

# AGENDA MEETING NOTICE

## Board of Directors Meeting

**DATE:** Wednesday, August 7, 2024

**TIME:** 8:30 a.m.

**LOCATION:** Staples Street Center – 2<sup>ND</sup> Floor Boardroom, 602 North Staples St., Corpus Christi, TX

### BOARD OF DIRECTORS OFFICERS

Arthur Granado, Chair  
Anna Jimenez, Vice Chair  
Lynn Allison, Board Secretary/  
Legislative Chair

### BOARD OF DIRECTORS MEMBERS

Beatriz Charo, Administration & Finance Chair  
Armando Gonzalez, Rural & Small Cities Chair  
Aaron Muñoz, Operations & Capital Projects Chair  
David Berlanga Gabi Canales Jeremy Coleman  
Eloy Salazar Amanda Torres

	TOPIC	SPEAKER	EST.TIME	REFERENCE
1.	<b>Pledge of Allegiance</b>	A. Granado/ U.S. Veteran, TBD	1 min.	-----
2.	<b>Safety Briefing</b>	M. Rendón	3 min.	-----
3.	<b>Roll Call and Establish Quorum</b>	M. Montiel	1 min.	-----
4.	<b>Confirm</b> Posting of Meeting’s Public Notice in Accordance with Texas Open Meetings Act, Texas Government Code, Chapter 551	A. Granado	1 min.	-----
5.	<b>Public Notice on Executive Session</b>	A. Granado	1 min.	-----
<p><b>Public Notice</b> is given that the Board may elect to go into executive session at any time during the meeting in order to discuss matters listed on the agenda, when authorized by the provisions of the Open Meetings Act, Chapter 551 of the Texas Government Code. In the event the Board elects to go into executive session regarding an agenda item, the section or sections of the Open Meetings Act authorizing the executive session will be publicly announced by the presiding officer</p>				
6.	<b>Receipt of Conflict of Interest Affidavits</b>	A. Granado	1 min.	-----
7.	<b>Opportunity for Public Comment</b> <b>3 min. limit – no discussion</b>	A. Granado	3 min.	-----
<p>Public Comment may be provided in writing, limited to 1,000 characters, by using the <a href="http://www.ccrta.org/news-opportunities/agenda">Public Comment Form</a> online at <a href="http://www.ccrta.org/news-opportunities/agenda">www.ccrta.org/news-opportunities/agenda</a> or by regular mail or hand-delivery to the CCRTA at 602 N. Staples St., Corpus Christi, TX 78401, and MUST be submitted no later than 5 minutes after the start of a meeting in order to be provided for consideration and review at the meeting. All Public Comments submitted shall be placed into the record of the meeting.</p>				
8.	<b>Administer the Oath</b> of City of Corpus Christi Appointment to the CCRTA Board of Directors: a) David Berlanga	A. Granado/ J. Bell	5 min.	-----
9.	<b>Awards and Recognition –</b> a) CCRTA New Hires b) CCRTA Retirees c) South West Transit Association Spotlight Awards d) Government Officers Finance Association Budget Award	D. Majchszak	7 min.	-----
10.	<b>Discussion and Possible Action</b> to Approve Board Minutes of the July 10, 2024 Board of Directors Meeting	A. Granado	3 min.	<b>Pages 1-10</b>

# AGENDA MEETING NOTICE

11.	<b>Presentation</b> on Microtransit Overview and Next Steps	L. Alfaro	5 min.	<i>PPT</i>
12.	<b>Committee Chair Reports</b> a) Administration & Finance b) Operations & Capital Projects c) Rural and Small Cities d) Legislative	B. Charo A. Muñoz A. Gonzalez L. Allison	3 min. 3 min. 3 min. 3 min.	-----
13.	<b>Presentations:</b> a) 2024 Quadrennial Performance Audit and Distribution of the Report as Per the State Transportation Code b) June 2024 Financial Report c) August 2024 Procurement Update d) June 2024 Operations Report	R. Saldaña/ David Johnson, Transpro Consulting R. Saldaña R. Saldaña G. Robinson	25 min.	<b>Pages 11-109</b> <i>PPT</i>  <b>Pages 110-124</b> <i>PPT</i> <i>PPT</i> <b>Pages 125-137</b> <i>PPT</i>
14.	<b>CEO Report</b>	D. Majchszak	5 min.	<i>PPT</i>
15.	<b>Reports from Board Chair and Board Members</b>	A. Granado	5 min.	-----
16.	<b>Adjournment</b>	A. Granado	1 min.	-----

**Total Estimated Time: 1 hour 19 mins**

## BOARD OF DIRECTORS BUDGET WORKSHOP #2

	TOPIC	SPEAKER	EST.TIME	REFERENCE
1.	<b>2025 Budget Workshop #2</b> a. Administration	R. Saldaña	20 min.	<i>PPT</i>

**Total Estimated Time: 20 min.**

On **Friday, August 2, 2024** this Notice was posted by **Marisa Montiel** at the CCRTA Staples Street Center, 602 N. Staples Street, Corpus Christi, Texas; and sent to the Nueces County and the San Patricio County Clerks for posting at their locations.

**PUBLIC NOTICE** is given that the Board may elect to go into executive session at any time during the meeting in order to discuss matters listed on the agenda, when authorized by the provisions of the Open Meetings Act, Chapter 551 of the Texas Government Code. In the event the Board elects to go into executive session regarding an agenda item, the section or sections of the Open Meetings Act authorizing the executive session will be publicly announced by the presiding officer.

In compliance with the Americans with Disabilities Act, individuals with disabilities who plan to attend this meeting and who may need auxiliary aids or services are requested to contact the Assistant Secretary to the Board at (361) 903-3474 at least 48 hours in advance so that appropriate arrangements can be made. Información en Español: Si usted desea esta información en Español o en otro idioma, por favor llame al teléfono (361) 289-2712.

**Mission Statement**

*To provide our riders with safe, accessible, convenient, and sustainable transportation solutions that unite communities and promotes local economic growth.*

**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.*



**CORPUS CHRISTI REGIONAL TRANSPORTATION AUTHORITY  
BOARD OF DIRECTORS' MEETING MINUTES  
WEDNESDAY, July 10, 2024**

**Summary of Actions**

- 1. Pledge of Allegiance**
- 2. Heard Safety Briefing**
- 3. Roll Call and Established Quorum**
- 4. Confirmed Posting of Meetings Public Notice**
- 5. Gave Public Notice on Executive Session**
- 6. Receipt of Conflict of Interest Affidavits**
- 7. Provided Opportunity for Public Comment**
- 8. Adopted Resolution for Outgoing City of Corpus Christi Appointed Board Member, Erica Maymi**
- 9. Administered the Oath of City of Corpus Christi Appointment to the CCRTA Board of Director, Amanda Torres**
- 10. Presented Awards and Recognition**
  - a) CCRTA New Hires**
  - b) CCRTA Retirees**
- 11. Approved Board Minutes of June 12, 2024 Board of Director Meeting**
- 12. Heard Announcement of Committee Chairs and Appointments by the Board Chair and Confirmed Committee Chairs and Appointments**
- 13. Heard Presentation on the 2023 Annual Report for the Coastal Bend Air Quality Partnership**
- 14. Amended the Approved Legislative Program for the 89<sup>th</sup> Legislature**
- 15. Authorized the Chief Executive Officer (CEO) or Designee to Execute a Three-Year Contract for Internet and Fiber Data Communications with The Texas Department of Information Resources (DIR)**
- 16. Authorized the Chief Executive Officer (CEO) or Designee to Approve the Awarded Projects for CCRTA's Section 5310 2024 Call-for-Projects for FFY 2022-2023**
- 17. Authorized the Chief Executive Officer (CEO) or Designee to Authorize a 60-month lease with Corpus Christi, TX Caregiving, LLC, dba Cornerstone Caregiving for Lease Space at the Staples Street Center Building**
- 18. Adopted a Resolution Support the Strengthening Mobility and Revolutionizing Transportation (SMART) Grants Program Funding Opportunity**
- 19. Authorized the Chief Executive Officer (CEO) or Designee to Exercise Option Year One (1) to Bridgestone Americas Tire Operations, LLC for Bus Tire Leasing and Service Contract No. 2021-SP-04**
- 20. Heard Presentation on Port Ayers Transfer Station Restroom Options**
- 21. Heard Committee Chair Reports**
  - a) Administration and Finance**
  - b) Operations and Capital Projects**
  - c) Rural and Small Cities**
  - d) Legislative**
- 22. Heard Presentations –**
  - a) May 2024 Financial Report**



- b) July 2024 Procurement Update
- c) May 2024 Operations Report
- 23. Heard CEO Report
- 24. Heard Reports from Board Chair and Board Members
- 25. Adjournment

The Corpus Christi Regional Transportation Authority Board of Directors met at 8:30 a.m. in the Corpus Christi Regional Transportation Authority Staples Street Center facility located at 602 N. Staples Street, 2<sup>nd</sup> Floor Board Room, Corpus Christi, Texas.

### **Pledge of Allegiance**

Chair Arthur Granado called the meeting to order at 8:30 a.m. He welcomed and gave a brief introduction for U.S. Veteran, Richard Barrett to lead the Pledge of Allegiance.

### **Safety Briefing**

Mr. Mike Rendón, Deputy CEO, presented the safety briefing to the Board and audience. He noted that in the event of an emergency, the audience would exit the boardroom to his right and proceed down to the first floor where they would exit through the westside stairwell to the first floor and exit through the westside doors. Once outside, they would continue to the clock tower adjacent to the transfer station. Ms. Montiel will account for all Board Members and he would be the last out to ensure everyone exits safely. He noted three things, to not use the elevator, do not return until all clear has been given and if a shelter in place is needed, they would do so in the westside stairwell.

### **Roll Call & Establish Quorum**

Ms. Montiel called roll and it was noted there was a quorum present at this time.

### **Board Members Present**

Lynn Allison, Gabi Canales, Beatriz Charo, Jeremy Coleman, Armando Gonzalez, Arthur Granado, Anna Jimenez, Aaron Muñoz, Eloy Salazar, and Amanda Torres.

### **Board Members Absent**

David Berlanga.

### **Staff Present**

David Chapa, John Esparza, Angelina Gaitan, Sharon Montez, Marisa Montiel, Rita Patrick, Mike Rendón, Gordon Robinson and Robert Saldaña. Ruby Casas, Cesar Garza and Gerardo Ramos.

### **Public Present**

Elizabeth Hardin and Sharon Bailey Murphy, CBAQP. Rob MacDonald, Corpus Christi MPO. Richard Barret, U.S. Veteran. Pam Garza and Martin Ornelas, REAL.



**Confirmed Posting of Meeting's Public Notice in Accordance with Texas Open Meetings Act, Texas Government Code, Chapter 551**

Ms. Montiel confirmed proper posting of the meeting.

**Gave Public Notice on Executive Session**

Chair Granado gave notice on Executive Session to the public.

**Receipt of Conflict of Interest Affidavits**

None

**Opportunity for Public Comment**

None

**Adopt Resolution for Outgoing City of Corpus Christi Appointed Board Member, Erica Maymi**

At this time a resolution was read for outgoing City of Corpus Christi Appointed Board Member Erica Maymi, for her contributions and service to the RTA. Several Board Members noted her passion for the community and said they will miss her. At this time, Director Maymi said a few words thanking the staff and said she truly enjoyed her time with the board. Photos were taken.

**VICE CHAIR ANNA JIMENEZ MADE A MOTION TO ADOPT A RESOLUTION FOR OUTGOING CITY OF CORPUS CHRISTI APPOINTED BOARD MEMBER ERICA MAYMI. SECRETARY LYNN ALLISON SECONDED THE MOTION. *ALLISON, CANALES, CHARO, COLEMAN, GONZALEZ, GRANADO, JIMENEZ, MUÑOZ, SALAZAR AND TORRES VOTING IN FAVOR. ABSENT BERLANGA.***

**Administer the Oath of City of Corpus Christi Appointment to the CCRTA Board of Director, Amanda Torres**

At this time, Mr. John Bell, CCRTA Legal Counsel, administered the oath for incoming City of Corpus Christi Appointee, Amanda Torres. Photos were taken.

**Awards and Recognitions**

- a) CCRTA New Hires - Mr. Derrick Majchszak, CEO, introduced CCRTA new hire, Ruby Casas, Custodian II, to the Board.
- b) CCRTA Retirees – Mr. Majchszak read short biographies on retirees Cesar Garza (38 years of service) and Gerardo Ramos (15 years of service). He thanked them for their service to the CCRTA and for being such a vital part of the organization. Both said a few words thanking CCRTA. Photos were taken.



## **Discussion and Possible Action to Approve the June 12, 2024 Board of Directors Meeting Minutes**

**VICE CHAIR ANNA JIMENEZ MADE A MOTION TO APPROVE THE JUNE 12, 2024 BOARD OF DIRECTORS MEETING MINUTES. DIRECTOR GABI CANALES SECONDED THE MOTION. ALLISON, CANALES, CHARO, COLEMAN, GONZALEZ, GRANADO, JIMENEZ, MUÑOZ, SALAZAR AND TORRES VOTING IN FAVOR. ABSENT BERLANGA.**

## **Announcement of Committee Appointments by the Board Chair and Action to Confirm the Committee Appointments**

Chair Granado noted the only changes being made are to assign the newly appointed Board Members to committees. David Berlanga will be added to the Administration and Finance Committee and the Rural and Small Cities Committee. Amanda Torres will be added to the Operations and Capital Projects Committee and Legislative Committee. Director Armando Gonzalez will be removed from the Operations and Finance Committee as he was temporarily assigned to help meet a quorum while there was a Board Director vacancy.

**SECRETARY LYNN ALLISON MADE A MOTION TO CONFIRM THE COMMITTEE APPOINTMENTS. DIRECTOR JEREMY COLEMAN SECONDED THE MOTION. ALLISON, CANALES, CHARO, COLEMAN, GONZALEZ, GRANADO, JIMENEZ, MUÑOZ, SALAZAR AND TORRES VOTING IN FAVOR. ABSENT BERLANGA.**

## **Presentation on the 2023 Annual Report for the Coastal Bend Air Quality Partnership**

Mr. Robert Saldaña, Managing Director of Administration, introduced Ms. Sharon Bailey Murphy who presented the 2023 Annual Report for the Coastal Bend Air Quality Partnership. She provided background noting CBAQP was initially established in 1995 as a task force to address a now well-known air pollutant called “ozone”. Dedicated stakeholders from local governing bodies, businesses, universities, corporations, community members, the media and the military met and collaborated to design and deliver effective strategies to reduce ozone levels in the Coastal Bend. Ms. Bailey Murphy presented the 2023 Annual Report and took any questions from the Board. Secretary Allison mentioned it would be great to get a letter of support from them to help with future RTA legislative initiatives.

## **Discussion and Possible Action to Amend the Approved Legislative Program for the 89<sup>th</sup> Legislature**

Mr. Majchszak presented the item noting this item has previously been approved at the June 12, 2024 Board Meeting, however, after further review, minor edits have been made to help clarify verbiage and the listing order of the priorities. He went over the proposed primary initiatives: Fare Approval Committee Bill, CNG Motor Fuel Exemption Bill, Term Limits Bill, Broker of Record Bill, and Combination Bill. He answered questions at this time.



**DIRECTOR JEREMY COLEMAN MADE A MOTION TO AMEND THE APPROVED LEGISLATIVE PROGRAM FOR THE 89<sup>TH</sup> LEGISLATURE. DIRECTOR GABI CANALES SECONDED THE MOTION. *ALLISON, CANALES, CHARO, COLEMAN, GONZALEZ, GRANADO, JIMENEZ, MUÑOZ, SALAZAR AND TORRES VOTING IN FAVOR. ABSENT BERLANGA.***

**Discussion and Possible Action to Authorize the Chief Executive Officer (CEO) or Designee to Execute a Three-Year Contract for Internet and Fiber Data Communications with The Texas Department of Information Resources (DIR)**

Mr. Robert Saldaña provided background noting Spectrum Enterprise through Texas Department of Information Resources (DIR) has been RTA's Internet and Fiber Metro provider for the past three years. He adds that current internet connection speeds will not be able to support future business growth. The purchase will increase usage of the cloud, support telecommunications, effective collaboration, increase potential for scalability and improve customer service. The estimated cost for a three-year contract will be \$221,267.

**DIRECTOR AARON MUNOZ MADE A MOTION AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) OR DESIGNEE TO EXECUTE A THREE-YEAR CONTRACT FOR INTERNET AND FIBER DATA COMMUNICATIONS WITH THE TEXAS DEPARTMENT OF INFORMATION RESOURCES (DIR). DIRECTOR ELOY SALAZAR SECONDED THE MOTION. *ALLISON, CANALES, CHARO, COLEMAN, GONZALEZ, GRANADO, JIMENEZ, MUÑOZ, SALAZAR AND TORRES VOTING IN FAVOR. ABSENT BERLANGA.***

**Discussion and Possible Action to Authorize the Chief Executive Officer (CEO) or Designee to Approve the Awarded Projects for CCRTA's Section 5310 2024 Call-for-Projects for FFY 2022-2023**

Mr. Robert Saldaña provided background noting the purpose of these funds is to assist private nonprofit groups in meeting the transportation needs of Seniors and Individuals with disabilities. CCRTA is the designated recipient for the Federal Transit Administration (FTA's) Enhanced Mobility of Seniors & Individuals with Disabilities – Section 5310 funding in the Corpus Christi Urbanized Area. Funds are awarded to eligible sub-recipients through a competitive selection process who have projects readily available to meet the goals and objectives of the program. He displayed the funding availability for 2022 - \$329,862 and 2023 - \$420,195, for a grant total of \$750,057. The call-for-projects was issued on May 6, 2024 and four applications were received and evaluated. He displayed a chart breaking down the applications received, projects selected along with the total project awarded amounts totaling \$750,057.



**DIRECTOR BEATRIZ CHARO MADE A MOTION AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) OR DESIGNEE TO APPROVE THE AWARDED PROJECTS FOR CCRTA'S SECTION 5310 2024 CALL-FOR-PROJECTS FOR FFY 2022-2023. VICE CHAIR ANNA JIMENEZ SECONDED THE MOTION. ALLISON, CANALES, CHARO, COLEMAN, GONZALEZ, GRANADO, JIMENEZ, MUÑOZ, SALAZAR AND TORRES VOTING IN FAVOR. ABSENT BERLANGA.**

**Discussion and Possible Action to Authorize the Chief Executive Officer (CEO) or Designee to Authorize a 60-month lease with Corpus Christi, TX Caregiving, LLC, dba Cornerstone Caregiving for Lease Space at the Staples Street Center Building**

Ms. Sharon Montez, Managing Director of Capital Programs and Customer Services, provided background noting there is currently a vacant lease space on the second floor of the Staples Street Center. It consists of approximately 1,700 square feet of rentable space. The space has been advertised by CCRTA's leasing agent on various leasing networks. The agent was recently contacted by Cornerstone Caregiving and would like to lease the space. The company provides senior care in the community and offers services in over 140 locations across 30 states. The initial term runs from August 1, 2024 through July 31, 2029 for a 60-month base term. The option covers from August 1, 2029 through July 31, 2034. The estimated lease revenue for the first year is \$29,563 and the estimated total for the 60 months is \$156,944. Director Salazar asked if there are market adjustment rates in the contract. Ms. Montez replied yes and at the five-year mark, the renewal will be at the market rate.

**DIRECTOR ELOY SALAZAR MADE A MOTION AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) OR DESIGNEE TO AUTHORIZE A 60-MONTH LEASE WITH CORPUS CHRISTI, TX CAREGIVING, LLC, DBA CORNERSTONE CAREGIVING FOR LEASE SPACE AT THE STAPLES STREET CENTER BUILDING. DIRECTOR GABI CANALES SECONDED THE MOTION. ALLISON, CANALES, CHARO, COLEMAN, GONZALEZ, GRANADO, JIMENEZ, MUÑOZ, SALAZAR AND TORRES VOTING IN FAVOR. ABSENT BERLANGA.**

**Discussion and Possible Action to Adopt a Resolution Support the Strengthening Mobility and Revolutionizing Transportation (SMART) Grants Program Funding Opportunity**

Ms. Rita Patrick, Managing Director of Public Relations, provided background noting the Strengthening Mobility and Revolutionizing Transportation (SMART) program was established to provide grants focused on advanced smart community technology and systems to improve transit efficiency and safety. \$100 million has been appropriated annually for fiscal years 2022-2026. As a public transit authority, CCRTA is eligible to apply for funding for up to \$2 million and 18 months for the program. Stage one recipients are eligible to expand their projects in Stage two. USDOT anticipates this will be the final Stage one NOFO of the SMART Grants Program.





The application deadline is July 12, 2024. CCRTA's request would be for retrofitting of 30 buses with advanced driver assistance technology. Request would be for \$380,000 and 100% DOT funded and used for the retrofitting of the buses, employee training, software subscription and freight cost. Upon award, CCRTA would work with a vendor to complete the installation and would take approximately 10-14 months to complete upon funding. At this time, Ms. Patrick answered any questions from the board.

**SECRETARY LYNN ALLISON MADE A MOTION ADOPT A RESOLUTION TO SUPPORT THE STRENGTHENING MOBILITY AND REVOLUTIONIZING TRANSPORTATION (SMART) GRANTS PROGRAM FUNDING OPPORTUNITY. DIRECTOR BEATRIZ CHARO SECONDED THE MOTION. ALLISON, CANALES, CHARO, COLEMAN, GONZALEZ, GRANADO, JIMENEZ, MUÑOZ, SALAZAR AND TORRES VOTING IN FAVOR. ABSENT BERLANGA.**

**Discussion and Possible Action to Authorize the Chief Executive Officer (CEO) or Designee to Exercise Option Year One (1) to Bridgestone Americas Tire Operations, LLC for Bus Tire Leasing and Service Contract No. 2021-SP-04**

Mr. Gordon Robinson, Managing Director of Operation, gave background on the current tire leasing and services contract which is held with Bridgestone Americas Tire Operations, LLC. The three-year base contract began on May 26, 2021, with two one-year options. The base contract expires August 14, 2024, and is recommending a Contract Modification to exercise option year one following board approval, which would end on August 14, 2025. There is no DBE requirement for this procurement. The estimated project cost for option year one contract is \$157,569.62 and expenditures will be determined on actual use. Funds are budgeted in the annual operating budgets for each year and include tire lease services for 420 tires and full-time tire specialist on-site. Mr. Robinson answered questions at this time.

**VICE CHAIR ANNA JIMENEZ MADE A MOTION AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) OR DESIGNEE TO EXERCISE OPTION YEAR ONE (1) TO BRIDGESTONE AMERICAS TIRE OPERATIONS, LLC FOR BUS TIRE LEASING AND SERVICE CONTRACT NO. 2021-SP-04. DIRECTOR BEATRIZ CHARO SECONDED THE MOTION. ALLISON, CANALES, CHARO, COLEMAN, GONZALEZ, GRANADO, JIMENEZ, MUÑOZ, SALAZAR AND TORRES VOTING IN FAVOR. ABSENT BERLANGA.**

**Presentation on Port Ayers Transfer Station Restroom Options**

Ms. Sharon Montez, provided an update for restrooms at the Port Ayers Transfer Station. CCRTA received a competitive federal grant for approximately \$7.2 million which provided the construction for two new Del Mar Oso Creek Campus Super Bus Stops, parking lot improvements at Bear Lane and a new Port Ayers Transfer Station. She stated the Port Ayers Transfer Station construction came in at budget, so any proposed additions will be proposed in



the Capital Budget for 2025. Staff have begun preliminary research to identify styles, features and pricing for restrooms. Pricing appears to range between \$162,000 for a basic ADA model to \$385,000 for a “smart” restroom. Ms. Montez is working on identifying infrastructure and installation costs, along with short and long-term operating costs. She displayed photos of different style models. Ms. Montez answered questions from the board. This item will be brought back for further discussion once more details on the options and pricing is available.

### **Committee Chair Reports**

- a) **Administration & Finance** – Director Charo noted nothing to report.
- b) **Operations & Capital Projects** – Director Muñoz noted nothing to report.
- c) **Rural & Small Cities** – Director Gonzalez thanked the staff for all the updates during Hurricane Beryl.
- d) **Legislative** – Secretary Allison congratulated the team on the grant funds and said Representative Cloud went out of his way to help in any way he could. She noted she would be sending emails to Legislative Staff thanking them for their support.

### **Presentations**

#### **a) May 2024 Financial Report**

Mr. Robert Saldaña, Managing Director of Administration, presented the May financials and noted that the item aligns with the Board Priority of Public Image & Transparency. He presented the highlights for the month stating Passenger Service was 107.76% of baseline, Bus Advertising was 96.87% of baseline, and Investment Income was 137.80% of baseline. He displayed the May 2024 Income Statement Snapshot. Total revenues came in at \$5,083,958 and total expenses were \$5,151,417. He displayed the revenue categories. The operating vs. non-operating revenue was displayed and discussed. The total operating and non-operating revenues and capital funding were \$5,083,958 for the month. Next, he discussed and displayed a pie chart of where the money went. Mr. Saldaña showed the expenses by object for May. Purchased Transportation was 22%, Miscellaneous 3%, Supplies 8%, Salaries and Wages 32%, Benefits 21%, Services 11%, Utilities 2% and Insurance was 1%. The total Departmental Operating expenses were \$3,850,781. He presented YTD the highlights stating Passenger Service was 105.73% of baseline, Bus Advertising was 101.20% of baseline, and Investment Income was 136.40% of baseline. Mr. Saldaña discussed the fare recovery ratio. The YTD total operating and non-operating revenues and capital funding came in at \$26,817,198. The May month end FRC is 2.58%. Lastly, he displayed the sales tax update for April in which \$3,388,757 was received. At this time, Mr. Saldaña answered questions and took any feedback from the board.

#### **b) July 2024 Procurement Update**

Mr. Saldaña presented the item noting that the item aligns with the Board Priority of Public Image & Transparency. He discussed the current procurement. CNG Fueling Station Maintenance Services with Clean Energy DBA California Clean Energy, Inc., for a five-year contract in the amount of \$1,781,939. The current procurements total



\$1,781,939. The future procurements were displayed next. Bus Tire Leasing and Service, with Bridgestone Americas, three years with two one-year option for \$444,620. Fasteners & Misc. Shop Supplies with L& M Industrial Supply for three years with two one-year options for \$80,073. Heavy Duty Vehicle Filters with Cummins Sales and Service for \$139,844. Bear Lane Lower Roof Replacement with an estimated contract cost of \$373,163. Rebuilt Transmission Supply with Reliable Transmission Service-Texas, LLC for \$96,193. Ultra Low Sulfur Emission Diesel Fuel Supply with Merrimac Petroleum, Inc. for \$696,940. These future procurements total \$1,830,833. Next, the four-month outlook under the CEO signature authority was displayed and discussed next. All these items are \$50,000 or less. The items totaled \$99,886.

