	-1.00	2.00	0.00	2.00
04 SERVICE DEVELOPMENT	3.00	1.00	4.00	1.00	5.00
07 MIS	3.00	0.00	3.00	0.00	3.00
11 VEHICLE MAINTENANCE	41.00	0.00	41.00	0.00	41.00
21 FACILITIES MANAGEMENT	15.00	0.00	15.00	0.00	15.00
40 CONTRACTS AND GRANTS	5.00	-1.00	4.00	0.00	4.00
41 GENERAL MANAGEMENT	1.00	1.00	2.00	0.00	2.00
42 FINANCE AND ACCOUNTING	5.55	0.00	5.55	1.00	6.55
43 MATERIALS MANAGEMENT	3.00	0.00	3.00	0.00	3.00
44 HUMAN RESOURCES	3.00	0.50	3.50	0.00	3.50
45 ADMINISTRATION/DBE	5.00	0.00	5.00	0.00	5.00
49 CAPITAL PROJECTS	2.00	0.00	2.00	0.00	2.00
50 MARKETING & COMMUNICATION	3.00	0.00	3.00	0.00	3.00
52 SAFETY & SECURITY	2.00	0.00	2.00	0.00	2.00
77 STAPLES STREET CENTER	0.00	0.00	0.00	6.00	6.00
	268.35	0.5	268.85	13.00	281.85