**c) May 2024 Operations Update**

Mr. Gordon Robinson, Managing Director of Operations, noting the board priority for this item is Public Image and Transparency. He provided the highlights for the month of May 2024 vs. May 2023. The Passenger Trips were up 10.5%, the Revenue Service Hours were up 7.6% and the Revenue Service Miles were up 7.5%. He displayed the RTA System Monthly Ridership Trends and the System-Wide Monthly Ridership by Mode. He noted year-to-date, the system overall was up 13.0%. Next, he discussed the fixed route bus on-time performance and reported no issues. He presented the list of the current and upcoming projects impacting fixed route services. The B-Line service passengers per hour came in at 2.46 for the month of May. He discussed the Fixed route customer assistance and B-Line customer assistance forms. The miles between road calls and the large bus fleet exceeded the standards. He answered any questions the board had at this time.

**CEO Report**

Mr. Majchszak presented the report and went over the operation and project updates. He acknowledged the Federal Transit Administration 5339(c) Low or No Emission Buses for approximately \$5.8M. He also mentioned next board meeting, he would be bring the Government Finance Officers Association Budget Awarded to CCRTA next month. He added that Transportation on MV Transportation offered free rides to and from cooling centers due to heat advisories. He discussed how CCRTA and leadership closely monitored and prepared for Hurricane Beryl. CCRTA also assisted with evacuation of individuals from North Beach Area to the CC Gym/Natatorium from flooding caused by Tropical Storm Alberto. The Port Ayers Transfer Station Ribbon cutting was discussed, and photos displayed, in which more than 150 individuals attended. He discussed the meetings held in June including his travel to the Region 6 Federal Transit Administration office to meet with Regional Administrator, Gail Lyssy and staff to discuss CCRTA initiative and grant applications. Employee appreciation and community events were discussed including the Employee Appreciation Event held at Bowlero. The upcoming events calendar was displayed.



### **Reports from Board Chair and Board Members**

At this Chair Granado and several board members congratulated the team for the \$5.8 million award from FTA. Director Coleman mentioned he noticed how great of a job the bus operators are doing and how focused they are. He also wanted to acknowledge the Biden Administration and Secretary of Transportation for their part in the funding received. Director Torres said she had a great first meeting and is looking forward to working with everyone.

### **Adjournment**

There being no further review of items, the meeting was adjourned at 10:52 a.m.

---

Lynn Allison, Board Secretary

Submitted by: Marisa Montiel



2020 – 2023

# QUADRENNIAL REVIEW

Corpus Christi  
Regional Transportation  
Authority



Prepared by  
TransPro Consulting  
August 7, 2024





<b>INTRODUCTION</b>	<b>7</b>
EXECUTIVE SUMMARY	7
<b>Purpose</b>	7
<b>SCOPE OF WORK</b>	<b>8</b>
<b>Methodology</b>	9
RECOMMENDATIONS	10
<b>Safety Recommendations</b>	10
<b>Maintenance Recommendations</b>	11
<b>Performance Indicator Recommendations</b>	11
<b>Contract Oversight Recommendations</b>	12
<b>Other Recommendations</b>	12
<b>AGENCY OVERVIEW</b>	<b>13</b>
MISSION, VISION, AND CORE VALUES	13
<b>Mission</b>	13
<b>Vision</b>	13
<b>Core Values</b>	13
SERVICES OFFERED	14
<b>Fleet and Infrastructure</b>	15
<b>Initiatives and Sustainability Efforts</b>	15
<b>Community Engagement and Partnerships</b>	15
FUTURE OUTLOOK	15
<b>SYSTEM PERFORMANCE REVIEW</b>	<b>16</b>
FIXED ROUTE PERFORMANCE REVIEW	18
RECOMMENDATION	24
<b>DEMAND RESPONSE PERFORMANCE REVIEW</b>	<b>25</b>
RECOMMENDATION	29
<b>Combined Service Performance Indicators</b>	30
RECOMMENDATION	32
<b>PEER SYSTEM REVIEW</b>	<b>33</b>
<b>Fixed Route Peer Review</b>	35
<b>EFFICIENCY, COST-EFFECTIVENESS, AND PRODUCTIVITY</b>	<b>41</b>



Demand Response Peer Review	48
<b>COMPARISON TO PEER SERVICE, USAGE, AND TOTAL COST</b>	<b>49</b>
Vehicle Revenue Hours by Year	49
Vehicle Revenue Miles by Year	50
Annual Peak Vehicles	51
Annual Passenger Boardings	52
Total Operating Expenses by Year	53
<b>EFFICIENCY, COST-EFFECTIVENESS, AND PRODUCTIVITY</b>	<b>54</b>
Operating Cost per Revenue Hour	54
Passengers per Revenue Hour	55
Operating Cost per Boarding	56
Annual Fare Revenues	57
Average Fare Revenue per Passenger	58
Operating Subsidy per Passenger	59
Farebox Recovery	60
<b>STATUTORY COMPLIANCE</b>	<b>61</b>
SEC. 451.061 – FARES AND OTHER CHARGES	61
Overview	61
Observation	61
Full Text	61
SEC. 451.070 – ELECTIONS	63
Overview	63
Observations	63
Full Text	63
SEC. 451.102 – BUDGET	64
Overview	64
Observations	64
Full Text	64
SEC. 451.103 – OPERATING EXPENDITURES	64
Overview	64
Observations	64
Full Text	64
SEC. 451.106 – GENERAL MANAGER, MANAGEMENT POLICIES: CERTAIN AUTHORITIES	65
Overview	65
Observations	65
Full Text	65
SEC. 451.1075 – PROHIBITION OF CONSUMPTION OF ALCOHOLIC BEVERAGE	66
Overview	66
Observations	66



<b>Full Text</b>	66
SEC. 451.109 – ADVISORY COMMITTEE	67
<b>Overview</b>	67
<b>Observations</b>	67
<b>Full Text</b>	67
SEC. 451.110 – PURCHASES: COMPETITIVE BIDDING	68
<b>Overview</b>	68
<b>Observations</b>	68
<b>Full Text</b>	68
SEC. 451.111 – PURCHASES: NOTICE OF NONCOMPETITIVE BID PROPOSALS	69
<b>Overview</b>	69
<b>Observations</b>	69
<b>Full Text</b>	69
SEC. 451.134 – OPERATING RESERVE ACCOUNT	70
<b>Overview</b>	70
<b>Observations</b>	70
<b>Full Text</b>	70
SEC. 451.251 – CONTRACT GOALS FOR DISADVANTAGED BUSINESSES	71
<b>Overview</b>	71
<b>Observations</b>	71
<b>Full Text</b>	71
SEC. 451.255 – TRANSPORTATION FOR JOBS PROGRAM PARTICIPANTS	72
<b>Overview</b>	72
<b>Observations</b>	72
<b>Full Text</b>	72
SEC. 451.256 – WAIVER OF FEDERAL REQUIREMENTS	73
<b>Overview</b>	73
<b>Observations</b>	73
<b>Full Text</b>	73
SEC. 451.352 – POWER OF ISSUE BONDS	73
<b>Overview</b>	73
<b>Observations</b>	73
<b>Full Text</b>	73
SEC. 451.355 – APPROVAL; REGISTRATION	74
<b>Overview</b>	74
<b>Observations</b>	74
<b>Full Text</b>	74
SEC. 451.357 – SECURITY PLEDGED	75
<b>Overview</b>	75
<b>Observations</b>	75





<b>Full Text</b>	75
SEC. 451.358 – PLEDGE OF REVENUE LIMITED	75
<b>Overview</b>	75
<b>Observations</b>	75
<b>Full Text</b>	75
SEC. 451.501 – BOARD MEMBERSHIP	76
<b>Overview</b>	76
<b>Observations</b>	76
<b>Full Text</b>	76
SEC. 451.502 – APPOINTMENT OF MEMBERS	77
<b>Overview</b>	77
<b>Observations</b>	77
<b>Full Text</b>	77
SEC. 451.503 – APPOINTMENTS PANEL	78
<b>Overview</b>	78
Observations	78
<b>Full Text</b>	78
SEC. 451.5035 – DESIGNATION OF ALTERNATE BY MAYOR	79
<b>Overview</b>	79
<b>Observations</b>	79
<b>Full Text</b>	79
SEC. 451.505 – BOARD TERMS	80
<b>Overview</b>	80
<b>Observations</b>	80
<b>Full Text</b>	80
SEC. 451.514 – BOARD MEETINGS: WHEN HELD	80
<b>Overview</b>	80
<b>Observations</b>	80
<b>Full Text</b>	80
SEC. 451.515 – BOARD MEETINGS: VOTING	81
<b>Overview</b>	81
<b>Observations</b>	81
<b>Full Text</b>	81
SEC. 451.517 – BOARD MEETINGS: RULES AND BYLAWS	81
<b>Overview</b>	81
<b>Observations</b>	81
<b>Full Text</b>	81
SEC. 451.518 – BOARD MEETINGS: NOTICE	82
<b>Overview</b>	82
<b>Observations</b>	82



<b>Full Text</b>	82
SEC. 451.520 – BOARD OFFICERS AND SECRETARIES	82
<b>Overview</b>	82
<b>Observations</b>	82
<b>Full Text</b>	82
SEC. 451.454 – PERFORMANCE AUDITS: CERTAIN AUTHORITIES	83
<b>Overview</b>	83
<b>Observations</b>	83
<b>Full Text</b>	83
SEC. 451.455 – COMPUTATION OF PERFORMANCE INDICATORS	84
<b>Overview</b>	84
<b>Observations</b>	84
<b>Full Text</b>	84
SEC. 451.456 – PERFORMANCE AUDIT RESPONSE; HEARING	86
<b>Overview</b>	86
<b>Observations</b>	86
<b>Full Text</b>	86
<b>VEHICLE MAINTENANCE ASSESSMENT</b>	<b>87</b>
ORGANIZATIONAL RESPONSIVENESS AND QUALITY OF WORK	87
<b>Observations</b>	87
<b>Recommendations</b>	87
RESOURCES PROVIDED	88
<b>Observations</b>	88
<b>Recommendations</b>	88
TRAINING PROCEDURES AND CONTINUING EDUCATION	89
<b>Observations</b>	89
<b>Recommendations</b>	89
STAFFING AND ORGANIZATIONAL STRUCTURE	90
<b>Observations</b>	90
<b>Recommendations</b>	90
POLICIES, PROCEDURES, AND METHODOLOGIES	91
<b>Observations</b>	91
<b>Recommendations</b>	91
SYSTEM MAINTENANCE PLAN	92
<b>Observations</b>	92
<b>Recommendations</b>	92
CONTRACTOR AND PARTICIPATING AGENCY PROCEDURES	93



<b>Observations</b>	93
<b>Recommendations</b>	93
<b>SAFETY AND SECURITY ASSESSMENTS</b>	94
<b>Assessment</b>	94
<b>PHYSICAL EVALUATION PROCESS</b>	95
<b>Maintenance Operations</b>	95
<b>Stations and Terminals</b>	95
<b>Bus Rides</b>	95
<b>Observations</b>	95
>> Maintenance Operations	95
>> Stations and Terminals	95
>> Bus Rides	95
<b>Safety &amp; Security Management</b>	96
<b>Recommendations</b>	96
<b>CONCLUSION</b>	<b>98</b>
<b>OVERALL ASSESSMENT</b>	98

# Introduction

## EXECUTIVE SUMMARY

### Purpose

The Corpus Christi Regional Transportation Authority engaged TransPro Consulting in April 2024 to conduct its latest Quadrennial Review for the years 2020-2023, in compliance with Texas Transportation Code, Chapter 451 (“TTC 451”).

This review's primary objective is to comprehensively evaluate the Corpus Christi Regional Transportation Authority's (CCRTA) vehicle maintenance functions, ensure compliance with the Texas Transportation Code, and assess overall operational safety and efficiency – as well as offer actionable insights for improving authority operations.

**This review found CCRTA to be in full compliance with TTC 451.**

CCRTA is a well-run transit authority with high performing staff that are dedicated to the community. Staff made themselves and all requested documents available to the TransPro team throughout this engagement.

As a result of no findings – and at the request of CCRTA staff – this review recommends best practices and strategic adjustments to maintain and improve service quality and strengthen policies and procedures in response to evolving industry and regulatory requirements.



# Scope of Work

The scope of this review is comprehensive, covering several critical areas essential for the effective functioning of CCRTA. Specifically, the review focuses on:

- **System Performance:** TTC 451 specifies that transit agencies track and report specific performance indicators, such as operating cost per passenger, on-time performance, and number of miles between mechanical road calls.
- **Statutory Compliance:** The review ensures that CCRTA adheres to all stipulations within TTC 451. This involves verifying that CCRTA's operations align with the legislative requirements and identifying any areas of non-compliance or potential risks. Besides TTC 451, the review assesses CCRTA's compliance with other relevant state laws. This comprehensive legal compliance check helps ensure that CCRTA operates within the legal frameworks governing public transit services in Texas.
- **Vehicle Maintenance:** This includes an in-depth assessment of the vehicle maintenance programs directly managed by CCRTA and those services contracted to external entities such as MV Transportation, Inc., and the City of Port Aransas. The evaluation considers the quality of maintenance work, responsiveness of the maintenance teams, and the overall effectiveness of the maintenance protocols in place.





## Methodology

A multi-faceted methodology was employed to achieve a thorough and accurate review, leveraging a combination of qualitative and quantitative data collection methods. The TransPro team conducted a site visit, in-person and virtual interviews, and a comprehensive document review between May and July 2024 to compile this review.

The following approaches were used:

- **Interviews with Key Personnel:** Interviews were conducted with 15 staff and contractors, including key executives, managers, supervisors, maintenance technicians, operations dispatchers, drivers, and safety staff. These detailed and documented discussions provided invaluable insights into the operational challenges and successes of the CCRTA, helping to identify areas where the agency excels and where there is room for improvement from the perspective of those directly involved in day-to-day operations.
- **Facility Inspections:** Comprehensive inspections of all maintenance operations, management, and executive buildings were conducted. Maintenance facilities, executive offices, and main bus stations and stops were included. These inspections aimed to assess the physical condition of the facilities, the adequacy of the resources provided, and the effectiveness of the organizational structure in supporting maintenance and operational activities.
- **Document Reviews:** The review team examined multiple documents, over 300 pages, including the Public Transit Agency Safety Plan (PTASP), Standard Operating Procedures (SOPs), maintenance logs, training manuals, and policy documents. The documents reviewed included those critical for verifying compliance with safety standards and legislative requirements, and assessing the thoroughness of CCRTA's documentation practices.
- **On-Route Evaluations:** Reviewers rode the buses on several routes to gain firsthand experience of the service quality, safety, and security. Ride-alongs commenced at the main bus station and covered various routes, observing the condition of the buses, evaluating the safety measures in place at various stations, and assessing the behavior and approach of the staff towards passengers. These ride-along evaluations provided a practical perspective on the operational effectiveness and customer service quality of CCRTA.

Through this comprehensive and multi-dimensional approach, the review ensures a holistic understanding of CCRTA's operations, identifying strengths and potential improvement areas. This methodology ensures that the findings and recommendations are well-founded, actionable, and geared towards enhancing the overall efficiency, effectiveness, and safety of the CCRTA's transportation services.

The subsequent sections detail TransPro's recommendations for further improving CCRTA operations beyond current regulatory requirements, primarily regarding safety. It should be noted that none of the safety recommendations below constitutes a serious risk to the authority.



## RECOMMENDATIONS

### Safety Recommendations

There is an evident safety culture within the agency, which is apparent when talking to maintenance workers or observing bus operators in service on various bus routes. CCRTA is also clearly in compliance with all state safety regulations. However, there are several areas where safety compliance could improve:

1. Propagating the federally required **Public Transit Agency Safety Plan** throughout the organization
2. Completing **safety certifications**
3. Combining in-house and contractor **Safety Committees**
4. **Adding resources** to the safety team to reinforce the difference between security and safety

#### >> Public Transportation Agency Safety Plan

In 2019, the Federal Transit Administration required all transit authorities receiving federal grants to develop and adopt a Public Transportation Agency Safety Plan (PTASP). CCRTA's PTASP was last updated in June 2023, with another update planned for this year.

Several CCRTA employees didn't know what the PTASP was or have access to a current version. TransPro recommends a training session for all employees and contractors on the agency's safety plan – including why the PTASP exists, who is responsible for it, and where to access it.

#### >> Safety Certifications

Several members of the safety team did not have certifications that would contribute to their understanding of the job and best practices. TransPro recommends all members of the safety team pursue TSI certification and that the authority support budget requests to that end.

#### >> Safety Committees

CCRTA has its own internal safety committee that meets regularly with a prepared agenda. During our interview with contractor staff from MV, we discovered a second safety committee covering only the scope of MV's paratransit operations and maintenance contract. While this does not violate any statutory requirements at the state or federal level, it could lead to different compliance outcomes within the same agency.

TransPro recommends combining these two safety committees and ensuring safety incidents are also reviewed in a common workflow – specifically regarding the determination if the incident was preventable.



## >> Safety Resources

The key resource responsible for agency safety has a law enforcement background and has taken such an approach for agency safety, focusing on training for active shooters and de-escalation. TransPro recommends creating a separate position for 2025 that specifically focuses on safety.

The review team recommends that CCRTA leadership invest in this additional position to ensure that both security and safety are served throughout the operation.\

## Maintenance Recommendations

### >> Maintenance Training

CCRTA should continue looking for one-off and recurring training opportunities for vehicle and facilities maintenance staff to maintain or improve operating performance. See

### >> Maintenance Coordination

CCRTA leadership should implement regular meetings between vehicle and facilities maintenance teams, which are separate departments but share assets like facilities and large equipment items, such as vehicle lifts.

## Performance Indicator Recommendations

### >> Value Metrics

Given the post-COVID-19 decline in transit trips, CCRTA should consider what additional metrics represent the value the organization provides to its community to maintain and expand its funding levels. This could include a nonrider survey to measure “community value”.

### >> Cost Efficiency

Similarly, the decline in trips combined with increased costs and low fares contribute to a perception that CCRTA services are not cost efficient. While low fares are a clear policy statement, increasing costs and the decline in trips are not. CCRTA should consider other operational changes – such as those recommended in the Fleet Forward plan – that can increase ridership and reduce costs.

### >> Fixed Route vs Demand Response

The Fleet Forward plan also addresses changes to some fixed routes that do not perform well, such as the Port Aransas Shuttle. CCRTA should continue to evaluate low-ridership fixed routes for possible conversion to demand response.



## Contract Oversight Recommendations

CCRTA's largest contract is for paratransit operations and maintenance, currently provided by MV Transportation. MV has held the contract since 2003 and this review indicates they are adequately providing the services required of the contract.






While oversight of contracted services is not covered in TTC 451 and the Managing Director of Operations is clearly understood as the accountable executive for the MV contract, this review is intended to identify areas for improvement beyond statutory compliance. As such, the following recommendations would improve the current vendor relationship and ensure the best possible performance from the contract:

- Instruction for – and verification of – contractor performance (at least monthly)
- Combined incident review process to eliminate the separate determination for preventable and corrective action between directly-operated and purchased transportation service

## Other Recommendations

### >> Executive Team Meetings

A cohesive management team meets regularly with a defined agenda and a method for communicating direction or action items from these meetings. While the CCRTA leadership team does meet regularly once a month, meetings lack a defined agenda and minutes or action item log. Introducing these improvements could help share important information with the rest of the organization and make meetings a more efficient use of time – which would make room in schedules to meet weekly or twice monthly to advance agency goals.

	Start and end on time
	Follow a pre-set agenda
	Cameras on (for virtual meetings)
	Establish a timekeeper
	Distribute action items and follow-ups in final 5 minutes

### >> Operating Reserve Data

The statutory requirement is met, but with the extensive amount of financial transparency data provided on the CCRTA website, details about the operating reserve should be separately identified for members of the public (instead of being located inside other financial documents).



# Agency Overview

The Corpus Christi Regional Transportation Authority (CCRTA) is the public transit provider in the Corpus Christi, Texas, metropolitan region. Established by referendum on August 10, 1985, CCRTA began operations on January 1, 1986. CCRTA serves as the primary agency responsible for managing and expanding the public transit network.

CCRTA employs approximately 200 employees directly and contracts an additional 100 employees through external service providers, including MV Transportation, Inc. This workforce supports the diverse transportation needs of the area, maintaining a commitment to safety, reliability, and customer service.

An 11-member Board of Directors governs CCRTA. This board includes three members appointed by the Nueces County Commissioner's Court, five appointed by the City of Corpus Christi, two appointed by the Small City Mayors' Committee, and a chairperson elected by the other board members.

## MISSION, VISION, AND CORE VALUES

### Mission

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

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

### Core Values

CCRTA's core values are:

- Accountability and Transparency
- Honesty and Integrity
- Decisiveness
- Commitment
- Team Work
- Courtesy
- Safe Environment for Both Employees and Riders



## SERVICES OFFERED

CCRTA offers a variety of transportation services to cater to diverse needs under the “B-Line” service mark:

1. **Fixed-Route Bus Service:** The backbone of CCRTA's operations, offering 35 scheduled bus routes that cover key areas within Corpus Christi and neighboring communities.
2. **Paratransit Services:** Specialized transit for individuals with disabilities who are unable to use fixed-route buses.
3. **Flexible Services:** On-demand fixed route service that picks up and drops off only when requested, as well as demand response services that must be scheduled in advance.
4. **Rural Services:** Traditional demand response services for rural locations outside of Corpus Christi – such as Agua Dulce, San Patricio, Bishop, and Driscoll – through partnerships with the Rural Economic Assistance League (REAL) and Kleburg Human Services (Paisano).
5. **Special Event Services:** CCRTA often provides transportation for major events and community gatherings.
6. **Park & Ride:** Facilities located strategically for commuters to park their vehicles and use CCRTA services for easy access to downtown Corpus Christi.



## Fleet and Infrastructure

CCRTA maintains a modern fleet of 118 buses and facilities that include a multi-tenant headquarters building, maintenance facility, transit centers, and park-and-ride lots strategically located throughout the service area – including the recently completed Port Ayers Transfer Station on the west side of Corpus Christi.

## Initiatives and Sustainability Efforts

The authority is committed to sustainability and regularly integrates eco-friendly practices into its operations. This includes utilizing alternative fuels – such as compressed natural gas (CNG) and battery electric – adopting energy-efficient technologies, and promoting transit-oriented development to reduce environmental impact.

## Community Engagement and Partnerships

CCRTA actively engages with the community through outreach programs, public meetings, and partnerships with local organizations, such as the University and College Pass programs with Texas A&M-Commerce and Del Mar College. These collaborations help identify and address transit needs, enhance service offerings, and promote public transit as a viable transportation choice.



## FUTURE OUTLOOK

Looking ahead, CCRTA continues to focus on expanding its services, improving infrastructure, and embracing technological advancements to enhance operational efficiency and customer experience as identified in the Fleet Forward 2022 plan.



# System Performance Review

This section reviews and analyzes CCRTA's performance for FY 2020-2023 according to performance indicators as required under the TTC 451. The performance indicators and definitions are shown below in Figure 1. CCRTA and the Federal Transit Administration's National Transit Database supplied the data used for this review. Performance indicator data for sales and use tax receipts per passenger, number of accidents per 100,000 miles, and number of miles between mechanical road calls are not reported separately for fixed route and demand response modal services. Therefore, these three performance indicators are reviewed as a combined service at the end of this section.

*Figure 1 - Performance Indicators and Definitions*

Performance Indicator	Definition
<b>Operating cost per passenger</b>	The operating cost per passenger is computed by dividing the authority's annual operating cost by the passenger trips for the same period.
<b>Operating cost per vehicle revenue mile</b>	The operating cost per revenue mile is computed by dividing the annual operating cost by the number of miles traveled by authority revenue vehicles while in revenue service for the same period.
<b>Operating cost per vehicle revenue hour</b>	The operating cost per revenue hour is computed by dividing the annual operating cost by the total scheduled hours that authority revenue vehicles are in revenue service for the same period.
<b>Fare recovery rate</b>	The fare recovery rate is computed by dividing the annual revenue, including fares, tokens, passes, tickets, and route guarantees, provided by passengers and sponsors of passengers of revenue vehicles, by the operating cost for the same period. Charter revenue, interest income, advertising income, and other operating income are excluded from revenue provided by passengers and sponsors of passengers.



Performance Indicator	Definition
<b>Average vehicle occupancy</b>	The average vehicle occupancy is computed by dividing the annual passenger miles by the number of miles traveled by authority revenue vehicles while in revenue service for the same period. The annual passenger miles are computed by multiplying the annual passenger trips and the average distance ridden by passengers during the same period.
<b>On-time performance</b>	On-time performance is computed by determining an annual percentage of revenue vehicle trips of revenue vehicles that depart from selected locations at a time not earlier than the published departure time and not later than five minutes after that published time.
<b>Sales and use tax receipts per passenger</b>	The sales and use tax receipts per passenger are computed by dividing the annual receipts from authority sales and use taxes by passenger trips for the same period.
<b>Number of accidents per 100,000 miles</b>	The number of collisions per 100,000 miles is computed by multiplying the annual number of collisions by 100,000 and dividing the product by the number of miles for all service, including charter and non-revenue service, directly operated by the authority for the same period.
<b>Number of miles between mechanical road calls</b>	The number of miles between mechanical road calls is computed by dividing the annual number of miles for all service directly operated by an authority, including charter and non-revenue service, by the number of mechanical road calls for the same period. "Mechanical road call" means an interruption in revenue service that is caused by revenue vehicle equipment failure that requires assistance from a person other than the vehicle operator before the vehicle can be operated normally.



## FIXED ROUTE PERFORMANCE REVIEW

This section reviews and analyzes CCRTA's fixed-route service provisions and efficiency performance for fiscal years 2020 through 2023.

The annual operating data for fixed route service is shown in Figure 2. Due to the onset of COVID-19 in early 2020, unlinked passenger trips (UPT) significantly declined following 2019. The continuation of this trend can be seen in the 22.5% decline in UPT from 2020 to 2021. Following the trend of reduced demand from 2020 to 2021, both VRM and VRH were respectively reduced 8.5% and 8.7% during this same time period. As UPT increased from 2021 to 2023, VRM and VRH were increased 7.8% and 5.2% in 2022 and slightly decreased 1.2% and 1.1% in 2023. Despite the reduced demand during 2020-2023, operating expenses increased to record levels year-over-year, with the most significant increase occurring from 2021 to 2022, aligning with the reallocation of service in the same time period.

*Figure 2 - Fixed Route Operating Data*

Fiscal Year	Operating Expenses	% Change	Unlinked Passenger Trips	% Change
2020	\$25,815,063.00	-	2,810,310	-
2021	\$27,558,408.00	6.8%	2,177,415	-22.5%
2022	\$33,464,780.00	21.4%	2,568,022	17.9%
2023	\$35,242,276.00	5.3%	3,020,278	17.6%
Fiscal Year	Vehicle Revenue Miles	% Change	Vehicle Revenue Hours	% Change
2020	2,905,742	-	210,172	-
2021	2,657,620	-8.5%	191,977	-8.7%
2022	2,863,946	7.8%	201,973	5.2%
2023	2,829,483	-1.2%	199,717	-1.1%



## Fixed Route Performance Summary

The onset of COVID-19 caused a significant decline in unlinked passenger trips (UPT) from 2020 to 2021, which did not recover to 2020 levels until 2023. While UPT was recovering from 2020 to 2023, operating expenses increased to record levels year-over-year. Increased operating expenses and reduced levels of UPT led to a decline in the cost efficiency of revenue services from 2020 to 2023. With fare prices constant over this time period, the authority is further reliant on external funding sources to cover operational expenses.

## Operating Cost per Passenger

The annual operating cost per passenger data for fixed route service is shown in Figure 3. Operating cost per passenger is influenced by changes in operating expenses and unlinked passenger trips (UPT) and is a transportation operation cost efficiency performance indicator. Operating cost per passenger increased by 37.8% from 2020 to 2021, then remained steady in 2022, increasing by 3.0%. In 2023, however, operating cost per passenger declined by 10.5%. CCRTA's UPT declined significantly from 2020 to 2021. Operating expenses increased much less during this same time period, indicating that the decline in UPT is the primary cause for the increase in operating cost per passenger from 2020 to 2021.

*Figure 3 - Operating Cost per Passenger*

Fiscal Year	Performance	% Change
2020	\$9.19	–
2021	\$12.66	37.8%
2022	\$13.03	3.0%
2023	\$11.67	-10.5%





## Operating Cost per Vehicle Revenue Mile

The annual operating cost per vehicle revenue mile data for fixed route service is shown in Figure 4. Operating cost per vehicle revenue mile is influenced by changes in operating expenses and vehicle revenue miles (VRM) and is a cost efficiency performance indicator. Operating cost per VRM increased year-over-year at a declining pace, with a 16.7% increase from 2020 to 2021, a 12.7% increase from 2021 to 2022, and a 6.6% increase from 2022 to 2023. Operating expenses increased from 2020 to 2021, and VRM decreased during this same time period. Providing reduced service levels at increased operating expenses caused a greater increase in operating cost per VRM from 2020 to 2021. Operating expenses continued to increase in 2022 and 2023. However, VRM increased in 2022 and 2023, attributing to the smaller year-over-year increases in operating cost per VRM.

*Figure 4 - Operating Cost per Vehicle Revenue Mile*

Fiscal Year	Performance	% Change
2020	\$8.88	—
2021	\$10.37	16.7%
2022	\$11.68	12.7%
2023	\$12.46	6.6%

## Operating Cost per Vehicle Revenue Hour

The annual operating cost per vehicle revenue hour data for fixed route service is shown in Figure 5. Operating cost per vehicle revenue hour is influenced by changes in operating expenses and vehicle revenue hours (VRH) and is a cost efficiency performance indicator. Operating cost per VRH increased at similar levels from 2020 to 2021 and 2021 to 2022, with respective increases of 16.9% and 15.4%.

From 2022 to 2023, operating cost per VRH increased less rapidly at 6.5%. Operating expenses increased year-over-year from 2020 to 2023. VRH sharply decreased from 2020 to 2021 and slowly increased year-over-year from 2021 to 2023. Operating cost per VRH displays a similar trend to operating cost per VRM, with lower levels of service being provided at higher levels of operating expenses, reducing the cost efficiency of operations.

Figure 5 - Operating Cost per Vehicle Revenue Hour

Fiscal Year	Performance	% Change
2020	\$122.83	—
2021	\$143.55	16.9%
2022	\$165.69	15.4%
2023	\$176.46	6.5%





## Fare Recovery Rate

The annual fare recovery rate data for fixed route service is shown in Figure 6. The fare recovery rate indicates the percentage of operating expenses the agency recovers through revenue service and is influenced by the fare price, unlinked passenger trips (UPT), and operating expenses. The fare recovery rate decreased significantly from 2020 to 2022, with respective decreases of 23.4% and 17.7%.

From 2022 to 2023, the fare recovery rate slightly increased by 4.7%. Operating expenses increased year-over-year from 2020 to 2023. UPT significantly declined from 2020 to 2021 and then increased year-over-year to catch up and surpass 2020 UPT in 2023. The decrease in the fare recovery rate can be attributed to the consistent annual increase in operating expenses, COVID-19's negative impact on UPT, and CCRTA's stagnate fare pricing of 75¢ for adult single fares.

Figure 6 - Fare Recovery Rate

Fiscal Year	Performance	% Change
2020	4.0%	—
2021	3.0%	-23.4%
2022	2.5%	-17.7%
2023	2.6%	4.7%





## Average Vehicle Occupancy

The average vehicle occupancy data for fixed route service is shown in Figure 7. The average vehicle occupancy decreased from 2020 to 2021 by 18.6% likely due to the decline in unlinked passenger trips (UPT) caused by COVID-19. The trend of average vehicle occupancy closely follows the trend for UPT, with a continued increase from 2021 to 2023. The increase in average vehicle occupancy indicates vehicles are running more efficiently with fewer empty seats.

Figure 7 - Average Vehicle Occupancy

Fiscal Year	Performance	% Change
2020	4.24	–
2021	3.45	-18.6%
2022	3.92	13.6%
2023	5.84	49.0%

## On-Time Performance

The on-time performance data for fixed route service is shown in Figure 8. On-time performance has declined from 2020 to 2023, with a relative level of consistency between 2021 to 2022. The causes behind the decrease in on-time performance should be further investigated to reverse the trend and improve customer satisfaction.

Figure 8 - On-Time Performance

Fiscal Year	Performance	% Change
2020	94.05%	–
2021	90.42%	-3.9%
2022	90.77%	0.4%
2023	89.37%	-1.5%

## RECOMMENDATION

The COVID-19 pandemic forever changed the commuter habits of the US workforce by forcing the rapid adoption and expansion of work-from-home. Unlinked passenger trips (UPT) continue to trail pre-COVID-19 levels in 2023, and UPT may never fully recovery. Meanwhile, operating expenses have reached record levels and the fare recovery rate has declined, indicating an increased reliance on external funding to cover operating expenses.

Due to these factors, the CCRTA leadership will be challenged to justify their current levels of funding while moving less riders. Given the post-COVID-19 decline in UPT, the CCRTA leadership should consider what additional metrics represent the value the organization provides to its community to maintain and expand its funding levels. In addition, the CCRTA leadership should continue to review service levels and make adjustments to improve the cost efficiency of service. Finally, efforts should be made to stay up to date on federal and state grants available to the authority to cover the increasing costs of operations.





# Demand Response Performance Review

This section reviews and analyzes CCRTA's demand response service provisions and efficiency performance for fiscal years 2020 through 2023.

The annual operating data for the demand response service is shown in Figure 9. Operating expenses decreased 3.7% from 2020 to 2021 despite unlinked passenger trips (UPT) increasing 16.6%, vehicle revenue miles (VRM) increasing 25.1%, and vehicle revenue hours (VRH) increasing 2.5% during the same period. However, from 2021 to 2022, operating expenses increased by 22.1%, UPT increased by 24.6%, VRM increased by 12.2%, and VRH increased by 5.0%. From 2022 to 2023, operating expenses had an unexpectedly slight increase of 4.9% despite UPT increasing 12.0%, VRM increasing 11.2%, and VRH increasing 4.4% during this same period.

*Figure 9 - Demand Response Operating Data*

Fiscal Year	Operating Expenses	% Change	Unlinked Passenger Trips	% Change
2020	\$5,461,656.00	–	174,067	–
2021	\$5,261,121.00	-3.7%	202,876	16.6%
2022	\$6,421,455.00	22.1%	252,827	24.6%
2023	\$6,737,303.00	4.9%	283,196	12.0%
Fiscal Year	Vehicle Revenue Miles	% Change	Vehicle Revenue Hours	% Change
2020	1,552,774	–	85,569	–
2021	1,942,008	25.1%	87,722	2.5%
2022	2,179,691	12.2%	92,085	5.0%
2023	2,422,940	11.2%	96,160	4.4%



## Demand Response Performance Summary

Unlinked passenger trips (UPT), vehicle revenue miles (VRM), and vehicle revenue hours (VRH) increased year-over-year from 2020 to 2023. Operating expenses decreased from 2020 to 2021 and increased from 2021 to 2023. The increases in UPT and VRM outpaced the operating expenses from 2020 to 2023, improving the cost efficiency of the demand response services.

### Operating Cost per Passenger

The annual operating cost per passenger data for demand response service is shown in Figure 10. Operating cost per passenger is influenced by changes in operating expenses and unlinked passenger trips (UPT) and is a cost efficiency performance indicator. Operating cost per passenger decreased 17.4% from 2020 to 2021. Operating cost per passenger continued to decline from 2021 to 2022 and 2022 to 2023, with respective decreases of 2.1% and 6.3%. While UPT increased substantially year-over-year, operating expenses only increased dramatically from 2021 to 2022. The trend of decreasing operating cost per passenger is linked to the disproportionate annual increase between UPT and operating expenses.

Figure 10 - Operating Cost per Passenger

Fiscal Year	Performance	% Change
2020	\$31.38	–
2021	\$25.93	-17.4%
2022	\$25.40	-2.1%
2023	\$23.79	-6.3%

### Operating Cost per Vehicle Revenue Mile

The annual operating cost per vehicle revenue mile data for demand response service is shown in Figure 11. Operating cost per vehicle revenue mile is influenced by changes in operating expenses and vehicle revenue miles (VRM) and is a cost efficiency performance indicator. Despite the increase in 2022, operating cost per vehicle revenue mile continues the downward trend seen in the previous quadrennial. VRM increased year-over-year from 2020 to 2023. Operating expenses significantly increased from 2021 to 2022 by 22.1%, explaining the increase in operating cost per VRM during this period. The increases in VRM continue to outpace the operating expenses, contributing to the downward trend of operating cost per VRM.



Figure 11 - Operating Cost per Vehicle Revenue Mile

Fiscal Year	Performance	% Change
2020	\$3.52	–
2021	\$2.71	-23.0%
2022	\$2.95	8.7%
2023	\$2.78	-5.6%

## Operating Cost per Vehicle Revenue Hour

The annual operating cost per vehicle revenue hour data for demand response service is shown in Figure 12. Operating cost per vehicle revenue hour is influenced by changes in operating expenses and vehicle revenue hours (VRH) and is a cost efficiency performance indicator. Operating cost per VRH decreased 6.0% from 2020 to 2021, then increased from 2021 to 2022 and 2022 to 2023 by 16.3% and 0.5%. VRH steadily increased year-over-year from 2020 to 2023. Operating expenses significantly increased from 2021 to 2022 by 22.1%, explaining the significant increase in operating cost per VRH during the same period.

Figure 12 - Operating Cost per Vehicle Revenue Hour

Fiscal Year	Performance	% Change
2020	\$63.83	–
2021	\$59.97	-6.0%
2022	\$69.73	16.3%
2023	\$70.06	0.5%





## Fare Recovery Rate

The annual fare recovery rate data for demand response service is shown in Figure 13. The fare recovery rate indicates the percentage of operating expenses the agency recovers through revenue service and is influenced by the fare price, unlinked passenger trips (UPT), and operating expenses. The fare recovery rate from 2020 to 2023 is significantly lower than in 2019 at 4.58%. The fare recovery rate significantly increased from 2020 to 2021 by 33.7% due to a significant increase in UPT and a slight decrease in operating expenses in the same period. The 9.9% decrease in fare recovery rate from 2021 to 2022 is attributable to the significant increase in operating expenses during the same period.

Figure 13 - Fare Recovery Rate

Fiscal Year	Performance	% Change
2020	2.1%	–
2021	2.8%	33.7%
2022	2.5%	-9.9%
2023	2.6%	2.1%

## Average Vehicle Occupancy

The average vehicle occupancy data for demand response service is shown in Figure 14. The trend of average vehicle occupancy closely follows the trend for UPT, with a continued increase from 2020 to 2023. The increase in average vehicle occupancy indicates vehicles are running more efficiently with fewer empty seats.

Figure 14 - Average Vehicle Occupancy

Fiscal Year	Performance	% Change
2020	0.94	–
2021	1.08	14.9%
2022	1.22	13.0%
2023	1.31	7.4%



## RECOMMENDATION

As unlinked passenger trips (UPT) continue to increase year-over-year, the CCRTA leadership should consider gauging their customer's experience of the service to determine which areas of service are most important to customers and in most need of improvement to best allocate operating funds. In addition, underperforming fixed routes should be analyzed to determine if a demand response service would be more cost-efficient.





## Combined Service Performance Indicators

### >> Sales and Use Tax Receipts per Passenger

The annual sales and use tax receipts per passenger data is shown in Figure 15. The sales and use tax receipts per passenger is inversely influenced by unlinked passenger trips (UPT), with decreases in UPT increasing receipts per passenger and increases in UPT decreasing receipts per passenger. The sales and use tax receipts per passenger from 2020 to 2023 is double that of 2019 at \$6.45. The reduction in UPT caused by the COVID-19 pandemic caused the substantial increase in sales and use tax receipts per passenger from 2019 to 2021. However, UPT increased from 2021 to 2023, leading to a decline in sales and use tax receipts per passenger.

*Figure 15 - Sales and Use Tax Receipts per Passenger*

Fiscal Year	Performance	% Change
2020	\$11.36	–
2021	\$15.61	37.3%
2022	\$13.64	-12.6%
2023	\$12.35	-9.5%

### >> Number of Accidents per 100,000 Miles

The number of accidents per 100,000 miles data is shown in Figure 16. The number of accidents per 100,000 miles has increased year-over-year from 2020 to 2023. 2022 to 2023 saw the largest increase of 26.5%. The root causes for the increase in accidents should be further investigated and remediated to reverse the trend going forward.

*Figure 16 - Number of Accidents per 100,000 Miles*

Fiscal Year	Performance	% Change
2020	1.08	–
2021	1.17	9.0%
2022	1.25	6.4%
2023	1.58	26.5%



## >> Number of Miles Between Mechanical Road Calls

The annual average number of miles between mechanical road calls data is shown in Figure 17. The number of miles between mechanical road calls is calculated by dividing the actual vehicle miles by the total number of mechanical road failures. This performance indicator serves as a sign of how well the maintenance department is maintaining the fleet. The previous quadrennial identified a downward trend across the 2016 to 2019 time period that is beginning to rebound during the 2020 to 2023 time period. While 2020 to 2021 decreased by 8.4%, 2021 to 2022 increased by 22.5% and only slightly reduced by 4.2% from 2022 to 2023. Current efforts should be maintained to continue the improvement in the annual trend.

*Figure 17 - Number of Miles Between Mechanical Road Calls*

Fiscal Year	Performance	% Change
2020	9,996	-
2021	9,160	-8.4%
2022	11,224	22.5%
2023	10,751	-4.2%

## >> Combined Service Performance Summary

The sales and use tax receipts per passenger have doubled since 2019 due to COVID-19's negative impact on unlinked passenger trips (UPT). However, UPT trended upward from 2021 to 2023, beginning a decline in the sales and use tax receipts per passenger. Finally, the number of miles between mechanical road calls, a downward trend identified in the previous quadrennial, is beginning to reverse with a significant increase from 2021 to 2022.

## RECOMMENDATION

The CCRTA leadership should continue efforts to improve the number of miles between mechanical road calls. Improvements in this performance indicator will lead to improvements in cost efficiency and customer satisfaction. Additionally, the implications of consistently higher sales and use tax receipts per passenger should be investigated due to the permanent change in commuter habits caused by the COVID-19 pandemic.



# Peer System Review

This section details the comparison of CCRTA to a set of transit system peers provided by CCRTA. The insights developed from the peer analysis may not be entirely relevant to CCRTA due to differences between the transit agencies, including their geographic regions, governing bodies, and funding sources. However, reviewing peer performances provides CCRTA with contextual information on how the industry handles national events such as the COVID-19 pandemic. This peer analysis can additionally provide context to external influences impacting CCRTA's performance indicator trends.

The Federal Transit Administration's National Transit Database supplied the data used for this peer analysis. At the time of analysis, the FTA's NTD had not yet released official figures for 2023, limiting this peer analysis to primarily cover 2020 to 2022. The FTA's NTD releases some performance indicators on a monthly basis, allowing these datasets to supplement some peer 2023 performance indicator data. Additionally, CCRTA supplied data to supplement their 2023 performance indicator data.

The peer review agencies' characteristics are shown in Figure 1. This peer review compares the attributes of CCRTA with four other transit systems in Arkansas, Florida, and Texas. These transit systems include Rock Region Metro in Little Rock, AR; ECAT in Pensacola, FL; Sun Metro in El Paso, TX; and El Metro in Laredo, TX. The peer comparison will be separated into fixed route and demand response to analyze the individual modal trends.





Figure 1 - Peer Review Agencies (2022)

System Name	Location	Service Area Population	Service Area Square Miles	Population Density (Persons / sq. mi.)	Fixed Route Annual Unlinked Passenger Trips	Fixed Route Annual Vehicle Revenue Hours
<b>CCRTA</b>	<b>Corpus Christi, TX</b>	<b>350,372</b>	<b>846</b>	<b>414.15</b>	<b>2,563,876</b>	<b>202,353</b>
Rock Region Metro	Little Rock, AR	202,333	109	1,856.27	1,523,138	125,660
ECAT	Pensacola, FL	241,661	189	1,278.63	733,141	87,563
Sun Metro	El Paso, TX	772,374	234	3,300.74	4,928,858	358,301
El Metro	Laredo, TX	254,042	59	4,305.80	1,551,633	147,970



## Fixed Route Peer Review

The fixed route snapshot data from peers is shown in Figure 2. This peer data compares the levels of fixed route service each transit agency provides and their operating expenses.

Figure 2 - Fixed Route Snapshot (2022)

System Name	Location	Annual Unlinked Passenger Trips	Annual Vehicle Revenue Miles	Annual Vehicle Revenue Hours	Vehicles Operated in Max. Service	Annual Operating Expenses
CCRTA	Corpus Christi, TX	2,563,876	2,864,529	202,353	57	\$33,464,780
Rock Region Metro	Little Rock, AR	1,523,138	1,776,910	125,660	34	\$14,635,243
ECAT	Pensacola, FL	733,141	1,208,652	87,563	45	\$9,342,156
Sun Metro	El Paso, TX	4,928,858	5,132,169	358,301	102	\$43,691,972
El Metro	Laredo, TX	1,551,633	1,681,434	147,970	37	\$15,497,988
<b>Peer Average</b>		<b>2,184,193</b>	<b>2,449,791</b>	<b>179,874</b>	<b>55</b>	<b>\$20,791,840</b>
<b>CCRTA - % above/below Peer Average</b>		<b>17.4%</b>	<b>16.9%</b>	<b>12.5%</b>	<b>4.6%</b>	<b>61.0%</b>





## Fixed Route Summary

After CCRTA's and the peer average's unlinked passenger trips (UPT) fell from 2020 to 2021, CCRTA increased UPT much slower than the peer group from 2021 to 2023. Also, CCRTA's operating expenses increased faster than the peer average from 2020 to 2023. Due to the trends in UPT and operating expenses, CCRTA is operating service progressively less cost-efficiently than the peer average.

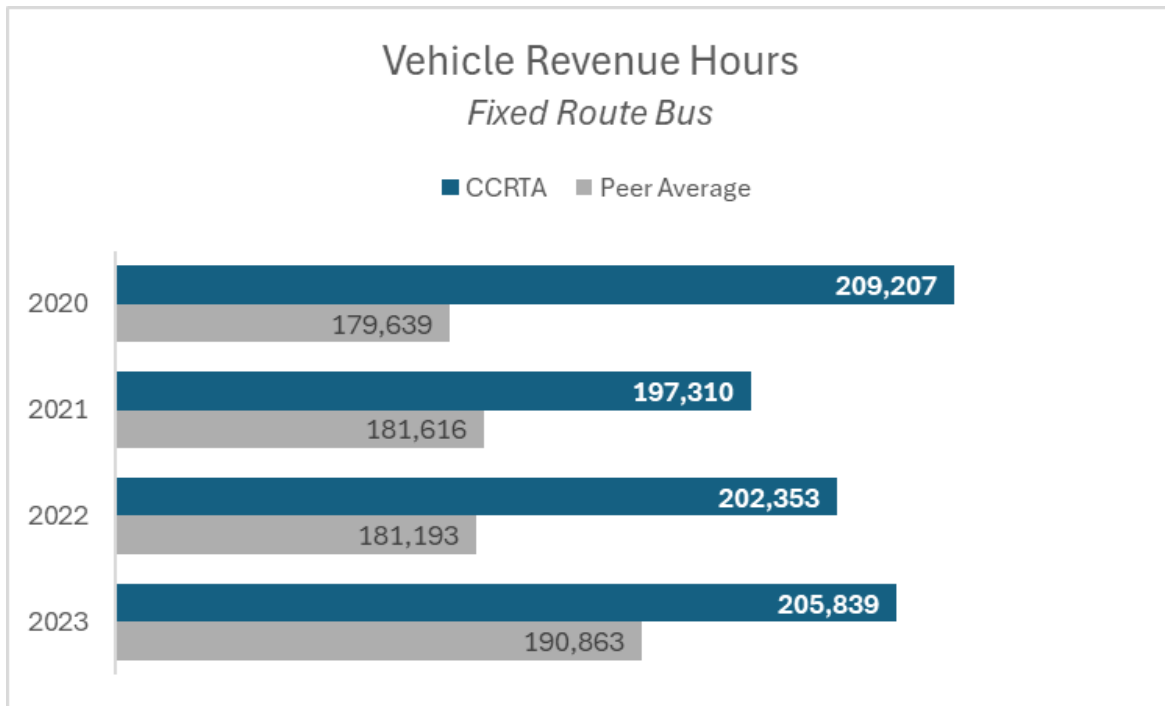
### >> Comparison to Peer Service, Usage, and Total Cost Trends

The analysis in this section will focus on the annual trends for fixed route performance indicators such as service supplied, service usage, and operating costs for both CCRTA and the peer average.

### >> Vehicle Revenue Hours by Year

The vehicle revenue hours (VRH) by year data is shown in Figure 3. CCRTA's VRH was reduced from 2020 to 2021 due to COVID-19's negative impact on customer demand and then trended upwards from 2021 to 2023. The peer average's VRH differed, slightly increasing from 2020 to 2021 and staying relatively stagnate from 2021 to 2022. The peer average's VRH then significantly increased from 2022 to 2023.

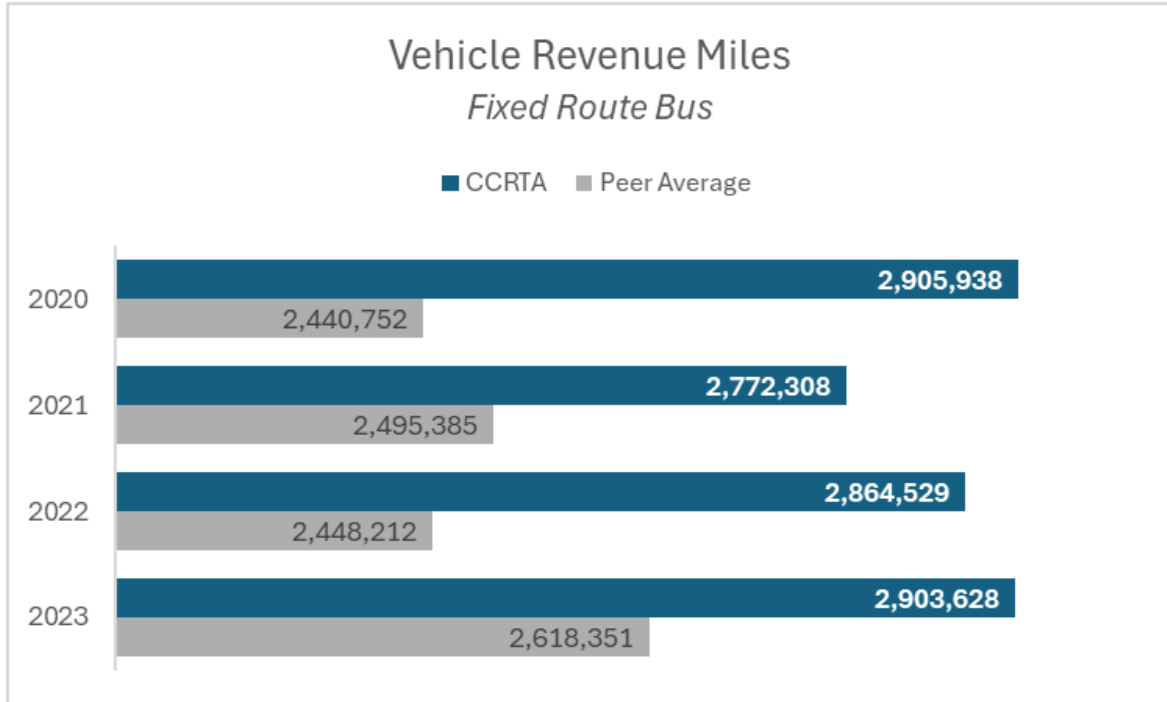
Figure 3 - Vehicle Revenue Hours by Year



**>> Vehicle Revenue Miles by Year**

The vehicle revenue miles (VRM) by year data is shown in Figure 4. Similarly to vehicle revenue hours (VRH), CCRTA’s VRM decreased from 2020 to 2021 in response to COVID-19’s negative impact on customer demand. The peer average trended differently, with an increase from 2020 to 2021, a decline from 2021 to 2022, and then a significant increase from 2022 to 2023.

*Figure 4 - Vehicle Revenue Miles by Year*

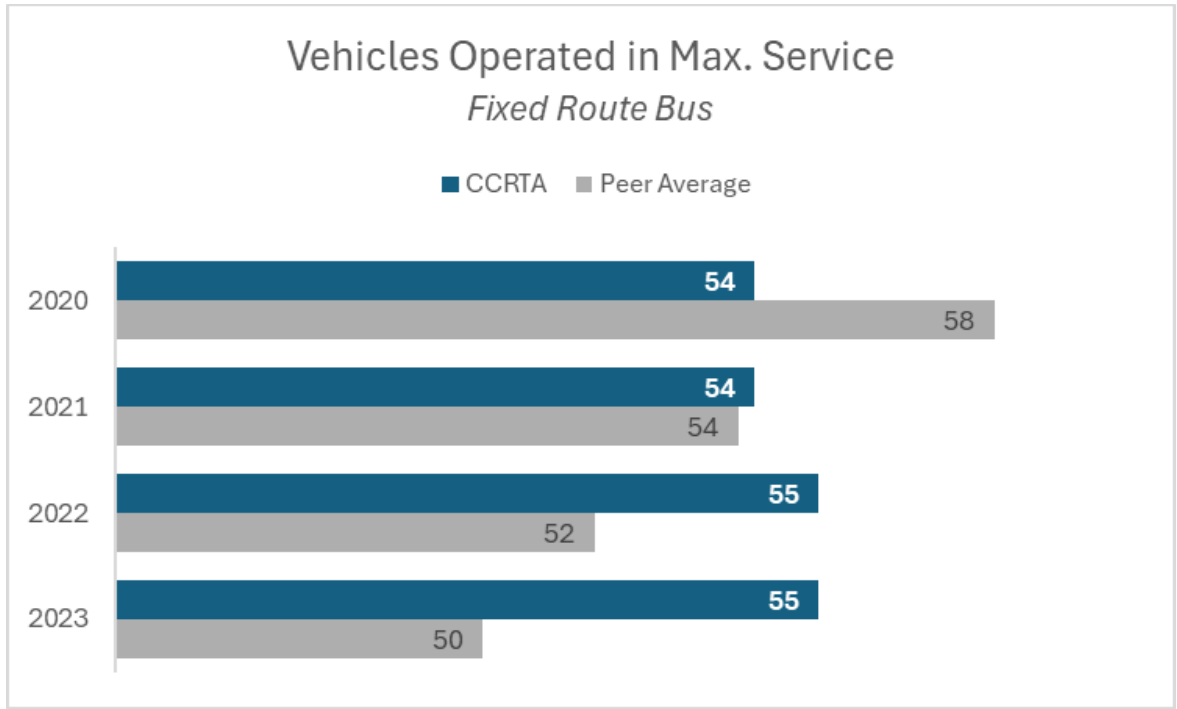




**>> Annual Peak Vehicles**

The annual peak vehicle data is shown in Figure 5. CCRTA's annual peak vehicles remained steady from 2020 to 2023, whereas the peer average saw a significant decline year-over-year during the same period.

*Figure 5 - Annual Peak Vehicles*

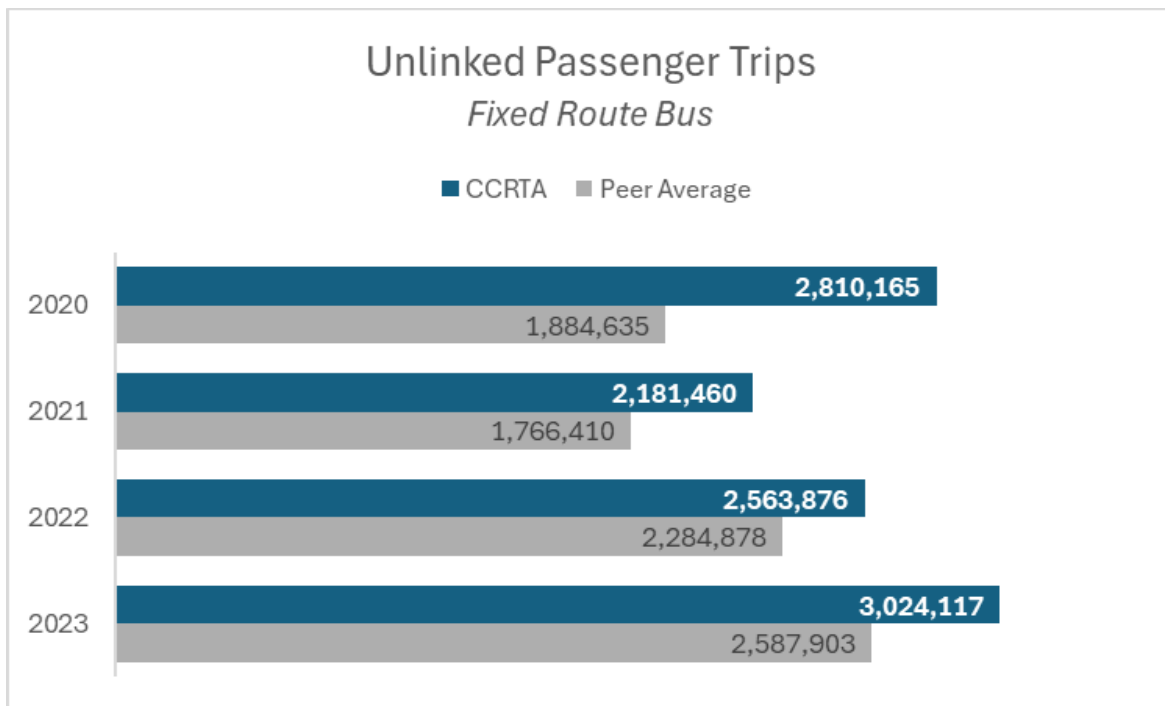




**>> Annual Passenger Boardings**

The annual passenger boardings data is shown in Figure 6. COVID-19 began in early 2020, changing commuter habits and causing a significant decline in unlinked passenger trips (UPT) across the entire transportation industry. While the most significant reduction in UPT is seen from 2019 to 2020 and outside the scope of this analysis, the effects of COVID-19 can continue to be seen with the decrease in UPT from 2020 to 2021 for both CCRTA and the peer average. CCRTA and the peer average increased UPT from 2021 to 2023, but CCRTA increased slower than the peer average. CCRTA’s change in UPT follows a similar trend to the changes in Vehicle Revenue Miles and Vehicle Revenue Hours.

*Figure 6 - Annual Passenger Boardings*

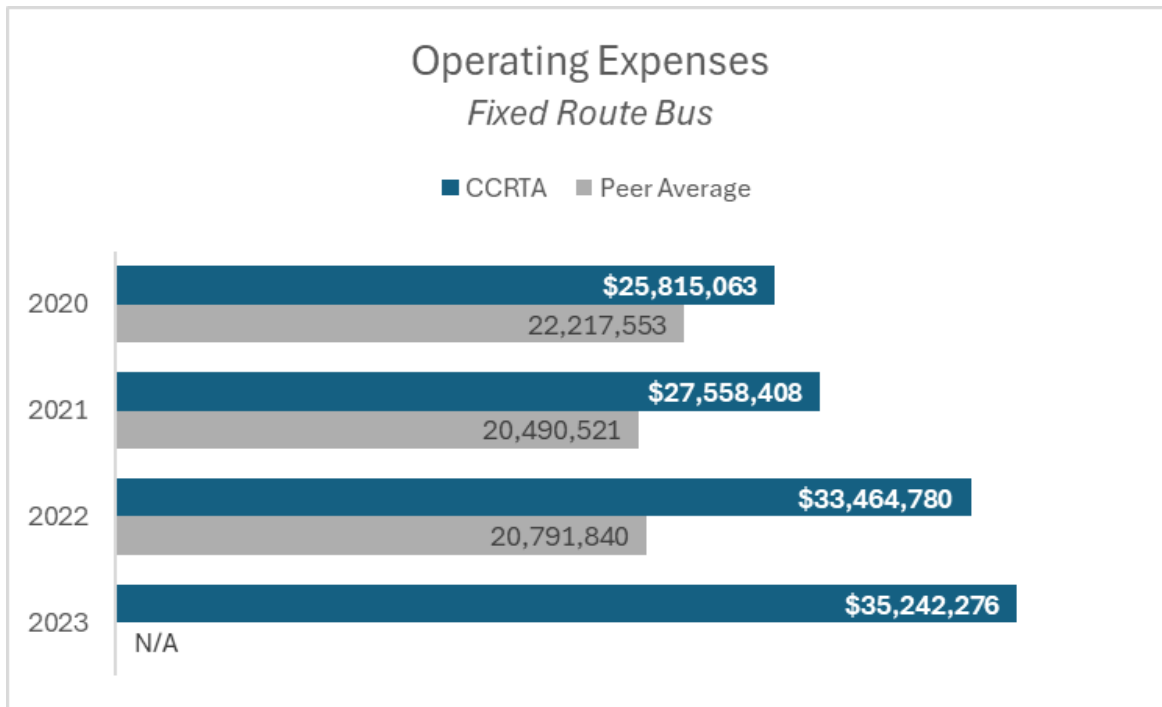




**>> Total Operating Expenses by Year**

The total operating expenses by year data is shown in Figure 7. Operating expenses for CCRTA increased year-over-year whereas the peer group decreased from 2020 to 2021 and stayed stable from 2021 to 2022. CCRTA’s operating expenses increased from 2020 to 2023 due to inflating labor and capital costs. CCRTA was able to limit the increase in operating expenses from 2020 to 2021 by reducing vehicle revenue miles (VRM) and vehicle revenue hours (VRH). However, CCRTA’s operating expenses increased significantly from 2021 to 2022 due to inflating costs and increases in VRM and VRH.

*Figure 7 - Total Operating Expenses by Year*



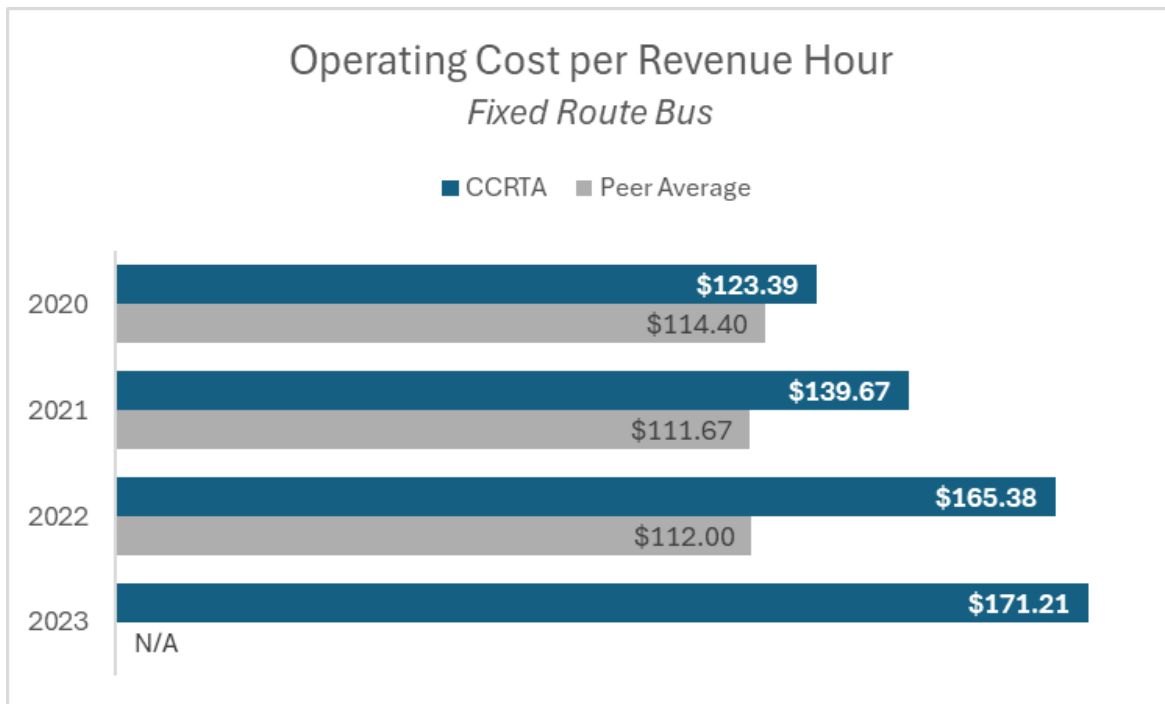
# Efficiency, Cost-Effectiveness, and Productivity

This section analyzes fixed route performance indicators to better understand the cost efficiency and productivity of transit services.

## Operating Cost per Revenue Hour

The annual operating cost per vehicle revenue hour data is shown in Figure 8. Operating cost per vehicle revenue hour is influenced by changes in operating expenses and vehicle revenue hours (VRH). From 2020 to 2023, CCRTA has had consistently higher levels of growth in operating cost per VRH compared to the peer average, indicating CCRTA is running progressively less cost-efficient service than the peer group.

Figure 8 - Operating Cost per Revenue Hour

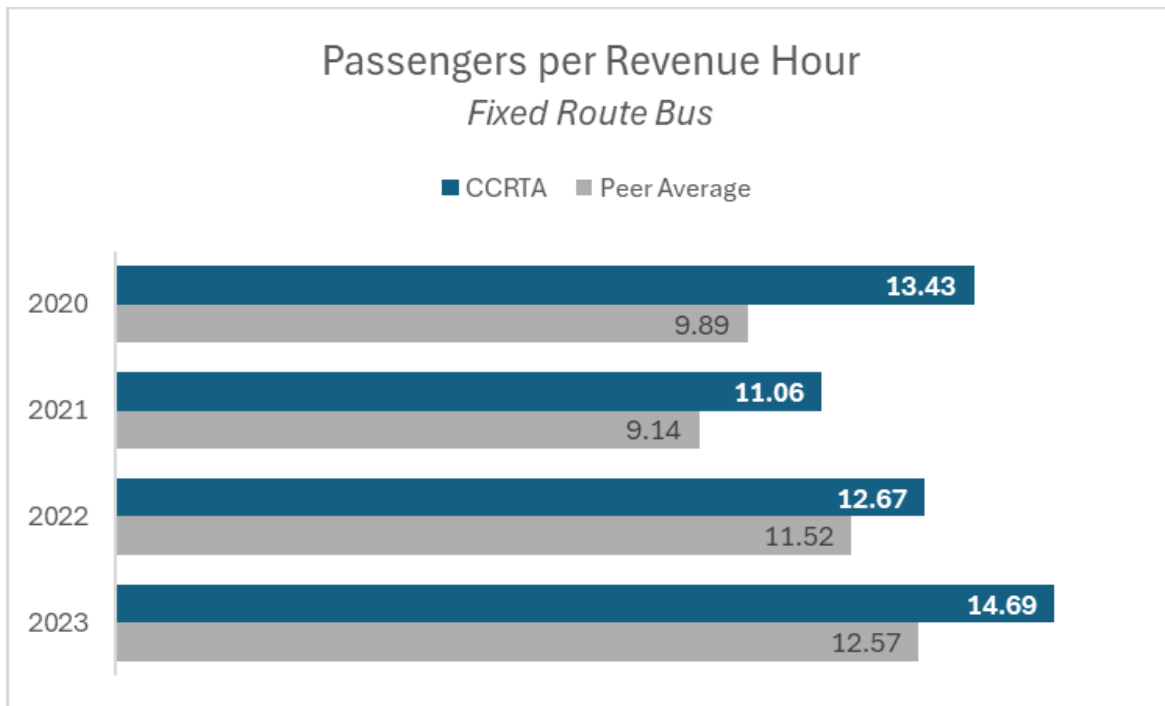




## Passengers per Revenue Hour

The annual passengers per vehicle revenue hour data is shown in Figure 9. Passengers per vehicle revenue hour is influenced by changes in unlinked passenger trips (UPT) and vehicle revenue hours (VRH). CCRTA and the peer average trended similarly, declining from 2020 to 2021 and then increasing from 2021 to 2023. However, CCRTA’s passengers per VRH declined significantly more from 2020 to 2021 than the peer average. Additionally, the peer average increased much more rapidly from 2021 to 2023 than CCRTA. This is attributed to CCRTA’s slower UPT recovery compared to the peer average.

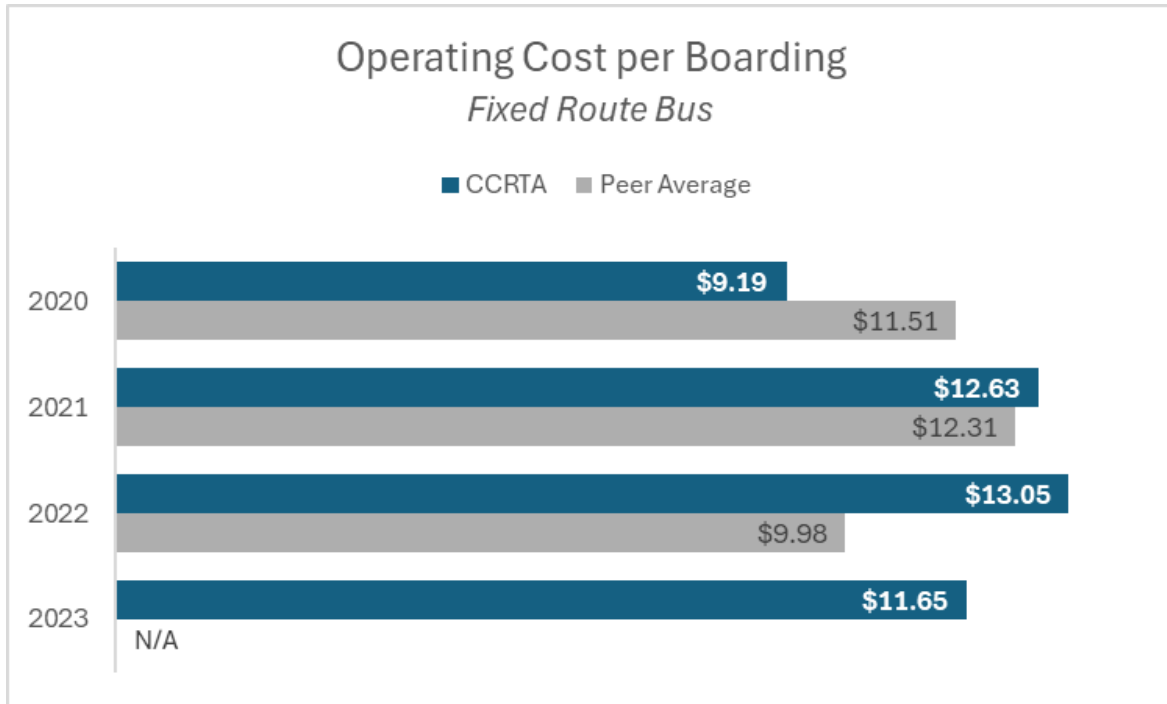
Figure 9 - Passengers per Revenue Hour



## Operating Cost per Boarding

The annual operating cost per boarding data is shown in Figure 10. Operating cost per boarding is influenced by changes in operating expenses and unlinked passenger trips (UPT). CCRTA’s operating cost per boarding increased from 2020 to 2023, whereas the peer average increased from 2020 to 2021 and then dramatically decreased from 2021 to 2022. The difference in trends can be attributed to CCRTA’s rising operating expenses caused by adding additional vehicle revenue hours to service and CCRTA’s slower UPT recovery compared to the peer group.

Figure 10 - Operating Cost per Boarding



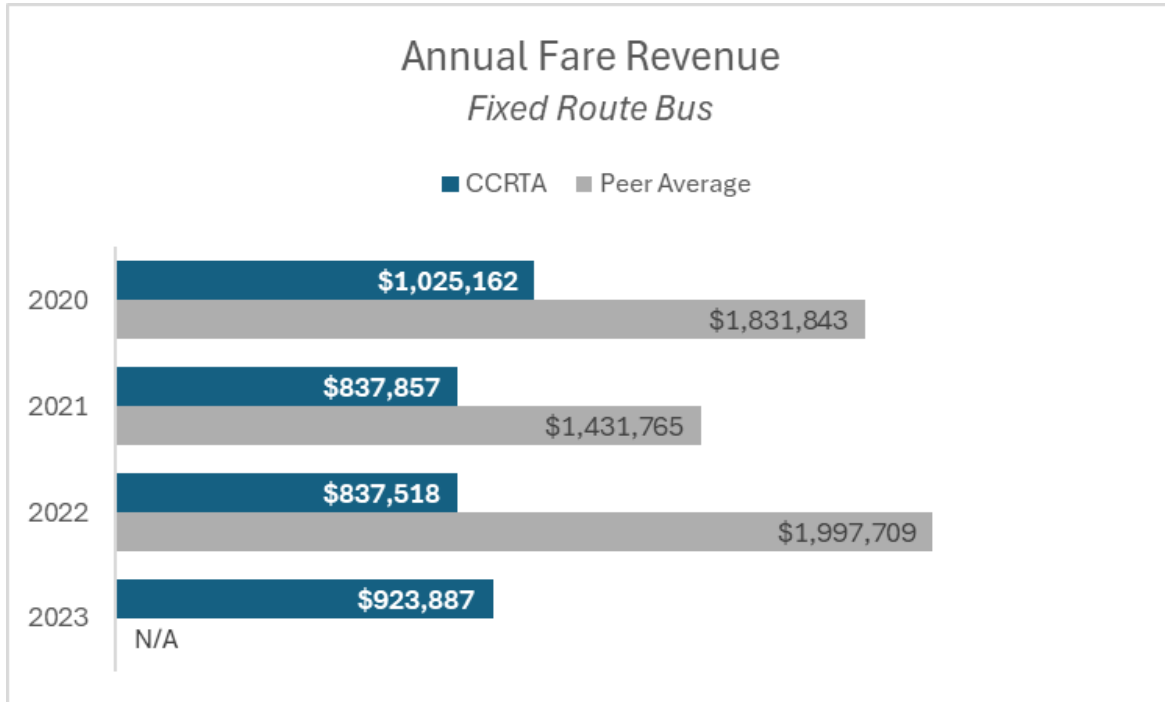




## Annual Fare Revenue

The annual fare revenue data is shown in Figure 11. Due to CCRTA’s low fare price, its annual fare revenue is significantly smaller than peers of a similar size. The peer average decreased substantially from 2020 to 2021 and fully recovered from 2021 to 2022. In contrast, CCRTA decreased from 2020 to 2022 and increased from 2022 to 2023.

Figure 11 - Annual Fare Revenue

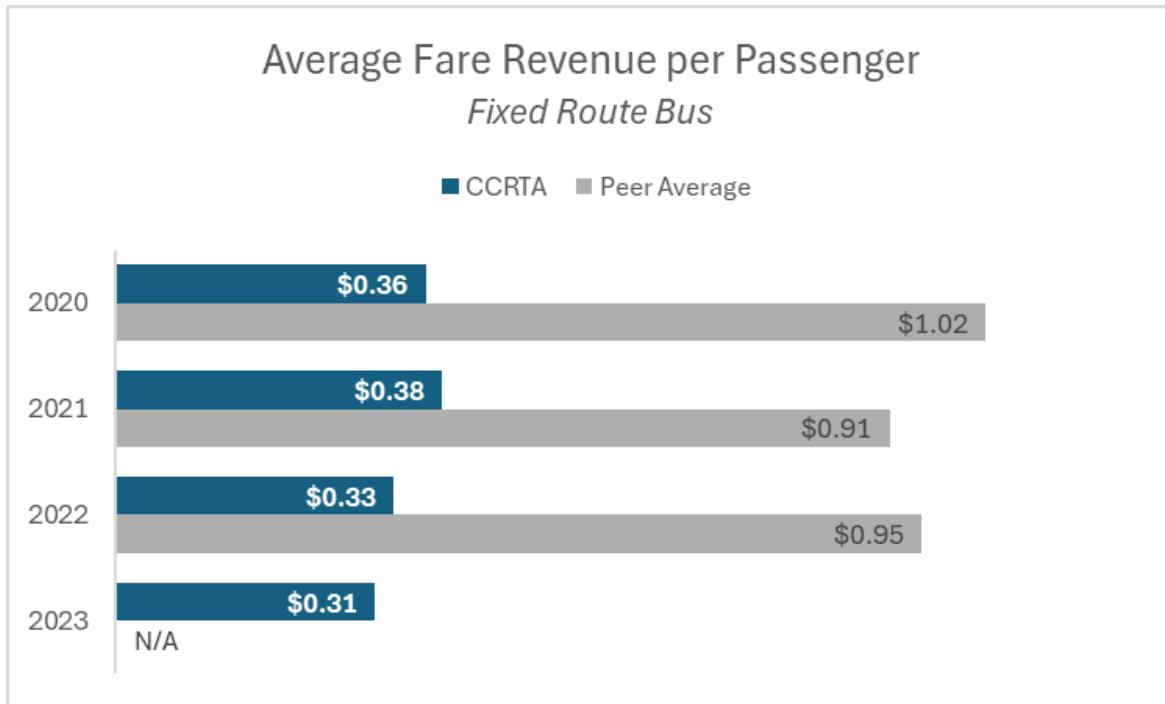




## Average Fare Revenue per Passenger

The annual average fare revenue per passenger is shown in Figure 12. The average fare revenue per passenger is influenced by fare prices and unlinked passenger trips (UPT). The peer average decreased substantially from 2020 to 2021 and then increased from 2021 to 2022. At the same time, CCRTA's increased from 2020 to 2021 and decreased from 2021 to 2023.

Figure 12 - Average Fare Revenue per Passenger

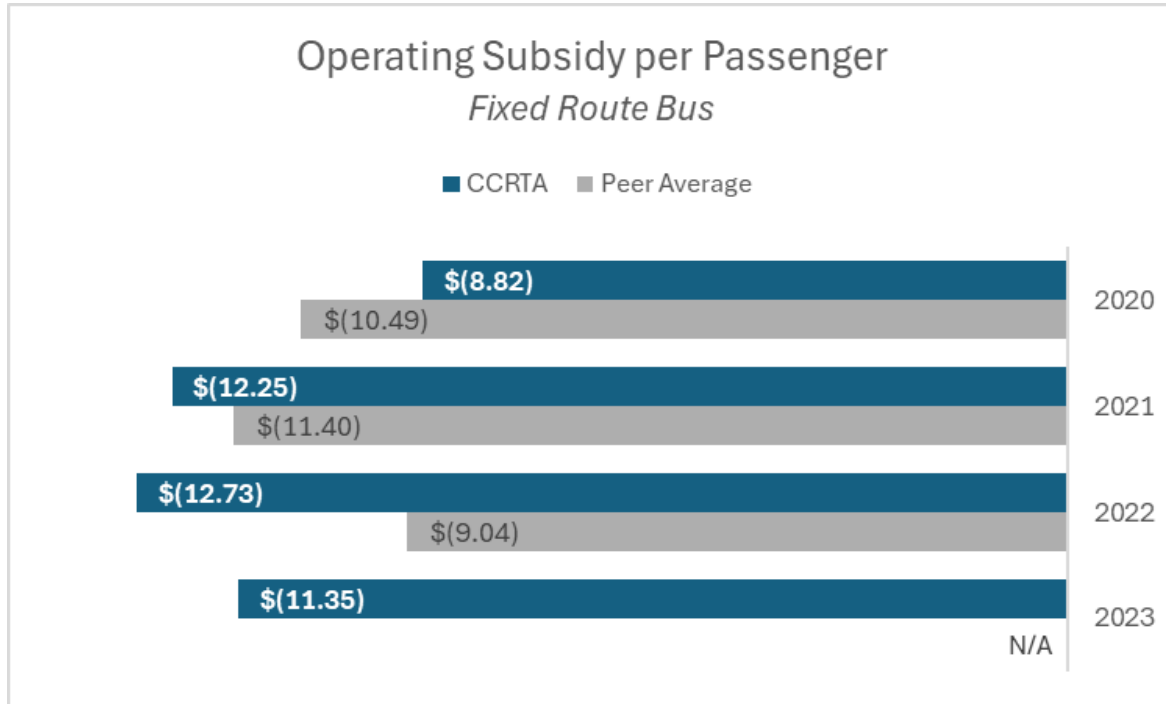




## Operating Subsidy per Passenger

The annual average operating subsidy per passenger is shown in Figure 13. The operating subsidy per passenger is influenced by operating expenses, fare revenues, and unlinked passenger trips (UPT). CCRTA’s operating subsidy per passenger increased from 2020 to 2022 and decreased from 2022 to 2023. However, the peer average increased from 2020 to 2021 and substantially decreased from 2021 to 2022.

Figure 13 - Operating Subsidy per Passenger

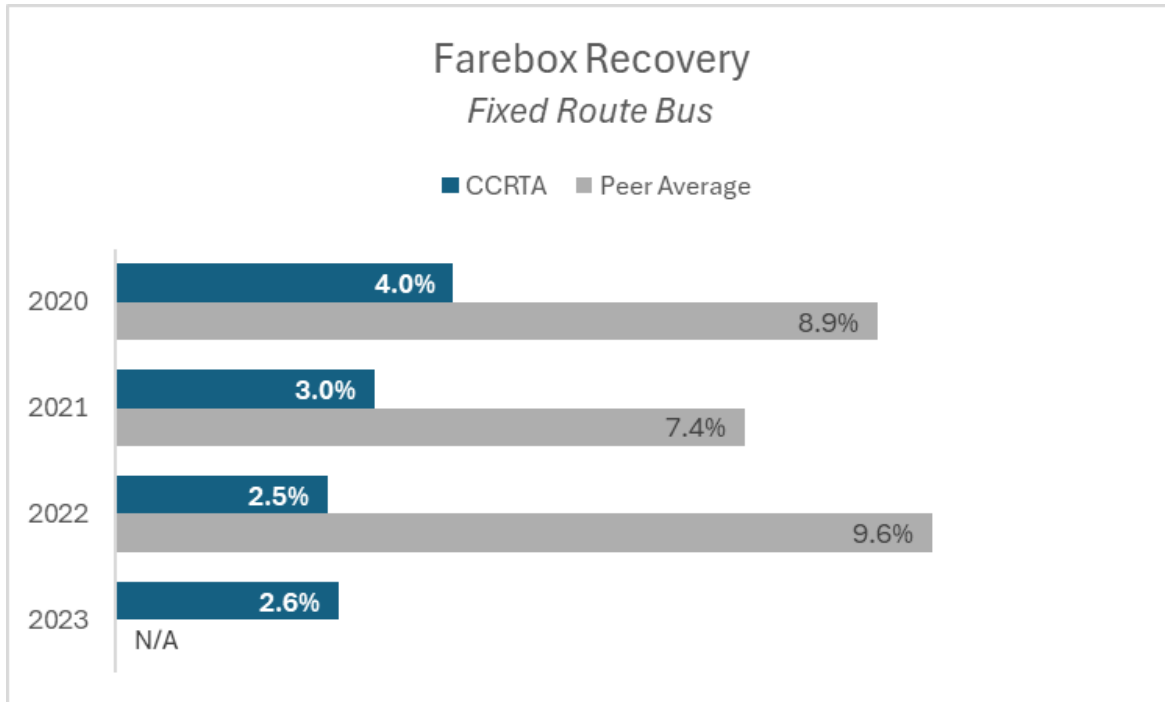




## Farebox Recovery

The annual farebox recovery data is shown in Figure 14. The farebox recovery indicates the percentage of operating expenses the agency recovers through revenue service and is influenced by the fare price, unlinked passenger trips (UPT), and operating expenses. CCRTA's farebox recovery decreased from 2020 to 2022 and stayed relatively consistent from 2022 to 2023. Whereas, the peer average decreased from 2020 to 2021 and then increased from 2021 to 2022.

Figure 14 - Farebox Recovery





## Demand Response Peer Review

The demand response snapshot data from peers is shown in Figure 15. This peer data compares the level of demand response service each transit agency provides and their operating expenses.

Figure 15 - Demand Response Snapshot (2022)

System Name	Location	Annual Unlinked Passenger Trips	Annual Vehicle Revenue Miles	Annual Vehicle Revenue Hours	Vehicles Operated in Max. Service	Annual Operating Expenses
CCRTA	Corpus Christi, TX	161,260	1,089,101	66,974	28	\$6,421,455
Rock Region Metro	Little Rock, AR	168,300	1,112,960	69,409	37	\$4,159,490
ECAT	Pensacola, FL	109,590	994,279	68,544	41	\$4,247,661
Sun Metro	El Paso, TX	206,203	1,728,944	99,985	61	\$7,953,140
El Metro	Laredo, TX	25,952	176,080	14,739	7	\$2,443,118
<b>Peer Average</b>		<b>127,511</b>	<b>1,003,066</b>	<b>63,169</b>	<b>37</b>	<b>\$4,700,852</b>
<b>CCRTA - % above/below Peer Average</b>		<b>26.5%</b>	<b>8.6%</b>	<b>6.0%</b>	<b>-23.3%</b>	<b>36.6%</b>

## Demand Response Summary

While CCRTA's operating cost per revenue hour is higher than the peer average, CCRTA is consistently moving more passengers per vehicle revenue hour. This efficiency is shown in CCRTA's cost efficiency performance indicators, which outpace the peer average. However, compared to the peer average, CCRTA's low fare price is evident in their substantially lower farebox recovery and average fare revenue per passenger.

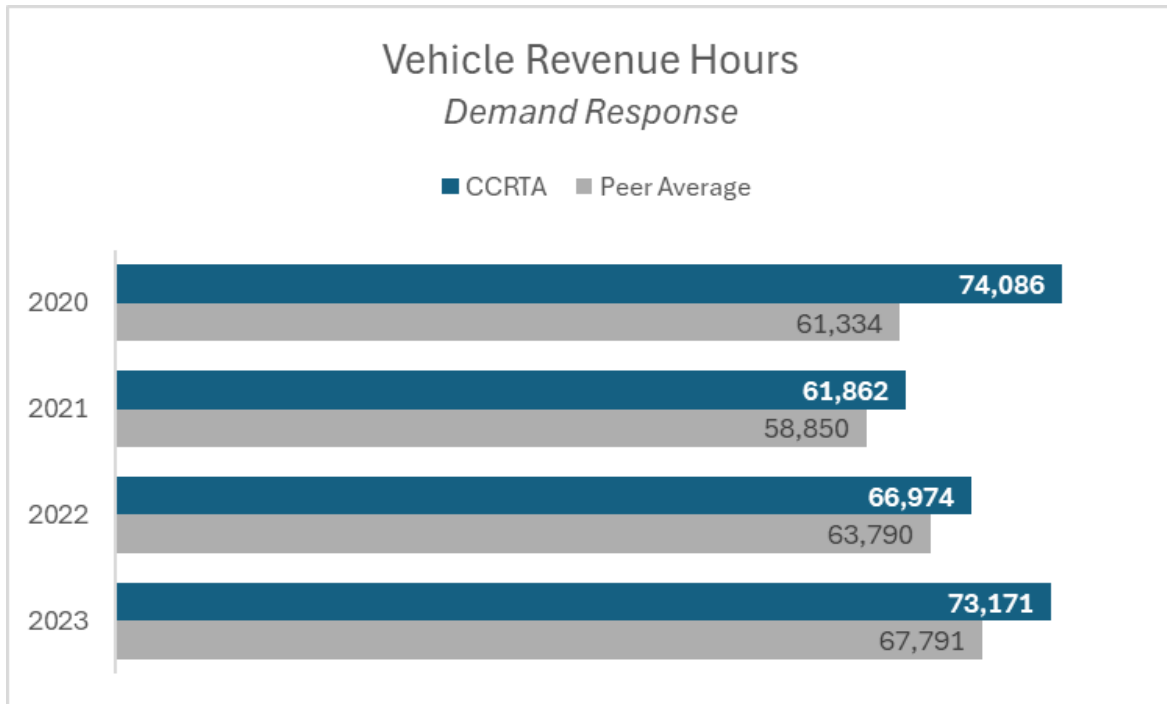
# Comparison to Peer Service, Usage, and Total Cost

The analysis in this section will focus on the annual trends for demand response performance indicators such as service supplied, service usage, and operating costs for both CCRTA and the peer average.

## Vehicle Revenue Hours by Year

The vehicle revenue hours by year data is shown in Figure 16. CCRTA's and the peer average's vehicle revenue hours (VRH) decreased from 2020 to 2021, then increased from 2021 to 2023.

Figure 16 - Vehicle Revenue Hours by Year

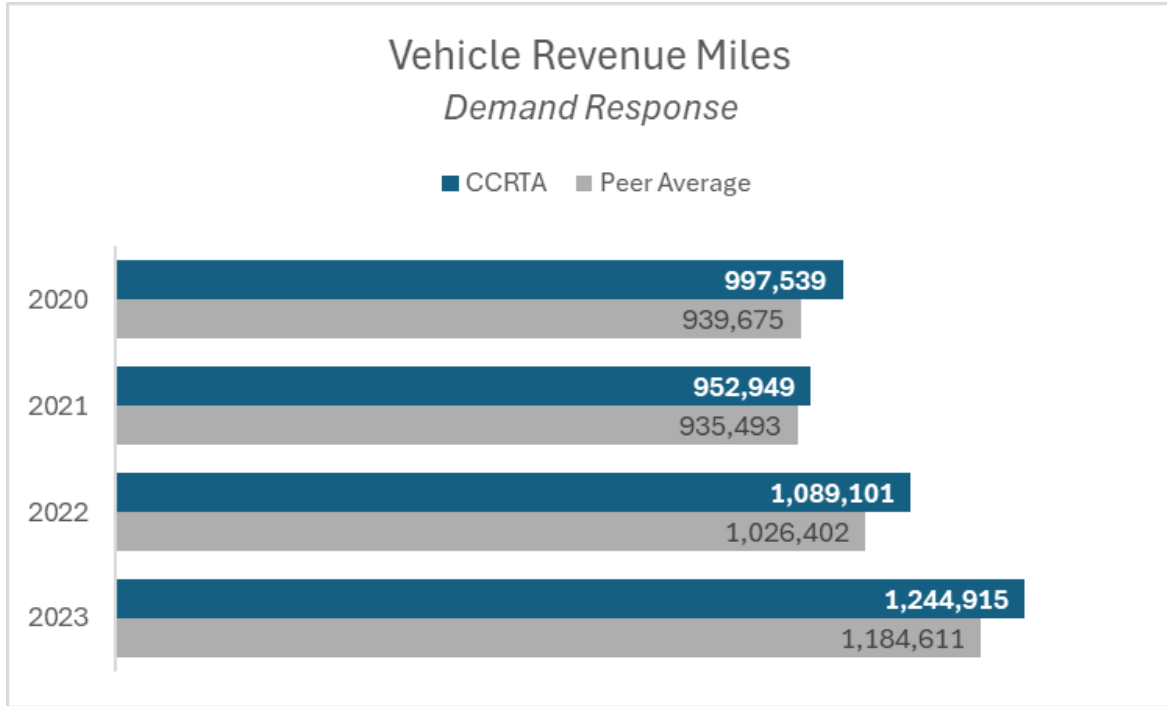




## Vehicle Revenue Miles by Year

The vehicle revenue miles by year data is shown in Figure 17. CCRTA's and the peer average's vehicle revenue miles (VRM) decreased from 2020 to 2021, then increased from 20201 to 2023.

Figure 17 - Vehicle Revenue Miles by Year

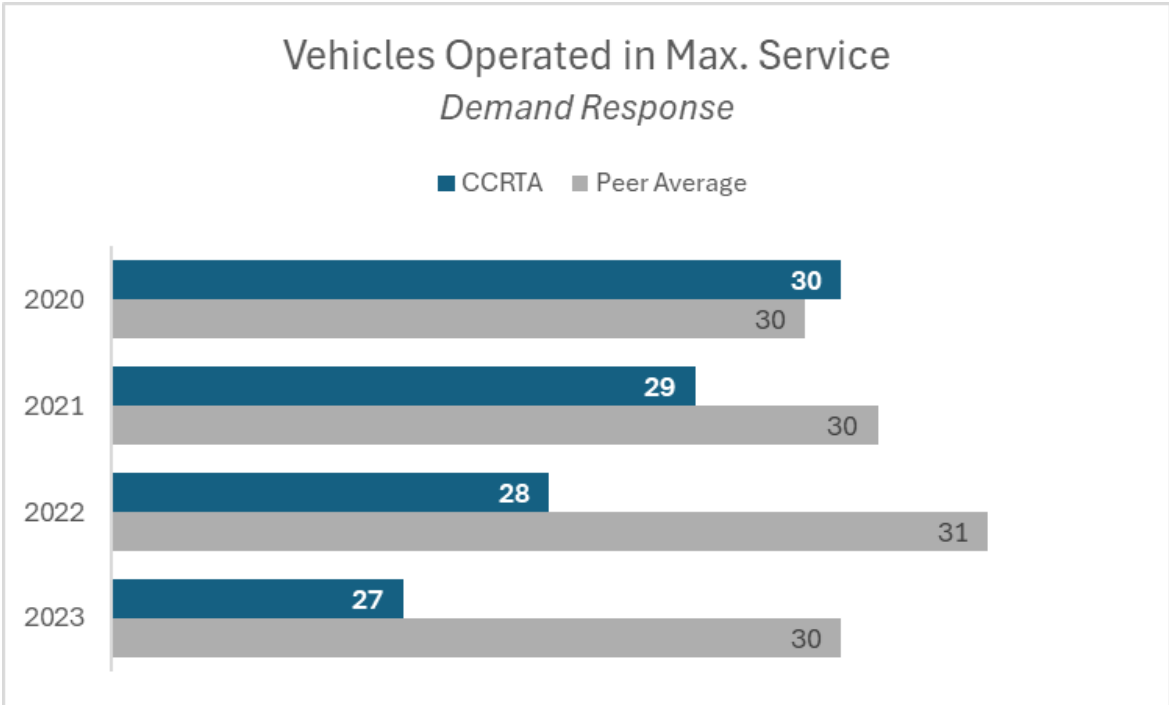




### Annual Peak Vehicles

The annual peak vehicles data is shown in Figure 18. CCRTA’s annual peak vehicles slightly declined year-over-year from 2020 to 2023. In contrast, the peer average stayed relatively constant.

Figure 18 - Annual Peak Vehicles



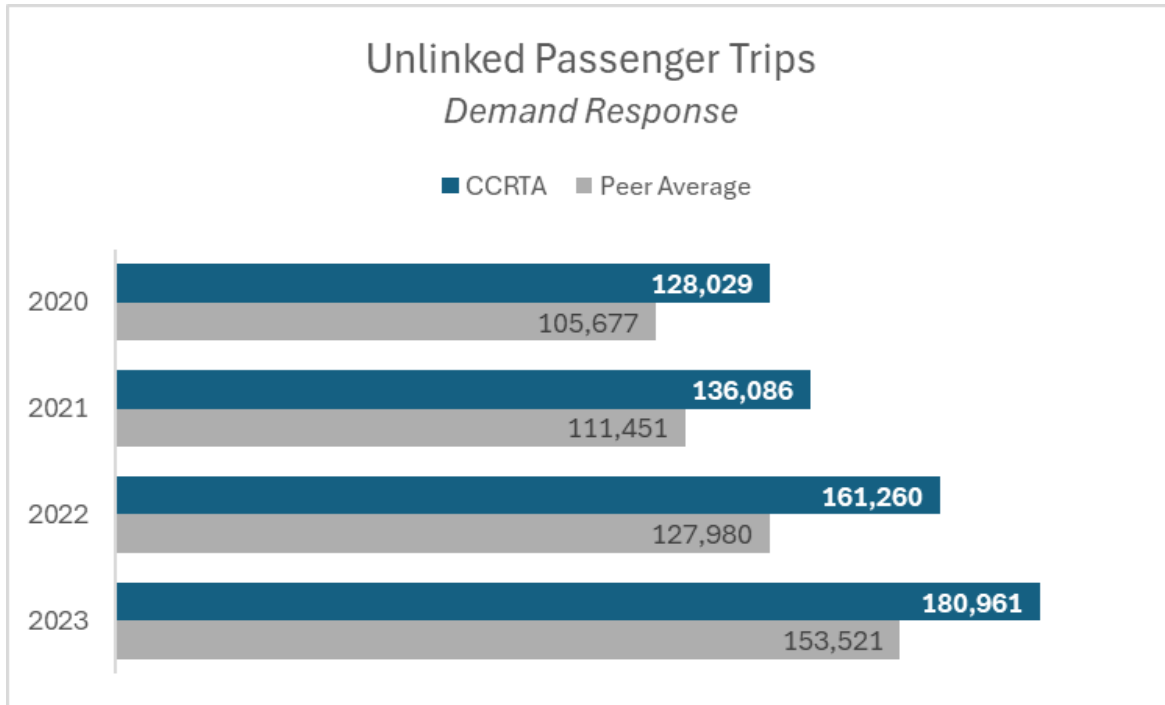




## Annual Passenger Boardings

The annual passenger boardings data is shown in Figure 19. CCRTA’s unlinked passenger trips (UPT) increased year-over-year from 2020 to 2023. Similarly, the peer average increased its UTP year-over-year during this same period.

Figure 19 - Annual Passenger Boardings

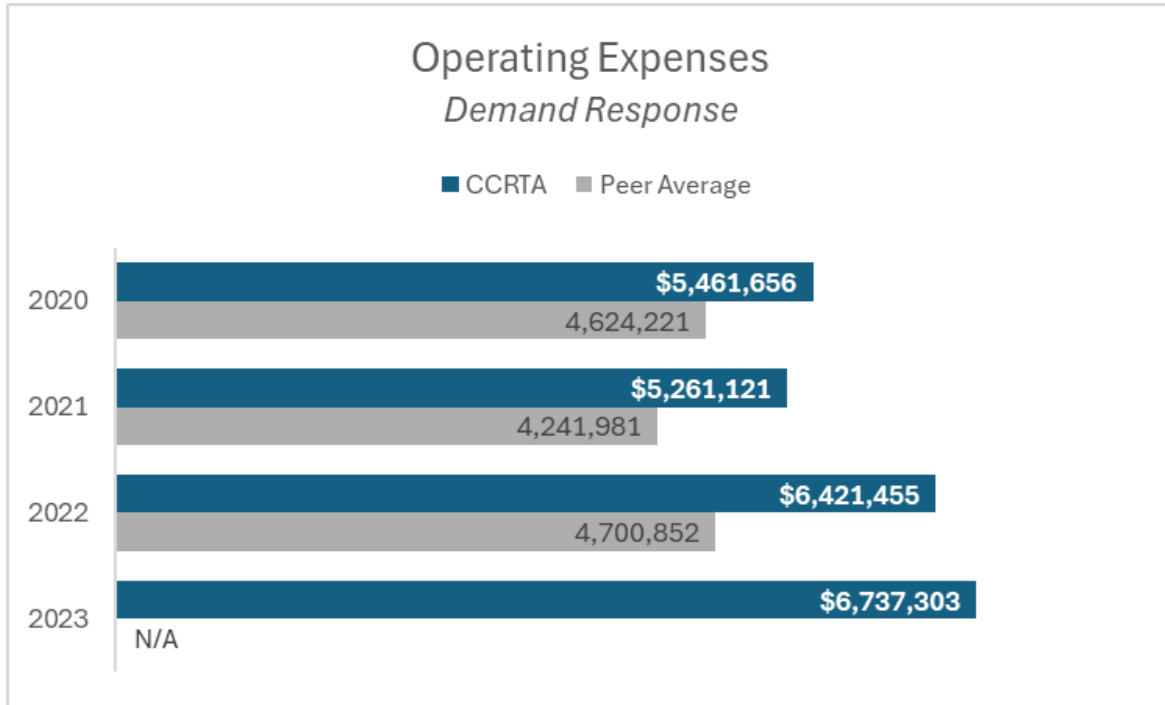




## Total Operating Expenses by Year

The total operating expenses by year data is shown in Figure 20. CCRTA’s operating expenses slightly decreased from 2020 to 2021, then substantially increased from 2021 to 2023. The peer average trended similarly to CCRTA, decreasing from 2020 to 2021, and increasing from 2021 to 2022.

Figure 20 - Total Operating Expenses by Year



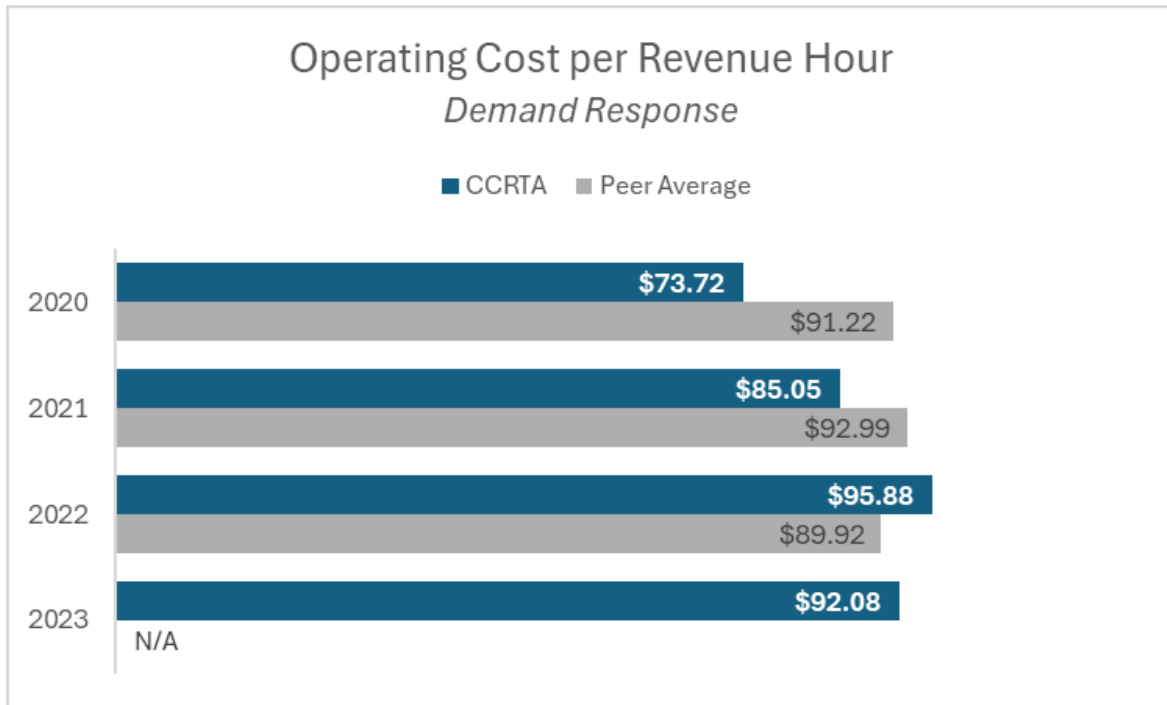
# Efficiency, Cost-Effectiveness, and Productivity

This section analyzes demand response performance indicators to better understand the cost efficiency and productivity of transit services.

## Operating Cost per Revenue Hour

The annual operating cost per vehicle revenue hour data is shown in Figure 21. Operating cost per vehicle revenue hour is influenced by changes to operating expenses and vehicle revenue hours (VRH). CCRTA’s operating cost per VRH increased from 2020 to 2022, then slightly decreased from 2022 to 2023. In contrast, the peer average increased somewhat from 2020 to 2021, then decreased from 2021 to 2022. These trends indicate that CCRTA is operating demand response service at increasingly lower cost efficiency levels than peers.

Figure 21 - Operating Cost per Revenue Hour

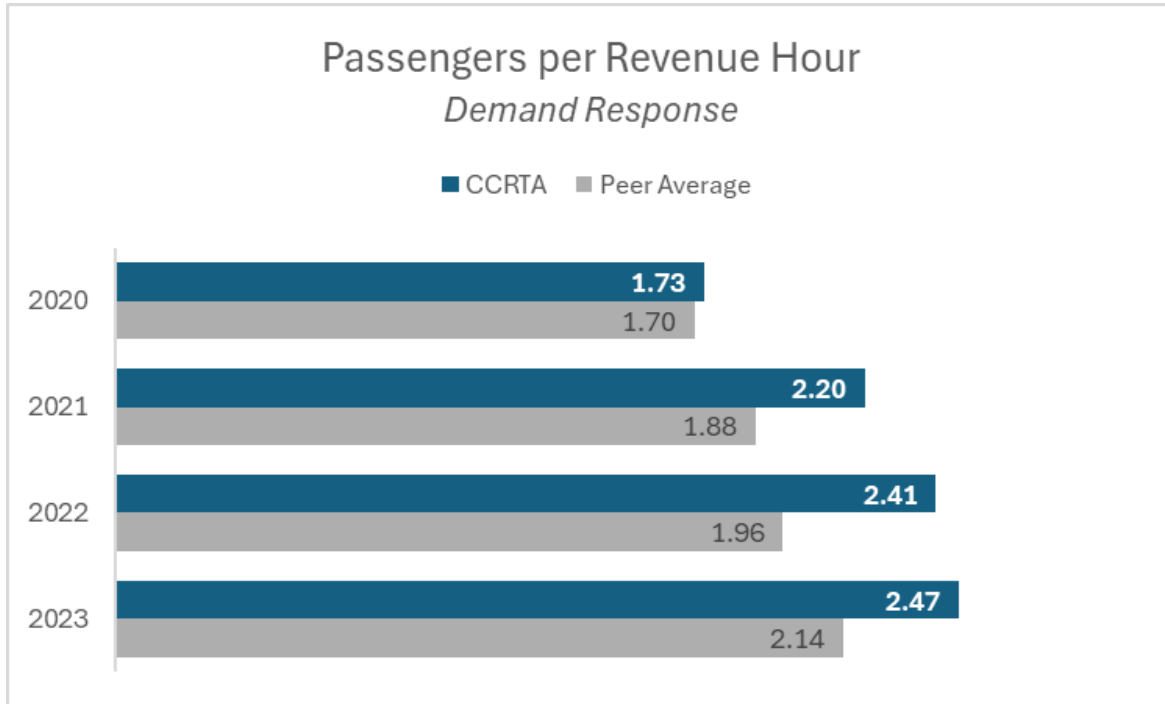




## Passengers per Revenue Hour

The annual passengers per vehicle revenue hour data is shown in Figure 22. Passengers per vehicle revenue hour is influenced by unlinked passenger trips (UPT) and vehicle revenue hours (RVH). CCRTA and the peer group increased passengers per RVH from 2020 to 2023. CCRTA’s passengers per RVH is higher than the peer average across 2020 to 2023, indicating CCRTA’s demand response services are operating more efficiently than peers.

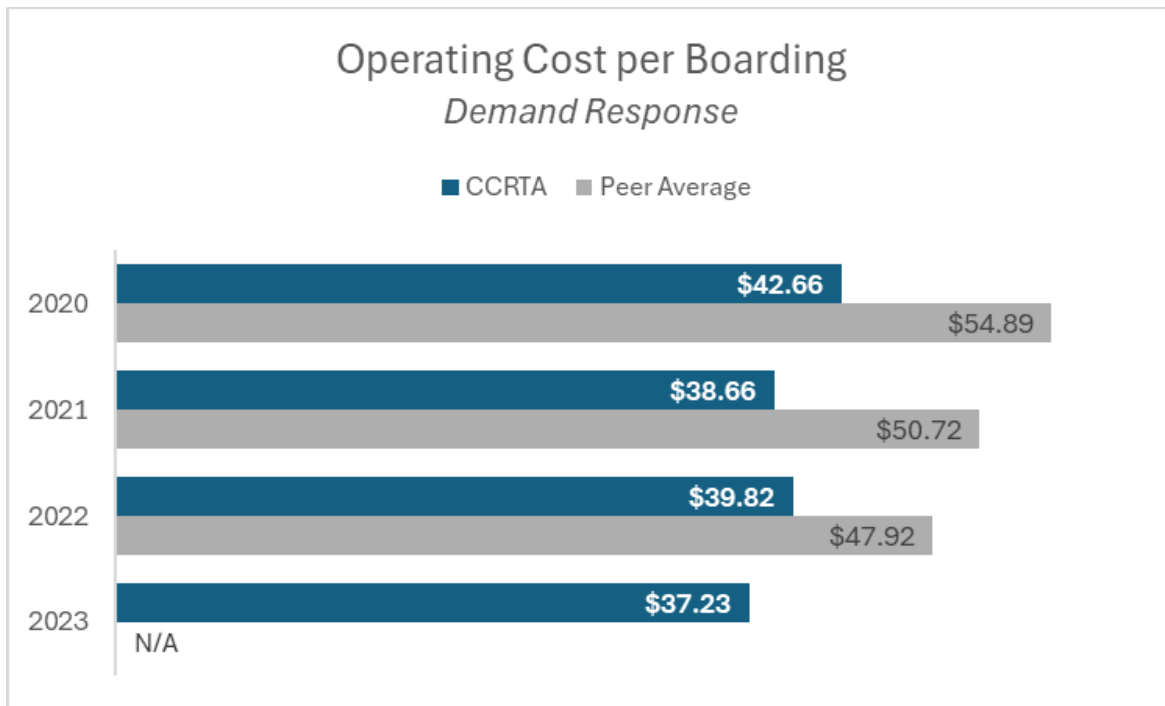
Figure 22 - Passengers per Revenue Hour



## Operating Cost per Boarding

The annual operating cost per boarding data is shown in Figure 23. Operating cost per boarding is influenced by operating expenses and unlinked passenger trips (UPT). CCRTA’s operating cost per boarding decreased substantially from 2020 to 2021, increased slightly from 2021 to 2022, and decreased from 2022 to 2023. This differs from the peer average, which decreased from 2020 to 2022. CCRTA’s operating cost per boarding is lower than the peer average across 2020 to 2022, indicating CCRTA’s demand response services are again operating more efficiently than peers.

Figure 23 - Operating Cost per Boarding

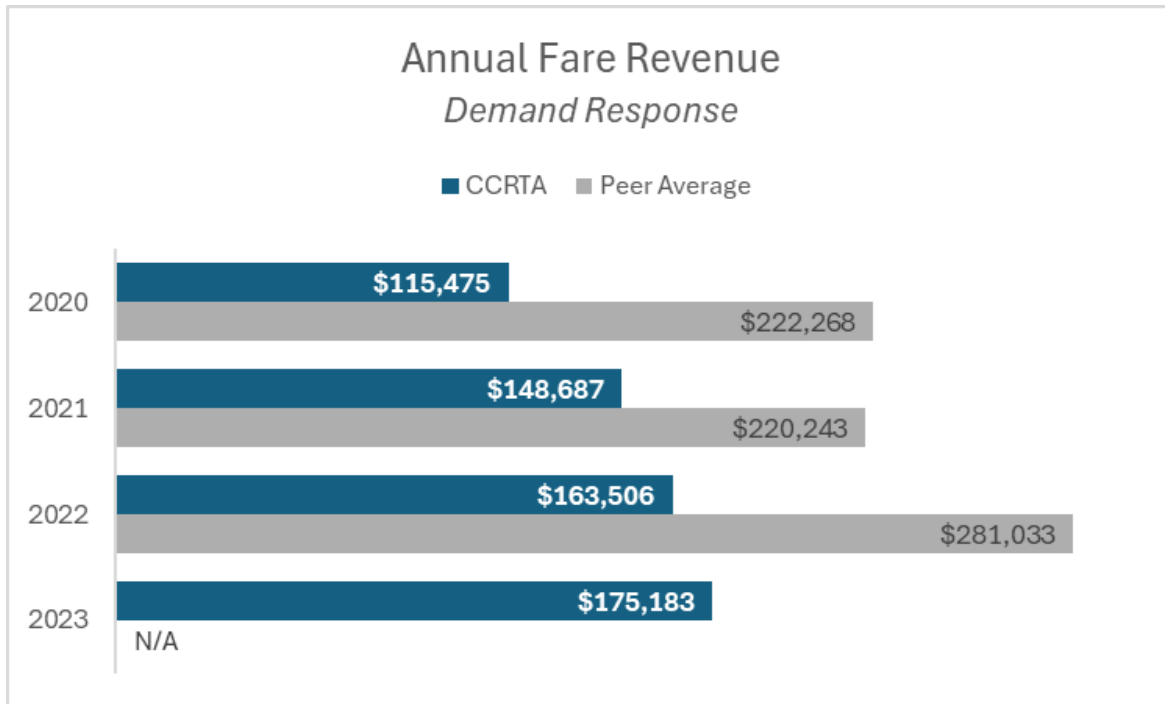




## Annual Fare Revenues

The annual fare revenues data is shown in Figure 24. Due to CCRTA’s low fare price, its annual fare revenue is significantly smaller than peers of a similar size. CCRTA’s annual fare revenues increased from 2020 to 2023. Meanwhile, the peer average was stable from 2020 to 2021 and increased substantially from 2021 to 2022.

Figure 24 - Annual Fare Revenues

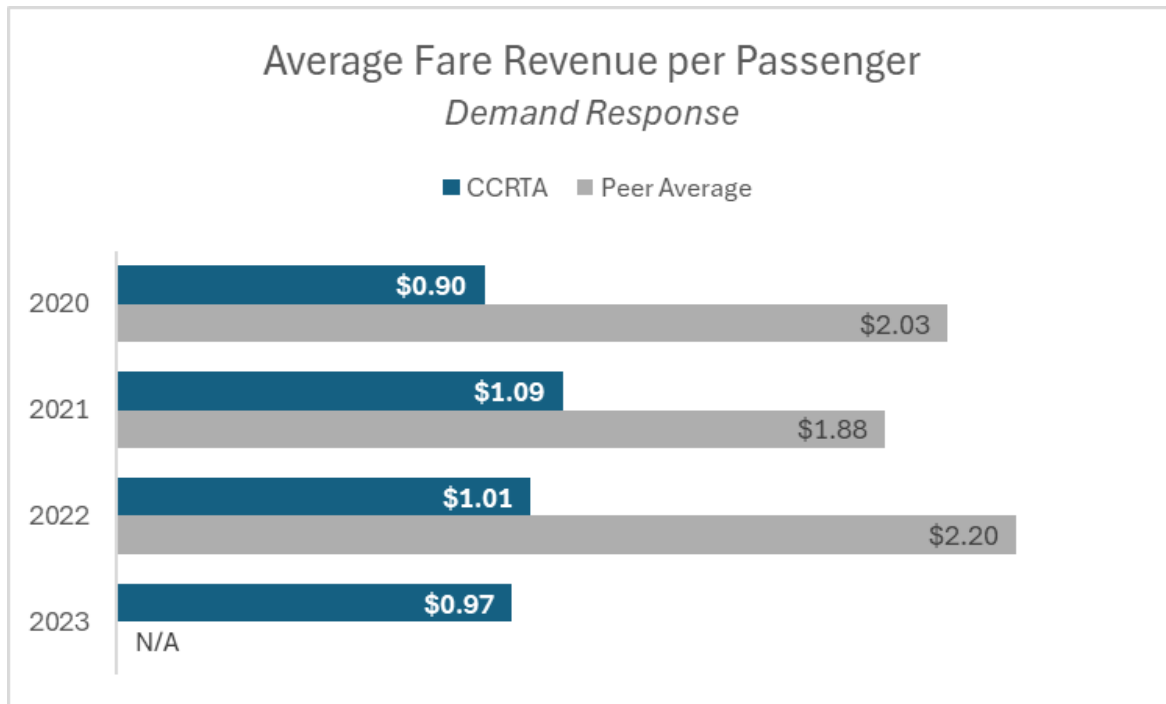




## Average Fare Revenue per Passenger

The annual average fare revenue per passenger data is shown in Figure 25. The average fare revenue per passenger is influenced by fare prices and unlinked passenger trips (UPT). CCRTA’s average fare revenue per passenger increased from 2020 to 2021, then decreased from 2021 to 2023. In contrast, the peer average decreased from 2020 to 2021, then increased from 2021 to 2022. CCRTA’s average fare revenue per passenger is consistently lower than the peer average, highlighting the impact of CCRTA’s low fare prices.

Figure 25 - Average Fare Revenue per Passenger

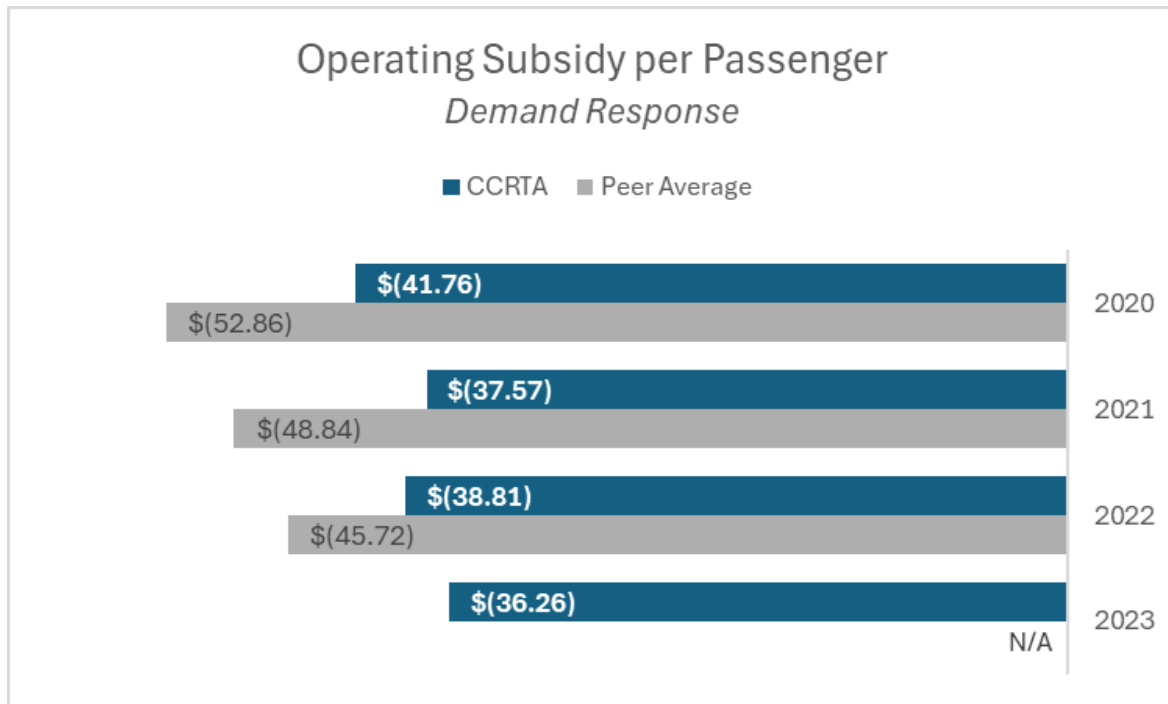




## Operating Subsidy per Passenger

The annual average operating subsidy per passenger data is shown in Figure 26. The operating subsidy per passenger is influenced by operating expenses, fare revenues, and unlinked passenger trips (UPT). CCRTA’s operating subsidy per passenger decreased from 2020 to 2021, increased from 2021 to 2022, and decreased from 2022 to 2023. Meanwhile, the peer average decreased from 2020 to 2022. CCRTA’s operating subsidy per passenger is consistently lower than the peer average.

Figure 26 - Operating Subsidy per Passenger



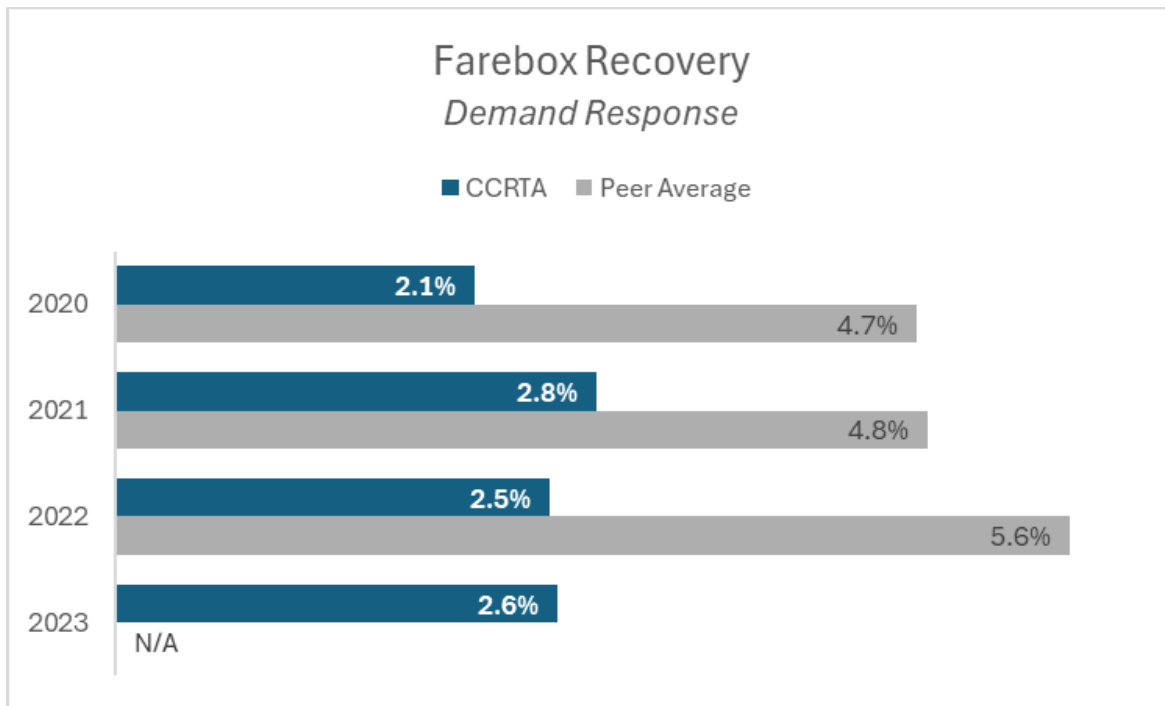




## Farebox Recovery

The annual farebox recovery data is shown in Figure 27. The farebox recovery indicates the percentage of operating expenses the agency recovers through revenue service and is influenced by the fare price, unlinked passenger trips (UPT), and operating expenses. CCRTA's farebox recovery increased from 2020 to 2021, decreased from 2021 to 2022, and stayed relatively consistent from 2022 to 2023. In contrast, the peer average was stable from 2020 to 2021 and then increased from 2021 to 2022. CCRTA's farebox recovery is consistently lower than the peer average, highlighting the impact of CCRTA's low fare prices.

Figure 27 - Farebox Recovery



# Statutory Compliance

Since there are no findings of noncompliance with TTC 451, comments from the review are listed as “observations” – along with the full text of each relevant section. CCRTA staff was very accommodating with document requests and interviews to confirm compliance.

## SEC. 451.061 – FARES AND OTHER CHARGES

### Overview

Reasonable fares for the use of transit sufficient to produce revenue, along with tax revenue, to operate the system.

### Observation

CCRTA is in compliance with Sec. 451.061, but as previous reviews have noted fares are well below that of other peer systems. This leads to a higher subsidy per rider and lower farebox recovery, which can be perceived as inefficient within the industry. However, it’s clear that keeping fares low is an important policy position for the CCRTA Board and leadership. Local and federal funds are adequate to offset the low fare, so there is no recommendation for changes.

### Full Text

(a) An authority shall impose reasonable and nondiscriminatory fares, tolls, charges, rents, and other compensation for the use of the transit authority system sufficient to produce revenue, together with tax revenue received by the authority, in an amount adequate to:

- (1) pay all the expenses necessary to operate and maintain the transit authority system;
- (2) pay when due the principal of and interest on, and sinking fund and reserve fund payments agreed to be made with respect to, all bonds that are issued by the authority and payable in whole or part from the revenue; and
- (3) fulfill the terms of any other agreement with the holders of bonds described by Subdivision (2) or with a person acting on behalf of the bondholders.

(b) It is intended by this chapter that the compensation imposed under Subsection (a) and taxes imposed by the authority not exceed the amounts necessary to produce revenue sufficient to meet the obligations of the authority under this chapter.

(c) Fares for passenger transportation may be set according to a zone system or other classification that the authority determines to be reasonable.

(d) Except as provided by Subsection (d-1), the fares, tolls, charges, rents, and other compensation established by an authority in which the principal municipality has a population of less than 1.9 million may not take effect until approved by a majority vote of a committee composed of:

- (1) five members of the governing body of the principal municipality, selected by that governing body;

(2) three members of the commissioners court of the county having the largest portion of the incorporated territory of the principal municipality, selected by that commissioners court; and

(3) three mayors of municipalities, other than the principal municipality, located in the authority, selected by:

(A) the mayors of all the municipalities, except the principal municipality, located in the authority; or

(B) the mayor of the most populous municipality, other than the principal municipality, in the case of an authority in which the principal municipality has a population of less than 320,000.

(d-1) The establishment of or a change to fares, tolls, charges, rents, and other compensation by an authority confirmed before July 1, 1985, in which the principal municipality has a population of less than 1.3 million, takes effect immediately on approval by a majority vote of the board, except that the establishment of or a change to a single-ride base fare takes effect on the 60th day after the date the board approves the fare or change to the fare, unless the policy board of the metropolitan planning organization that serves the area of the authority disapproves the fare or change to the fare by a majority vote.

(e) This section does not limit the state's power to regulate taxes imposed by an authority or other compensation authorized under this section. The state agrees with holders of bonds issued under this chapter, however, not to alter the power given to an authority under this section to impose taxes, fares, tolls, charges, rents, and other compensation in amounts sufficient to comply with Subsection (a), or to impair the rights and remedies of an authority bondholder, or a person acting on behalf of a bondholder, until the bonds, interest on the bonds, interest on unpaid installments of interest, costs and expenses in connection with an action or proceeding by or on behalf of a bondholder, and other obligations of the authority in connection with the bonds are discharged.

(f) Except as provided by Subsection (g), personal identifying information collected by an authority is confidential and not subject to disclosure under Chapter [552](#), Government Code, including a person's:

(1) name, address, e-mail address, and phone number;

(2) account number, password, payment transaction activity, toll or charge record, or credit, debit, or other payment card number;

(3) trip data, including the time, date, origin, and destination of a trip, and demographic information collected when the person purchases a ticket or schedules a trip; and

(4) other personal information, including financial information.

(g) Personal identifying information described by Subsection (f)(3) may be disclosed to a governmental agency or institution of higher education, as defined by Section [61.003](#), Education Code, by an authority if the requestor confirms in writing that the use of the information will be strictly limited to use in research or in producing statistical reports, but only if the information is not published, redisclosed, sold, or used to contact any individual.



## SEC. 451.070 – ELECTIONS

### Overview

This section covers the elections conducted by transportation authorities.

### Observations

There were no elections held during the review period. The current ½-cent sales tax that supports CCRTA operations does not have an expiration date.

### Full Text

- (a) In an election ordered by a board:
  - (1) the board shall give notice of the election by publication in a newspaper of general circulation in the authority at least once each week for three consecutive weeks, with the first publication occurring at least 21 days before the date of the election; and
  - (2) a resolution ordering the election and the election notice must show, in addition to the requirements of the Election Code, the hours of the election and polling places in election precincts.
- (b) Subsection (a) does not apply to an election under Subchapter N.
- (c) An election contest may not be heard unless the comptroller is timely notified as required by Section [451.413](#).



## SEC. 451.102 – BUDGET

### Overview

This section covers annual operating budgets for transportation authorities.

### Observations

CCRTA is in compliance with this section and provided approved operating budgets for the review period, as well as notices and hearings supporting the annual budget process reflected in board meeting minutes.

### Full Text

- (a) A board shall adopt an annual operating budget of all major expenditures by type and amount. The board shall adopt the budget before the beginning of the fiscal year to which the budget applies and before the authority may conduct any business in the fiscal year.
- (b) The board shall hold a public hearing on a proposed annual operating budget before adopting the budget and shall, at least 14 days before the date of the hearing, make the proposed budget available to the public.
- (c) The board after public notice and a hearing may by order amend an annual operating budget.

## SEC. 451.103 – OPERATING EXPENDITURES

### Overview

This section requires a transportation authority to have a balanced budget.

### Observations

CCRTA is in compliance with this section and provided annual financial documents for the review period indicating revenue exceeded expenses.

### Full Text

An authority may not spend for operations money in excess of the total amount specified for operating expenses in the annual operating budget.



## SEC. 451.106 – GENERAL MANAGER, MANAGEMENT POLICIES: CERTAIN AUTHORITIES

### Overview

This section covers the role of the general manager of a transportation authority.

### Observations

CCRTA is in compliance with this section. CEO Derrick Majchszak functions as the general manager and was hired during the review period from within the organization. The CEO was interviewed about his role at the agency and confirmed his understanding of the statutory requirements. CCRTA's bylaws and organization chart reinforce the CEO's role and Board meeting minutes confirm this role in practice.

### Full Text

- (a) The board of an authority in which the principal municipality has a population of less than 1.3 million or more than 1.9 million shall employ a general manager to administer the daily operation of the authority. The general manager may, subject to the annual operating budget and to the personnel policies adopted by the board, employ persons to conduct the affairs of the authority and prescribe their duties and compensation.
- (b) Only the general manager may remove an employee. A removal is subject to board personnel policies.
- (c) With the approval of the board, the general manager may contract with others for the performance of work or provision of materials for the authority.
- (d) The board shall adopt policies clearly defining the respective duties of the board and the authority's staff.
- (e) This section applies only to an authority described by Subsection (a).



## SEC. 451.1075 – PROHIBITION OF CONSUMPTION OF ALCOHOLIC BEVERAGE

### Overview

This section covers any policies a transportation authority has regarding the consumption of alcoholic beverages on authority property.

### Observations

CCRTA's policy is in full compliance with this statute and there are no additional observations.

### Full Text

- (a) A board by resolution may prohibit the consumption of an alcoholic beverage on property an authority possesses or controls. The resolution must describe with particularity each place where consumption of an alcoholic beverage is prohibited.
- (b) The authority shall post a sign in each place where consumption of an alcoholic beverage is prohibited under this section. The sign must indicate that a person may not consume an alcoholic beverage in that place.
- (c) A person commits an offense if the person consumes an alcoholic beverage in a place where the consumption of an alcoholic beverage is prohibited under this section.
- (d) An offense under this section is a Class C misdemeanor.
- (e) In this section, "alcoholic beverage" has the meaning assigned by Section [1.04](#), Alcoholic Beverage Code.



## SEC. 451.109 – ADVISORY COMMITTEE

### Overview

This section covers the framework for an advisory committee to the transportation authority.

### Observations

CCRTA convened its 10-member Committee on Accessible Transportation (RCAT) monthly during the review period and provided bylaws and minutes that indicate full compliance with this section. RCAT members and officers were appointed during the review period. Staff also attends RCAT meetings and updates the CCRTA Board of Directors regularly on RCAT activities.

### Full Text

- (a) A board may establish one or more advisory committees to make recommendations to the board or the general manager on the operation of the authority. A committee has the purposes, powers, and duties, including the manner of reporting its work, prescribed by the board. A committee and each committee member serves at the will of the board.
- (b) The board shall appoint persons to the advisory committee who:
  - (1) are selected from a list provided by the general manager; and
  - (2) have knowledge about and interests in, and represent a broad range of viewpoints about, the work of the committee.
- (c) A member of an advisory committee may not be compensated by the authority for committee service but is entitled to reimbursement for actual and necessary expenses incurred in the performance of committee service.
- (d) This section does not apply to an authority in which the principal municipality has a population of 1.3 million or more but not more than 1.9 million.



## SEC. 451.110 – PURCHASES: COMPETITIVE BIDDING

### Overview

This section covers how transit authorities should handle competitive bids for procuring goods, services, and construction.

### Observations

CCRTA's 2023 Federal Transit Administration Triennial Review identified no findings related to procurement. The Board-approved procurement policy aligns with all statutory requirements and specifies the order of precedence for procurement regulations spanning federal, state and local policies. Staff interviews indicated a clear understanding of procurement requirements and best practices. Procurement notices are published on CCRTA's website and are clearly identified.

### Full Text

(a) Except as provided by Subsection (c) and by Subchapter Q, a board may not contract for the construction of an improvement or the purchase of any property, except through competitive bidding after notice of the contract proposal. The notice must be published in a newspaper of general circulation in the area in which the authority is located at least once each week for two consecutive weeks before the date set for receiving the bids. The first notice must be published at least 15 days before the date set for receiving bids.

(b) The board may adopt rules on:

- (1) the taking of bids;
- (2) the awarding of contracts; and
- (3) the waiver of the competitive bidding requirement:
  - (A) if there is an emergency;
  - (B) if there is only one source for the purchase; or
  - (C) except for a contract for construction of an improvement on real property, if:
    - (i) competitive bidding is inappropriate because the procurement requires design by the supplier and if competitive negotiation, with proposals solicited from an adequate number of qualified sources, will permit reasonable competition consistent with the procurement; or
    - (ii) it is ascertained after solicitation that there will be only one bidder.

(c) Subsection (a) does not apply to a contract for:

- (1) \$50,000 or less;
- (2) the purchase of real property;
- (3) personal or professional services; or
- (4) the acquisition of an existing transit system.



## SEC. 451.111 – PURCHASES: NOTICE OF NONCOMPETITIVE BID PROPOSALS

### Overview

This section establishes requirements for a transit authority issuing a notice for noncompetitive bids.

### Observations

CCRTA provided a list of noncompetitive bids approved over \$50,000 and corresponding public notices posted during the review period. All such bids complied with this section's requirements.

### Full Text

(a) Except as provided by Subchapter Q, unless the posting requirement in Subsection (b) is satisfied, a board may not let a contract that is:

(1) for more than \$50,000; and

(2) for:

(A) the purchase of real property; or

(B) consulting or professional services.

(b) An announcement that a contract to which this section applies is being considered must be posted in a prominent place in the principal office of the authority for at least two weeks before the date the contract is awarded.

(c) This section does not apply to a contract that must be awarded through competitive bidding or for the purchase of an existing transit system.



## SEC. 451.134 – OPERATING RESERVE ACCOUNT

### Overview

This section requires a transit authority to maintain a reserve fund with at least two months of operating expenses.

### Observations

CCRTA's board-adopted reserve policy references multiple reserve accounts for operating, capital, employee benefits, and catastrophic events. The operating reserve policy is to maintain an amount equal to 25% of budgeted expenses (less debt service, subrecipient grant reimbursements, street improvement allocations, and the designated reserve employee benefits). The provided budgets for the review year indicate CCRTA is in full compliance with this section, and the year-end accounting of the reserve account was embedded in other documents and should be clearly identified on the CCRTA website to better comply with subsection (e).

### Full Text

- (a) The board shall establish, in an account separate from other funds, a reserve account in an amount that is not less than an amount equal to actual operating expenses for two months.
- (b) The board shall adjust the amount held in the reserve account at least once annually based on the authority's actual operating reserves for the 12 months immediately preceding the adjustment.
- (c) The board may make an expenditure from the reserve account that causes the balance in the account to be less than the amount required under Subsection (b) only if the board considers the expense necessary to address circumstances that could not have been planned for or anticipated. The board shall adopt criteria for expenditures under this subsection.
- (d) If reserve funds are spent under Subsection (c), the board shall, as soon as practicable, restore the balance of the reserve account to at least the amount in the account at the beginning of the fiscal year in which the spending occurred.
- (e) The board shall maintain, update, and post on the authority's Internet website accounting records of the reserve account's:
  - (1) balance at the end of the fiscal year;
  - (2) deposits;
  - (3) expenditures; and
  - (4) interest income.



## SEC. 451.251 – CONTRACT GOALS FOR DISADVANTAGED BUSINESSES

### Overview

This section addresses the requirements for complying with federal Disadvantaged Business Enterprise statutes and guidance.

### Observations

CCRTA's up-to-date DBE program complies with state and federal regulations. Documentation confirmed a DBE policy statement signed by the CEO and the 2023-2025 DBE Goal Setting and Methodology that was adopted in August 2022. The overall agency goal is now 14%, with actual DBE goal attainment of 2.42% in 2020 and 8% in 2021.

### Full Text

An authority that does not have an up-to-date disadvantaged business enterprise program, as defined by 49 C.F.R. Part 23, to assist minorities and women in participating in authority contracts should establish goals for that participation. The recommended contract goals are:

- (1) 17 percent for construction, 11 percent for purchasing, and 24 percent for professional services; or
- (2) the weighted average equivalent of the categories in Subdivision (1).

## SEC. 451.255 – TRANSPORTATION FOR JOBS PROGRAM PARTICIPANTS

### Overview

This section covers the requirements for supporting the federal Transportation for Jobs program.

### Observations

CCRTA did not support this program during the review period.

### Full Text

- (a) An authority shall contract with the Texas Department of Human Services to provide, in accordance with federal law, transportation services to a person who:
- (1) resides in the area served by the authority;
  - (2) is receiving financial assistance under Chapter 31, Human Resources Code; and
  - (3) is registered in the jobs opportunities and basic skills training program under Part F, Subchapter IV, Social Security Act (42 U.S.C. Section 682).
- (b) The contract must include provisions to ensure that:
- (1) the authority is required to provide transportation services only to a location:
    - (A) to which the person travels in connection with participation in the jobs opportunities and basic skills training program; and
    - (B) that the authority serves under the authority's authorized rate structure and existing services;
  - (2) the authority provides directly to the Texas Department of Human Services trip vouchers for distribution by the department to a person who is eligible under this section to receive transportation services;
  - (3) the Texas Department of Human Services reimburses the authority for allowable costs, at the applicable federal matching rate; and
  - (4) the Texas Department of Human Services may return undistributed trip vouchers to the authority.
- (c) An authority shall certify the amount of public funds spent by the authority under this section for the purpose of obtaining federal funds under the jobs opportunities and basic skills training program.

## SEC. 451.256 – WAIVER OF FEDERAL REQUIREMENTS

### Overview

This section covers the waiver of federal requirements that may be required for a transit authority participating in the state's Transportation for Jobs Program.

### Observations

CCRTA did not support this program during the review period.

### Full Text

If, before implementing Section [451.255](#), the Texas Department of Human Services determines that a waiver or authorization from a federal agency is necessary for implementation, the Texas Department of Human Services shall request the waiver or authorization, and the department and an authority may delay implementing Section [451.255](#) until the waiver or authorization is granted.

## SEC. 451.352 – POWER OF ISSUE BONDS

### Overview

This section covers the requirements for issuing bonds to fund transit authority activities.

### Observations

No bonds were issued during the review period.

### Full Text

- (a) An authority may 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.
- (b) The board, by resolution, may authorize the issuance of bonds payable solely from revenue.
- (c) Bonds, any portion of which is payable from taxes, may not be issued until authorized by a majority of the votes received in an election ordered and held for that purpose.



## SEC. 451.355 – APPROVAL; REGISTRATION

### Overview

This section requires that bonds issued by a transit authority must be reviewed by the attorney general.

### Observations

No bonds were issued during the review period.

### Full Text

- (a) An authority's bonds and the records relating to their issuance shall be submitted to the attorney general for examination before the bonds may be delivered.
- (b) If the attorney general finds that the bonds have been issued in conformity with the constitution and this chapter and that the bonds will be a binding obligation of the issuing authority, the attorney general shall approve the bonds.
- (c) After the bonds are approved by the attorney general, the comptroller shall register the bonds.

## SEC. 451.357 – SECURITY PLEDGED

### Overview

This section requires that a transit authority secure bonds with specific types of revenue.

### Observations

No bonds were issued during the review period.

### Full Text

- (a) To secure the payment of an authority's bonds, the authority may:
- (1) pledge all or part of revenue realized from any tax that the authority may impose;
  - (2) pledge all or part of the revenue of the transit authority system; and
  - (3) mortgage all or part of the transit authority system, including any part of the system subsequently acquired.
- (b) Under Subsection (a)(3) an authority may, subject to the terms of the bond indenture or the resolution authorizing the issuance of the bonds, encumber a separate item of the transit authority system and acquire, use, hold, or contract for the property by lease, chattel mortgage, or other conditional sale including an equipment trust transaction.
- (c) An authority may not issue bonds secured by ad valorem tax revenue.
- (d) An authority is not prohibited by this subchapter from encumbering one or more transit authority systems to purchase, construct, extend, or repair one or more other transit authority systems.

## SEC. 451.358 – PLEDGE OF REVENUE LIMITED

### Overview

This section requires that certain expenses be considered a “first lien” against authority revenue with respect to issuing bonds.

### Observations

No bonds were issued during the review period.

### Full Text

The expenses of operation and maintenance of a transit authority system, including salaries, labor, materials, and repairs necessary to provide efficient service and every other proper item of expense, are a first lien and charge against any revenue of a transit authority system that is encumbered under this chapter.





## SEC. 451.501 – BOARD MEMBERSHIP

### Overview

This section covers membership on the Board of Directors of transportation authority.

### Observations

CCRTA's 11-member Board of Directors meets all requirements of this section. The review included bylaws, board and committee meetings, agendas, minutes, rosters and terms. Board members began service during the review period, and there is currently one vacancy representing the City of Corpus Christi.

### Full Text

- (a) Except as provided by Subsection (b), a board is composed of:
- (1) five members; plus
  - (2) the number of additional members determined under Subsection (c), (d), or (e).
- (b) The board of an authority created by an alternate municipality is composed of five members.
- (c) If less than 50 percent of the population of the principal county, excluding the population of the principal municipality, reside in the authority, the board has two additional members.
- (d) If 50 percent or more but less than 75 percent of the population of the principal county, excluding the population of the principal municipality, reside in the authority, the board has four additional members.
- (e) If 75 percent or more of the population of the principal county, excluding the population of the principal municipality, reside in the authority, the board has six additional members.
- (f) In this section and Section [451.502](#), "principal county" means the county in which not less than 51 percent of the territory of the principal municipality is located.
- (g) This section does not apply to the board of an authority described by Section [451.5021](#)(a).

## SEC. 451.502 – APPOINTMENT OF MEMBERS

### Overview

This section covers the process for appointing members to the Board of Directors of a transit authority.

### Observations

Five board members were appointed during the review period in compliance with this section. There is currently one vacancy

### Full Text

(a) The five board members under Section [451.501](#)(a)(1) are appointed by the governing body of the principal municipality, except in an authority having a principal municipality with a population of more than 1.9 million, the five board members are appointed by the mayor of the principal municipality and are subject to confirmation by the governing body of the principal municipality.

(b) In an authority created by an alternate municipality, the board members are appointed by the mayor of the alternate municipality and are subject to confirmation by the governing body of the alternate municipality.

(c) In an authority having two additional members, the additional members are appointed as follows:

(1) one member appointed by a panel composed of:

(A) the mayors of the municipalities in the authority, excluding the mayor of the principal municipality; and

(B) the county judges of the counties having unincorporated area in the authority, excluding the county judge of the principal county; and

(2) one member appointed by the commissioners court of the principal county.

(d) In an authority having four additional members, the additional members are appointed as follows:

(1) two members appointed by a panel composed of:

(A) the mayors of the municipalities in the authority, excluding the mayor of the principal municipality; and

(B) the county judges of the counties having unincorporated area in the authority, excluding the county judge of the principal county; and

(2) two members appointed by the commissioners court of the principal county.

(e) In an authority having six additional members, the additional members are appointed as follows:

(1) two members appointed by a panel composed of:

(A) the mayors of the municipalities in the authority, excluding the mayor of the principal municipality; and

(B) the county judges of the counties having unincorporated area in the authority, excluding the county judge of the principal county;



- (2) three members appointed by the commissioners court of the principal county; and
  - (3) one member, who serves as presiding officer of the board, appointed by a majority of the board.
- (f) This section does not apply to the board of an authority described by Section [451.5021\(a\)](#).
- (g) The principal municipality shall make its appointments to the board so that at least one of the appointees is designated to represent the interests of the transportation disadvantaged.

## SEC. 451.503 – APPOINTMENTS PANEL

### Overview

This section covers the requirements for appointing board members.

### Observations

CCRTA is compliant with this section. Appointments were made during the review period and documentation supports compliance with this process.

### Full Text

- (a) The mayor of the most populous municipality represented on a panel under Section [451.502](#) serves as the presiding officer of the panel.
- (b) The presiding officer shall, by giving written notice to each member, call a meeting of the panel as necessary to make an appointment. An appointment shall be made not later than the 60th day after the date a position becomes vacant, including the initial vacancy on the creation of the position.



## SEC. 451.5035 – DESIGNATION OF ALTERNATE BY MAYOR

### Overview

This section addresses designation of an alternate appointment panel representative for the Mayor of Corpus Christi.

### Observations

CCRTA is compliant with this section. Appointments were made during the review period and documentation supports compliance with this process.

### Full Text

- (a) This section applies only to an authority in which the principal municipality has a population of less than 320,000.
- (b) The mayor of a municipality who is unable to attend a meeting of an appointments panel may designate a person to:
  - (1) represent the municipality at the meeting; and
  - (2) vote at the meeting.
- (c) To be eligible to be designated under Subsection (b), a person must be a council member, alderman, commissioner, or other officer of the municipality.
- (d) A designation under Subsection (b) must:
  - (1) be in writing;
  - (2) be signed by the mayor; and
  - (3) be filed with the minutes of the appointments panel kept by the authority.



## SEC. 451.505 – BOARD TERMS

### Overview

This section covers term length for the transit authority's Board of Directors.

### Observations

CCRTA's Board members meet the statutory requirements for term length and staggered terms.

### Full Text

- (a) The term of board membership is two years.
- (b) The terms of members of a board are staggered if the authority was created before 1980 and has a principal municipality with a population of less than 1.9 million.

## SEC. 451.514 – BOARD MEETINGS: WHEN HELD

### Overview

This section covers the frequency of board meetings for a transit authority.

### Observations

CCRTA is in compliance with this section and provided board meeting agendas and minutes from the review period, including those for special meetings.

### Full Text

- (a) A board shall hold at least one regular meeting each month to transact the business of the authority. The board by resolution recorded in the minutes of the board's meetings shall set the place, date, and time for each regular meeting.
- (b) The presiding officer of the board or the general manager of the authority may by written notice call a special meeting of the board.

## SEC. 451.515 – BOARD MEETINGS: VOTING

### Overview

This section covers quorum for meetings of a transit agency's Board of Directors.

### Observations

Board meeting minutes from the review and meeting recordings indicate that CCRTA's Board of Directors met the quorum requirements in this section before taking any action.

### Full Text

- (a) An action of a board requires a vote of a majority of the members of the board present at a board meeting unless the bylaws of the board require a larger number for a particular action.
- (b) This section does not permit a board action in the absence of a quorum.

## SEC. 451.517 – BOARD MEETINGS: RULES AND BYLAWS

### Overview

This section covers the rules and bylaws for a transit authority's board of directors.

### Observations

The bylaws were updated during the review period and the update is reflected in board meeting minutes. The board's bylaws meet all other statutory requirements.

### Full Text

A board by resolution may adopt rules and bylaws for the conduct of board meetings. These rules and bylaws shall be recorded in the minutes of board meetings.

## SEC. 451.518 – BOARD MEETINGS: NOTICE

### Overview

This section covers required public notices for board meetings of a transportation authority.

### Observations

Board meeting notices were observed during the site visit for this review.

### Full Text

In addition to notice required by Chapter [551](#), Government Code, a board shall post a board meeting notice in the authority's administrative offices and at the courthouse of the most populous county in which the principal municipality of the authority is located, each on a bulletin board at a place convenient to the public.

## SEC. 451.520 – BOARD OFFICERS AND SECRETARIES

### Overview

This section covers the appointment of officers to a transit authority's Board of Directors.

### Observations

The Board has identified appointed officers during the review period, including an assistant secretary.

### Full Text

- (a) The board shall elect from among its membership a presiding officer, an assistant presiding officer, and a secretary. This subsection does not apply to the selection of a presiding officer who is appointed under Section [451.502](#)(e)(3).
- (b) The board may appoint one or more assistant secretaries, who are not required to be members.
- (c) The secretary and assistant secretaries shall keep a permanent record of the proceedings and transactions of the board and perform other duties required by the board.

## SEC. 451.454 – PERFORMANCE AUDITS: CERTAIN AUTHORITIES

### Overview

This section requires that each authority (as defined in subsection a) complete a performance review once every four years.

### Observations

CCRTA engaged TransPro to conduct the review for 2020-2023 to meet this requirement. Three prior CCRTA reviews were reviewed as part of the preparation for this latest review, as well as reviews from other transit authorities in Texas.

### Full Text

- (a) The board of an authority in which the principal municipality has a population of more than 1.9 million or less than 1.3 million shall contract at least once every four years for a performance audit of the authority to be conducted by a firm that has experience in reviewing the performance of transit agencies.
- (b) The purposes of the audit are to provide:
  - (1) evaluative information necessary for the performance of oversight functions by state and local officers; and
  - (2) information to the authority to assist in making changes for the improvement of the efficiency and effectiveness of authority operations.
- (c) Each audit must include an examination of:
  - (1) one or more of the following:
    - (A) the administration and management of the authority;
    - (B) transit operations; or
    - (C) transit authority system maintenance;
  - (2) the authority's compliance with applicable state law, including this chapter; and
  - (3) the following performance indicators:
    - (A) operating cost per passenger, per revenue mile, and per revenue hour;
    - (B) sales and use tax receipts per passenger;
    - (C) fare recovery rate;
    - (D) average vehicle occupancy;
    - (E) on-time performance;
    - (F) number of collisions per 100,000 miles; and
    - (G) number of miles between mechanical road calls.
- (d) A subject described under Subsection (c)(1) must be examined at least once in every third audit.





## SEC. 451.455 – COMPUTATION OF PERFORMANCE INDICATORS

### Overview

This section details how a transit authority should compute performance indicators referenced in TTC 451.

### Observations

The referenced performance indicators are covered in more detail in the [System Performance Review](#) section of this review.

### Full Text

- (a) An authority's operating cost per passenger is computed by dividing the authority's annual operating cost by the passenger trips for the same period.
- (b) The sales and use tax receipts per passenger are computed by dividing the annual receipts from authority sales and use taxes by passenger trips for the same period.
- (c) The operating cost per revenue hour is computed by dividing the annual operating cost by the total of scheduled hours that authority revenue vehicles are in revenue service for the same period.
- (d) The operating cost per revenue mile is computed by dividing the annual operating cost by the number of miles traveled by authority revenue vehicles while in revenue service for the same period.
- (e) The fare recovery rate is computed by dividing the annual revenue, including fares, tokens, passes, tickets, and route guarantees, provided by passengers and sponsors of passengers of revenue vehicles, by the operating cost for the same period. Charter revenue, interest income, advertising income, and other operating income are excluded from revenue provided by passengers and sponsors of passengers.
- (f) The average vehicle occupancy is computed by dividing the annual passenger miles by the number of miles traveled by authority revenue vehicles while in revenue service for the same period. The annual passenger miles are computed by multiplying the annual passenger trips and the average distance ridden by passengers during the same period.
- (g) On-time performance is computed by determining an annual percentage of revenue vehicle trips of revenue vehicles that depart from selected locations at a time not earlier than the published departure time and not later than five minutes after that published time.
- (h) The number of collisions per 100,000 miles is computed by multiplying the annual number of collisions by 100,000 and dividing the product by the number of miles for all service, including charter and nonrevenue service, directly operated by the authority for the same period. In this subsection, "collision" includes:
  - (1) a collision that involves an authority's revenue vehicle, other than a lawfully parked revenue vehicle, and that results in property damage, injury, or death; and



- (2) an incident that results in the injury or death of a person on board or boarding or alighting from an authority's revenue vehicle.
- (i) The number of miles between mechanical road calls is computed by dividing the annual number of miles for all service directly operated by an authority, including charter and nonrevenue service, by the number of mechanical road calls for the same period. In this subsection, "mechanical road call" means an interruption in revenue service that is caused by revenue vehicle equipment failure that requires assistance from a person other than the vehicle operator before the vehicle can be operated normally.
- (j) In this section:
- (1) "Operating cost" means an authority's costs of providing public transit service, including purchased transit service not performed by the authority, but excluding the costs of:
- (A) depreciation, amortization, and capitalized charges;
  - (B) charter bus operations; and
  - (C) coordination of carpool and vanpool activities.
- (2) "Passenger trips" means the number of all passenger boardings, including transfers, but excluding charter passengers and carpool and vanpool passengers whose trips are only coordinated by an authority.
- (3) "Revenue service" means the time an authority revenue vehicle is in service to carry passengers, other than charter passengers.
- (4) "Revenue vehicle" means a vehicle that is:
- (A) used to carry paying passengers; and
  - (B) operated by an authority or as a purchased service.



## SEC. 451.456 – PERFORMANCE AUDIT RESPONSE; HEARING

### Overview

This section covers the requirements for responding to the performance audit's recommendations.

### Observations

A written response to the 2016 review was posted on the CCRTA website, but not the most recent response. Staff should post the latest response in the same section.

### Full Text

- (a) An authority for which a performance audit is conducted under Section [451.454](#) shall prepare a written response to the audit report. The response must include each proposal for action relating to recommendations included in the report, whether the proposal for action is pending, adopted, or rejected.
- (b) The authority shall make copies of the report and the response available for public inspection at the offices of the authority during normal business hours.
- (c) The authority shall conduct a public hearing on each performance audit report and the authority's response under Subsection (a). The authority shall give notice of the hearing by publication of the notice in a newspaper of general circulation in the area included in the authority at least 14 days before the date of the hearing.

# Vehicle Maintenance Assessment

This review focused heavily on the vehicle maintenance work performed by CCRTA staff and contractors through the lens of system safety. The following sections detail this review and make additional observations.

## ORGANIZATIONAL RESPONSIVENESS AND QUALITY OF WORK

This section evaluates the quality and responsiveness of the vehicle maintenance work performed by CCRTA employees and contractors, including MV Transportation, Inc., and the vehicles used for the City of Port Aransas contracted service. The assessment examines how quickly and effectively maintenance issues are addressed and resolved, and whether the work meets the required standards of quality and reliability.

### Observations

The review found that CCRTA employees and MV contractors, from senior management levels down, performed well in all areas. A systematic process had been established that featured comprehensive training both in safety and standard operating procedures relating to bus component and system maintenance.

Careful records were maintained of all work, and a nearly perfect score was observed in the on-time servicing and rectification of bus-related maintenance issues. The effectiveness of the current vehicle maintenance practices was found to be satisfactory overall, but there is room for enhancement in understanding and integrating the PTASP into all processes.

Additionally, there were indications of the need for improved communication channels between facility maintenance and vehicle maintenance, particularly as facility maintenance is responsible for major workshop equipment like bus jacks and air compressors.

The oversight of the contractor in the maintenance and repair of vehicles for its own service and that of the Port Authority service was present, but without any formalized process.

### Recommendations

To improve the maintenance program, it is recommended that CCRTA fully integrate the PTASP into all its processes. Further development of SOPs and practices could be expanded to have more comprehensive usage in the facility. Regular structured meetings should also be scheduled between all departments, particularly facilities and vehicle maintenance.

In addition to maintaining non-formalized oversight of the contractor MV, a written process should be developed for regular oversight of their maintenance, including vehicle availability.



## RESOURCES PROVIDED

This section evaluates the tools and equipment available to maintenance staff, examining whether they are sufficient, up-to-date, and in good working condition. The availability of necessary resources directly impacts the efficiency and quality of maintenance work.

### Observations

The assessment revealed that the maintenance department was well-maintained and the supply, condition, and security of necessary tools and equipment was adequate. The tools of the trade, including diagnostic equipment, lifts, and other essential machinery, were in good working order.

Many valuable tools were stored securely, often in the manager's office or a designated secure area when not in use. Mechanics on the shop floor confirmed they had access to all necessary tools for their daily duties and bus maintenance tasks. Inspections of their workboxes revealed clean, well-maintained tools in good working order, indicating a high resource management level.

### Recommendations

It is suggested that CCRTA maintains the high standard of tools and equipment provided to its maintenance staff and continues with the stringent level of security for these items.

All larger equipment was found to be in good working order, and modernized equipment updates, such as portable floor jacks for lifting vehicles, should continue to be prioritized.

Additionally, it is recommended that CCRTA conducts formal periodic reviews of the tools and equipment inventory to ensure that all items remain in optimal condition and are replaced or upgraded as necessary.



## TRAINING PROCEDURES AND CONTINUING EDUCATION

This section examines the training programs and continuing education opportunities available for maintenance staff, assessing their effectiveness in ensuring they are well-equipped to perform their duties.

### Observations

The current training programs are comprehensive for in-house resources. CCRTA employs a full-time maintenance trainer who maintains detailed SOPs and training curricula for mechanics at all levels and on all equipment.

The trainer also keeps meticulous records of all training sessions and staff qualifications. However, the availability of external training has been minimal, with no external courses offered to maintenance staff for the past two years.

Additionally, some valuable Transit Safety Institute (TSI) courses should be made available, which would enhance the staff's skills and knowledge, particularly in safety-related areas.

### Recommendations

CCRTA should enhance its training programs by incorporating external training opportunities, including both basic and advanced technical courses.

Regular refresher training sessions and opportunities for staff to attend industry conferences and workshops should be provided.

Additionally, incorporating TSI or other similar safety certification programs is essential to maintain a robust safety culture.

Partnering with equipment manufacturers for specialized training can also be beneficial.

Ongoing training to keep up with industry advancements will ensure that CCRTA's maintenance staff remains highly skilled and knowledgeable.



## STAFFING AND ORGANIZATIONAL STRUCTURE

This section assesses the staffing levels within the maintenance department and the effectiveness of the organizational structure, both internally and in coordination with other CCRTA functions.

### Observations

The review identified very few issues related to understaffing. Although the pandemic has affected the ability to recruit new staff and senior staff are retiring, CCRTA has maintained a reasonable retention rate.

Maintenance technicians of different grades seemed content with their work and believed the agency was a good place for employment and career growth. However, there is a need for a more streamlined organizational structure to improve communication and coordination, particularly between maintenance and operations, the MV contractor, and facility maintenance.

### Recommendations

It is recommended that CCRTA continue using in-house training and expand it where possible introducing external training, especially safety courses from TSI or similar institutes. Additionally, restructuring the maintenance department to improve communication and coordination with other departments can enhance overall efficiency. Regular meetings and communication channels between departments – particularly vehicle and facilities maintenance teams – will help address coordination issues and improve overall operational effectiveness.



## POLICIES, PROCEDURES, AND METHODOLOGIES

This section reviews the policies, procedures, and methodologies for vehicle maintenance, evaluating their adequacy in ensuring safety and efficiency.

### Observations

While the existing policies and procedures are comprehensive, there are gaps in implementation and adherence. This observation refers to written policies and procedures, as CCRTA has a solid and reliable workforce with a culture of safety and maintenance practices passed down from senior staff. However, these practices need to be documented to ensure continuity and institutional knowledge.

### Recommendations

CCRTA should update its written policies and procedures to align with the latest industry standards and best practices. As staff turnover occurs, it is crucial to document this institutional knowledge in SOPs for maintenance and safety practices.

Regular training on these updated procedures and stringent adherence monitoring can ensure consistency and efficiency. The agency should also periodically review and revise these documents to ensure they remain relevant and effective.





## SYSTEM MAINTENANCE PLAN

This section reviews the current system maintenance plan, including performance standards, measurement procedures, and the implementation strategy.

### **Observations**

The existing maintenance plan functions well but lacks detailed performance metrics and a clear implementation strategy. More robust measurement procedures are needed to track performance effectively.

### **Recommendations**

CCRTA should revise its maintenance plan to include additional specific key performance indicators (KPIs), a detailed implementation strategy, and regular performance reviews. This includes further documentation of SOPs to cover all practices and updating outdated ones. This will help track progress and make necessary adjustments to improve maintenance operations.



## CONTRACTOR AND PARTICIPATING AGENCY PROCEDURES

This section reviews the procedures of MV Transportation, Inc., and the City of Port Aransas for accounting, justifying expenses, and documenting maintenance work.

### **Observations**

The procedures in place are generally effective but lack thorough reconciliation by the agency regarding day-to-day checks, auditing, and other quality assurance processes.

### **Recommendations**

It is recommended that CCRTA standardize the accounting and documentation procedures across all contractors and participating agencies.

Implementing a centralized system for tracking and reporting maintenance activities can improve transparency and accountability. Regular written audits and reviews can ensure compliance with these standardized procedures.

## SAFETY AND SECURITY ASSESSMENTS

### Assessment

The safety and security measures assessment for the CCRTA encompasses a comprehensive review of maintenance operations, transit stations, and bus rides.

This evaluation aims to ensure that the highest safety and security standards are upheld to protect passengers and staff. The assessment includes inspections of physical infrastructure, review of safety protocols, and observation of daily operations to identify potential risks and areas for improvement.

Generally, the federal government regulates safety processes within a transit agency through the Federal Transit Administration (FTA). In recent years, the development of safety management systems (SMS) has culminated in compiling these safety systems in a PTASP.

This comprehensive safety process ensures a quality safety approach across all divisions and sections of the agency, facilitating easier auditing by regulators.





## PHYSICAL EVALUATION PROCESS

### Maintenance Operations

Inspecting maintenance facilities to ensure safe working conditions, proper handling of hazardous materials, and adherence to safety protocols.

### Stations and Terminals

Reviewing safety measures at bus stations and terminals, including lighting, surveillance systems, emergency protocols, and overall environmental security.

### Bus Rides

Riding buses on various routes to observe safety practices, driver behavior, passenger interactions, and the condition of safety equipment such as seat belts and emergency exits.

### Observations

#### >> Maintenance Operations

Basic safety protocols are in place, and consistent adherence observed during inspections. Safety equipment is available and properly used. Handling and storage of hazardous materials meet basic regulatory requirements, but there is a need for improved labeling and storage, particularly in the MV contractor's area.

Maintenance facilities are clean and well-maintained, with proper ventilation and ergonomic equipment. Additional improvements are planned to mitigate risks from adverse weather events.

#### >> Stations and Terminals

Most stations have adequate lighting and surveillance systems, though some areas could benefit from enhanced coverage to minimize security risks during late hours.

Emergency protocols are in place, but there is a need for more frequent drills and staff training on emergency responses. Stations are generally clean and well-organized, with a high level of safety presence. The agency employs a full-time safety officer, a former local police officer.

#### >> Bus Rides

Drivers are courteous and follow safety protocols, including wearing required Personal Protective Equipment (PPE). Buses are equipped with necessary safety features. Regular checks are performed, and there are no inconsistencies in the maintenance of safety equipment.



## Safety & Security Management

There is a significant emphasis on security at the agency, which is commendable at the central bus station and on the vehicles. However, there appears to be less focus on safety, with no specific dedicated resources allocated to this area.

The relationship between safety and security is not fully understood or integrated within the organization. This issue is further compounded by the fact that no staff members in the safety department have attended relevant courses from the TSI or obtained the Transit Safety and Security Program (TSSP) Certificate.

This certification is essential for professionals overseeing safety and security in rail and bus transportation, providing critical training and knowledge to enhance safety practices.

## Recommendations

### >> Maintenance Operations

**Enhance Safety Training:** Allocate dedicated resources to safety management and ensure all safety personnel complete the necessary TSI courses and obtain the TSSP Certificate. This will enhance their understanding of the interconnectedness of safety and security and improve overall safety standards within the organization.

**Improve Facility Conditions:** Continue maintaining a safe and secure environment.

**Consistent Protocol Adherence:** Maintain a system for regular audits and monitoring to ensure consistent adherence to safety protocols across all maintenance facilities.

### >> Stations and Terminals

**Increase Surveillance Coverage:** Enhance surveillance coverage in all main passenger and worker areas. The agency should continue its proactive approach in security monitoring, both electronically and with security staff.

**Regular Emergency Drills:** Conduct regular emergency response drills and staff training to ensure emergency preparedness and quick response.

**Address Security Concerns:** Maintain measures to address loitering and vandalism, such as increased security patrols and community engagement programs to maintain a secure environment.

### >> Bus Rides

**Enforce Passenger Safety Measures:** Train drivers to enforce passenger safety measures, such as ensuring proper behavior during bus rides.

**Regular Maintenance of Safety Equipment:** Continue thorough inspections of safety equipment on buses, ensuring all seat belts, emergency exits, and other safety features are in optimal condition.

**Passenger Awareness Programs:** Continue programs to educate passengers on safety protocols and the importance of using safety features, such as seat belts, to enhance safety during bus rides.

By addressing these recommendations, CCRTA can significantly enhance the safety and security of its operations, ensuring a safer environment for both passengers and staff. Regular assessments and proactive measures will help maintain high safety standards and continue to foster a safety culture within the organization.





# Conclusion

## OVERALL ASSESSMENT

The comprehensive review of the Corpus Christi Regional Transportation Authority (CCRTA) for the period between 2020 and 2023 highlights the organization's strengths in providing essential public transportation services while identifying specific areas for improvement beyond the statutory requirements of TTC 451.

CCRTA demonstrates a strong commitment to safety, operational efficiency, and customer service, with no findings of non-compliance with TTC 451. However, opportunities exist to enhance safety and training programs, streamline processes, and improve communication across departments.

---

**Subject:** June 2024 Financial Report

**Overview:** June ended the month with a **\$93,679** surplus when total **Operating Revenues** of **\$4,162,777** exceeded **Operating Expenses** of **\$4,069,098**. In comparison to the budget, **Operating Revenues** came in less than budget by \$60,306 and departmental spending came in more than budget by \$51,644. This shortfall trend will improve in the next few months when pending operating assistance grants are approved by FTA.

Passenger fares of **\$79,325** reached 86.11%, lease revenue from tenants reached 97.74% while investment income exceeded budget expectations by 31.73% or \$53,536.

**Year-to-date** produced a deficit of \$302,358 as total revenues of **\$23,250,744** reached **97.63% of baseline** while expenses of **\$23,553,102** finished at **96.75%**. This deficit is expected to improve when the impending federal grants are awarded.

**The CIP budget for the month** resulted in expenditures exceeding revenues by **\$5,082**, with CIP program expenditures coming in at \$597,750 while funding sources came in at \$592,668 and include the transfer-in from the fund balance of \$491,820. The expenditures include \$496,902 of depreciation expense for the month. Funding sources include the budgeted transfer-in from the fund balance of **\$491,820**.

**Year-to-date** CIP total funding totaled **\$8,080,637** while total expenditures finished at **\$8,111,126** resulting in **expenditures** to exceed funding sources by **\$30,489**. Funding sources include the budgeted transfer-in from fund balance of **\$2,950,923**.

For the month, the overall performance results in an initial increase of **\$88,597** to the fund balance with an increase of **\$93,679** attributable to the operating budget, and a decrease of **\$5,082** related to the CIP budget.

The overall performance for the **year-to-date** results in an initial decrease of **\$332,847** to the fund balance, with a decrease of **\$302,358** attributable to the operating budget, and a decrease of **\$30,489** related to the CIP budget.

When removing the transfer-in funding sources the decrease in fund balance totals \$3,283,770 of which \$302,358 is from the operating budget and \$2,981,412 is from CIP. However, there is approximately \$3,911,000 in grant funds that will become available when the federal grants are awarded.



## **SUMMARY: Results from all Activities Compared to Budget**

**Total Revenues and funding sources** for the month of **June** closed at **\$4,755,445**, of which **\$4,162,777** is attributable to the **Operating Budget (Table 4 and PPT Slides 3 and 4)** and **\$592,668** to the capital budget. The **\$592,668** from the capital budget consists of **\$100,848** from grant revenues while **\$491,820** comes from the unrestricted portion of the fund balance that was budgeted as a transfer in. The performance of the revenue categories from the Operating Budget is discussed as follows.

**Operating Revenues**, which include only resources generated from transit operations, **totaled \$97,662** or 11.62% less than forecasted (**Table 4.1**) & (**PPT Slide 5**). **Fare Revenues** ended the month at \$79,325, or 86.11% of the baseline expectation and include **\$7,607** from **Go-Pass Mobile App Pass Sales**. Fare Revenues are typically lower during the months of June through August, as service agreements with the college and university are not in force until the start of the new academic term (Fall 2024).

Meanwhile, commissions from both **Bus and Bench Advertising** ended the month at **\$17,731** of which **\$3,933** came from **Bus Bench Advertising commissions** while **\$13,798** came from **On-Board Bus Advertising commissions**. The combined revenue was 99.77% of baseline.

Note that the commissions earned from Bench Advertising total **\$5,899** of which **\$3,933** is recognized as revenue and **\$1,966** represents the City's one-third share of the bench advertising commission for the use of the City property.

**Other Operating Revenues** totaled \$606, or 100% of baseline, and is the proceeds from other income.

**Non-Operating Revenues**, which includes sales tax, investment income, lease income from tenants, and federal assistance grants totaled **\$4,065,115** reaching **98.57%** of the **\$4,112,584** budget expectation, generating **\$47,468** less than forecasted (**Table 4.1**).

The shortfall is the result of the preventive maintenance grant not yet funded for 2024. This funding is expected to be available by the end of August. Meanwhile, the category was bolstered by the continued performance of the investment portfolio, which exceeded the baseline expectation by \$53,536, or 31.73%. Staples Street Center leases continue to miss the baseline as the result of a tenant vacating the SSC. The vacancy has been filled, with Cornerstone Caregiving's lease beginning August 1, 2024.

For clarification, please keep in mind that all revenues reported are **actual** revenues received or earned except for the sales tax revenue. The Sales Tax Revenue has been **estimated** since the amount will not be determined until payment is received on **August 9, 2024**. Out of the seven (7) sources included in this revenue category, 91.29% of total revenue came from the sales tax revenue estimate as indicated in the following table:

**June 2024 Revenue Composition – Table 1**

Line #	Revenue Source	Actual	%
1	Sales Tax Revenue Estimate	\$3,800,000	91.29%
2	Passenger Service	79,325	1.91%
3	SSC Lease Income	42,829	1.03%
4	Bus Advertising	17,31	0.43%
5	Investment Income	222,286	5.34%
6	Grant Assistance Revenue	-	0.00%
7	Other Revenue	606	0.00%
	<b>Total (excluding capital)</b>	<b>\$4,162,778</b>	<b>100.00%</b>

The **Investment Portfolio** closed the month of June 2024 with a market value of **\$54,273,227** an increase of \$1,548,685, from the balance at the end of May 2024 of **\$52,724,542**. The composition of the June portfolio market value includes **\$16,872,566** in short-term securities consisting of **\$9,380,771** in Commercial Paper and **\$7,491,795** in Federal Agency Coupon Securities. In addition, **\$33,023,361** was held in TexPool Prime and **\$2,749,866** in bank accounts at Frost Bank. For the month of **June**, earned interest income was recorded at **\$222,286**.

TexPool Prime Rate is currently at 5.46% while locked rates for securities range from 5.05% - 5.77%.

At the beginning of 2024, it was expected that the federal funds rate would be reduced three times during the year, for a total reduction of 1.63%. As of the July meeting of the Federal Open Markets Committee, Fed Chair Powell has continued to hold rates steady, though did hint at easing in monetary policy as soon as the September meeting of the FOMC. Staff will continue to work with the Authority’s investment advisor to extend maturities to maximize yields and minimize rate risks, while ensuring the necessary liquidity for daily operations and capital projects.

***This investment portfolio does not include any assets from pension plans but only assets from operations.***

The **Sales Tax** allocation for June 2024 is **estimated** at **\$3,800,000** and is in line with the actual allocation received for June 2023. The estimate is necessary since allocations lag two months behind and will not be received until July 12, 2024.

The Sales Tax revenue payment of **\$3,458,737** for May 2024 was received July 12, 2024, and was **\$241,263**, or **6.52%** less than the **\$3,700,000** May reported **estimate**. The May payment included the allocation from internet sales of **\$35,783**, an increase of \$500 or 1.42% from the prior month. RTA started receiving internet sales tax revenue in December 2019, and to date have received **\$1,659,938**. Retailers started collecting sales tax on internet sales on October 1, 2019.

The sales tax revenue over the last five years averages 71.13% of total income. In 2023, Sales Tax Revenue represented 70.27% of total revenues. Sales tax typically represents the largest component of CCRTA’s total income, however there are several factors that can cause fluctuations from year to year. Although sales tax revenue is related to economic conditions, other factors such as the amount of revenues from other sources and capital improvement plans do come into play. During this reporting period sales tax represented 90.42% of total operating revenues. **Table 2** illustrates the sales tax revenue trend from the beginning of the year, while **Table 2.1** illustrates the comparison between the sales tax received versus the sales tax budgeted.

## Transparency Disclosure

The sales tax revenue reported as 2024 Actual is higher than what is reported by the state comptroller's website. The difference represents the \$27,374 that is deducted by the state comptroller each month as repayment of \$1,177,082 that occurred in December 2019 because of an audit. The repayment is over 43 months and as of May have completed all installments. This amount is added back to calculate the growth rate when compared to the same period last year.

### Sales Tax Growth – Table 2

Month Revenue was Recognized	2024 Actual	2023 Actual	\$ Growth	% Growth
January (actual)	3,006,019	\$ 2,883,848	122,171	4.24%
February (actual)	3,560,917	2,939,551	621,366	21.14%
March (actual)	3,728,858	3,876,821	(147,963)	-3.82%
April (actual)	3,388,757	3,196,995	191,762	6.00%
May (actual)	3,458,737	3,371,557	87,180	2.59%
June (estimate)	3,800,000	3,744,213	55,787	1.49%
July (estimate)	-	-	-	0.00%
August (estimate)	-	-	-	0.00%
September (estimate)	-	-	-	0.00%
October (estimate)	-	-	-	0.00%
November (estimate)	-	-	-	0.00%
December (estimate)	-	-	-	0.00%
	<b>\$ 20,943,289</b>	<b>\$ 20,012,984</b>	<b>\$ 930,305</b>	<b>4.65%</b>

### Sales Tax – Actual vs Budget – Table 2.1

Month Revenue was Recognized	2024 Actual	2024 Budget	\$ Variance	% Variance
January (actual)	3,006,019	\$ 3,150,000	(143,981)	-4.57%
February (actual)	3,560,917	3,150,000	410,917	13.04%
March (actual)	3,728,858	3,800,000	(71,142)	-1.87%
April (actual)	3,388,757	3,500,000	(111,243)	-3.18%
May (actual)	3,458,737	3,700,000	(241,263)	-6.52%
June (estimate)	3,800,000	3,800,000	-	0.00%
July (estimate)	-	-	-	0.00%
August (estimate)	-	-	-	0.00%
September (estimate)	-	-	-	0.00%
October (estimate)	-	-	-	0.00%
November (estimate)	-	-	-	0.00%
December (estimate)	-	-	-	0.00%
	<b>\$ 20,943,289</b>	<b>\$ 21,100,000</b>	<b>\$ (156,711)</b>	<b>-0.74%</b>

The detail of all revenue and expense categories are presented in the following tables, along with the fare recovery ratio for June 2024:

**Revenue – June 2024 – Revenue Composition (Includes Operating and Capital Funding) – Table 3**

<b>Revenue Source</b>	<b>June 2024</b>	<b>%</b>	<b>YTD</b>	<b>%</b>
Passenger Service	\$ 79,325	1.86%	\$ 566,321	2.00%
Bus Advertising	17,731	0.42%	107,651	0.38%
Other Revenue	606	0.01%	4,622	0.02%
Sales Tax Revenue	3,800,000	89.13%	20,943,289	73.79%
Grants - Operating	-	0.00%	-	0.00%
Grants - Capital	100,848	2.37%	5,129,714	18.07%
Investment Income	222,286	5.21%	1,373,141	4.84%
SSC Lease Income	42,829	1.00%	255,720	0.90%
<b>Total Revenue</b>	<b>\$ 4,263,625</b>	<b>100.00%</b>	<b>\$ 28,380,458</b>	<b>100.00%</b>

**Revenue – June 2024 Operating Revenue and Capital Funding – Table 4**

	<b>06/2024</b>				
	<b>2024 Adopted Budget</b>	<b>June 2024 Actual</b>	<b>Baseline into Budget</b>	<b>% Actual to Budget</b>	<b>% Actual to Baseline</b>
<b>Revenues</b>					
Passenger service	\$ 1,105,459	\$ 79,325	\$ 92,122	7.18%	86.11%
Bus advertising	213,251	17,731	17,771	8.31%	99.77%
Other operating revenues	362,651	606	606	0.17%	100.00%
Sales Tax Revenue	44,244,769	3,800,000	3,800,000	8.59%	100.00%
Federal, state and local grant assistance	1,200,152	-	100,013	0.00%	0.00%
Investment Income	2,025,000	222,286	168,750	10.98%	131.73%
Staples Street Center leases	525,850	42,829	43,821	8.14%	97.74%
<b>Total Operating &amp; Non-Operating Revenues</b>	<b>49,677,132</b>	<b>4,162,777</b>	<b>4,223,083</b>	<b>8.38%</b>	<b>98.57%</b>
Capital Grants & Donations	11,971,407	100,848	100,848	0.84%	100.00%
Transfers-In	5,901,845	491,820	491,820	8.33%	100.00%
<b>Total Operating &amp; Non-Operating Revenues and Capital Funding</b>	<b>\$ 67,550,384</b>	<b>\$ 4,755,445</b>	<b>\$ 4,815,751</b>	<b>7.04%</b>	<b>98.75%</b>

	<b>06/2024</b>				
	<b>2024 Adopted Budget</b>	<b>YTD 2024 Actual</b>	<b>YTD Baseline into Budget</b>	<b>% YTD Actual to Budget</b>	<b>% Actual to Baseline</b>
<b>Revenues</b>					
Passenger service	\$ 1,105,459	\$ 566,321	\$ 552,730	51.23%	102.46%
Bus advertising	213,251	107,651	106,626	50.48%	100.96%
Other operating revenues	362,651	4,622	181,326	1.27%	2.55%
Sales Tax Revenue	44,244,769	20,943,289	21,100,000	47.34%	99.26%
Federal, state and local grant assistance	1,200,152	-	600,076	0.00%	0.00%
Investment Income	2,025,000	1,373,141	1,012,500	67.81%	135.62%
Staples Street Center leases	525,850	255,720	262,925	48.63%	97.26%
<b>Total Operating &amp; Non-Operating Revenues</b>	<b>49,677,132</b>	<b>23,250,744</b>	<b>23,816,183</b>	<b>46.80%</b>	<b>97.63%</b>
Capital Grants & Donations	11,971,407	5,129,714	5,129,714	42.85%	100.00%
Transfers-In	5,901,845	2,950,923	2,950,923	50.00%	100.00%
<b>Total Operating &amp; Non-Operating Revenues and Capital Funding</b>	<b>\$ 67,550,384</b>	<b>\$ 31,331,381</b>	<b>\$ 31,896,820</b>	<b>46.38%</b>	<b>98.23%</b>

**Note: The Sales Tax Revenue %YTD Actual to Budget calculations takes actual of \$20,943,289 divided by the annual budget of \$44,244,769 producing a 47.34% of budget. The \$20,943,289 includes five months of actual revenues totaling \$17,143,289 plus the \$3,800,000 estimate for June. The baseline budget includes six months of budget estimates as stated in Table 2.1.**

**Revenue – June 2024 from Operations – Table 4.1**

	06/2024				
	2024 Adopted Budget	June 2024 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
<b>Revenues</b>					
Passenger service	\$ 1,105,459	\$ 79,325	\$ 92,122	7.18%	86.11%
Bus advertising	213,251	17,731	17,771	8.31%	99.77%
Other operating revenues	362,651	606	606	0.17%	100.00%
<b>Total Operating Revenues</b>	<b>1,681,361</b>	<b>97,662</b>	<b>110,499</b>	<b>5.81%</b>	<b>88.38%</b>
Sales Tax Revenue	44,244,769	3,800,000	3,800,000	8.59%	100.00%
Federal, state and local grant assistance	1,200,152	-	100,013	0.00%	0.00%
Investment Income	2,025,000	222,286	168,750	10.98%	131.73%
Staples Street Center leases	525,850	42,829	43,821	8.14%	97.74%
<b>Total Non-Operating Revenues</b>	<b>47,995,771</b>	<b>4,065,115</b>	<b>4,112,584</b>	<b>8.47%</b>	<b>98.85%</b>
<b>Total Revenues</b>	<b>\$ 49,677,132</b>	<b>\$ 4,162,777</b>	<b>\$ 4,223,083</b>	<b>8.38%</b>	<b>98.57%</b>

**June 2024 Expenses**

The results of all expenditure activities, including capital, are presented below. Overall, the total operating expenses of **\$4,666,848** came in **\$51,643** over the anticipated baseline of **\$4,615,204**. Departmental expenses of **\$3,765,045** came in **\$84,990** over the **\$3,680,055** anticipated baseline or 2.31%. Meanwhile, Street Improvement Program expense of **\$287,294** is a fixed amount that represents one-twelve of the annual amount budgeted for all member cities, resulting in 100% of baseline. Debt service expense of **\$16,759** represents the **\$16,258** monthly amortization of debt issuance costs resulting from the 2019 bond refunding plus **\$501** of interest related to Subscription Liabilities (SBITAs).

**June 2024 Total Expenses & Capital Expenditures – Table 6**

	06/2024				
	2024 Adopted Budget	June 2024 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
<b>Expenditures</b>					
Departmental Operating Expenses	\$ 44,160,638	\$ 3,765,045	\$ 3,680,055	8.53%	102.31%
Debt Service	1,607,841	16,759	16,759	1.04%	100.00%
Street Improvements	3,447,523	287,294	287,294	8.33%	100.00%
Subrecipient Grant Agreements	400,152	-	33,346	0.00%	0.00%
<b>Total Operating &amp; Non-Operating Expenses</b>	<b>49,616,154</b>	<b>4,069,098</b>	<b>4,017,454</b>	<b>8.20%</b>	<b>101.29%</b>
Grant Eligible Costs	11,971,407	100,848	100,848	0.84%	100.00%
Depreciation Expenses	5,962,823	496,902	496,902	8.33%	100.00%
<b>Expenses and Capital Expenditures</b>	<b>\$ 67,550,384</b>	<b>\$ 4,666,848</b>	<b>\$ 4,615,204</b>	<b>6.91%</b>	<b>101.12%</b>

**Year to Date as of June 2024 Total Expenses & Capital Expenditures – Table 6.1**

For the year to date, total expenditures including capital were **\$31,664,227**, coming in **\$790,080** under the anticipated baseline of **\$32,454,308**. Departmental expenses of **\$21,490,320** came in **\$590,002** under the anticipated baseline of **\$22,080,322** or 2.67%. Meanwhile, Street Improvement Program expense is a fixed amount that represents one-twelve of the annual amount budgeted for all member cities, resulting in 100% of baseline and as of June the year-to-date expense represents 50% of the annual budget. Debt service represents the monthly amortization of debt issuance costs plus current year interest on bonds, along with interest costs for SBITAs.

	06/2024				
	2024 Adopted Budget	YTD 2024 Actual	YTD Baseline into Budget	% YTD Actual to Budget	% Actual to Baseline
<b>Expenditures</b>					
Departmental Operating Expenses	\$ 44,160,638	\$ 21,490,320	\$ 22,080,322	48.66%	97.33%
Debt Service	1,607,841	339,022	339,022	21.09%	100.00%
Street Improvements	3,447,523	1,723,761	1,723,762	50.00%	100.00%
Subrecipient Grant Agreements	400,152	-	200,076	0.00%	0.00%
<b>Total Operating &amp; Non-Operating Expenses</b>	<b>49,616,154</b>	<b>23,553,102</b>	<b>24,343,181</b>	<b>47.47%</b>	<b>96.75%</b>
Grant Eligible Costs	11,971,407	5,129,714	5,129,714	42.85%	100.00%
Depreciation Expenses	5,962,823	2,981,412	2,981,412	50.00%	100.00%
<b>Expenses</b>					
<b>and Capital Expenditures</b>	<b>\$ 67,550,384</b>	<b>\$ 31,664,227</b>	<b>\$ 32,454,308</b>	<b>46.87%</b>	<b>97.57%</b>

**EXPENSES – REPORTED BY EXPENSE OBJECT CATEGORY**

The **Financial Accounting Standards Board (FASB)** requires expenses to be reported by object category which include expenses that can be traced back to a specific department and or activity. It excludes depreciation expenses, expenses associated with the Street Improvement Program, debt service expenses, and pass through activities (Sub-recipients).

Accordingly, for the month of June 2024, total departmental operating expenses realized favorable variances against the baseline expectation from categories including Salaries & Wages, Services, Purchased Transportation, and Miscellaneous.

Meanwhile, unfavorable variance was identified with the categories of Benefits, Materials & Supplies, Utilities, and Insurance.

**Benefits** reported a negative variance of 19.94%, or \$143,593. **Health insurance claims costs** continue to be high for the Authority. **For the year to date**, the category reports a negative variance of 0.62%, or \$26,915.

**Materials & Supplies** reported a negative variance of 22.72%, or \$63,649. The negative variance is due to the higher costs of parts for fleet vehicles. For example, A/C compressors in three fixed-route buses required replacement, as a unit cost of \$13,000 per bus. High dollar part replacements such as this continue to drive up costs for fleet maintenance. **The category maintains a negative variance of 5.31% or \$89,302 for the year to date.**

**Utilities** reported a negative variance of 45.33%, or \$30,177. The negative variance is due to a change in billing cycles, as several significant meters were billed for a longer than typical period. **The category maintains a negative variance of 9.54% or \$38,108 for the year to date.**

**Insurance** reported a negative variance of 0.58%, or \$319. The category maintains a positive variance of 1.02% or \$3,379 for the year to date.

**June 2024 Departmental Expense Breakdown – Table 7**

	06/2024				
	2024 Adopted Budget	June 2024 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
<b>Departmental Operating Expenses:</b>					
<b>Object Category</b>					
Salaries & Wages	\$ 14,418,479	\$ 1,112,555	\$ 1,201,541	7.72%	92.59%
Benefits	8,642,048	863,763	720,171	9.99%	119.94%
Services	5,714,226	444,485	476,186	7.78%	93.34%
Materials & Supplies	3,362,189	343,832	280,182	10.23%	122.72%
Utilities	798,939	96,755	66,578	12.11%	145.33%
Insurance	664,075	55,659	55,340	8.38%	100.58%
Purchased Transportation	9,449,581	780,076	787,465	8.26%	99.06%
Miscellaneous	1,111,101	67,920	92,592	6.11%	73.35%
<b>Total Departmental Operating Expenses</b>	<b>\$ 44,160,638</b>	<b>\$ 3,765,045</b>	<b>\$ 3,680,055</b>	<b>8.53%</b>	<b>102.31%</b>

**Year to Date as of June 2024 Departmental Operating Expense Breakdown – Table 8**

	06/2024				
	2024 Adopted Budget	YTD 2024 Actual	YTD Baseline into Budget	% YTD Actual to Budget	% Actual to Baseline
<b>Departmental Operating Expenses:</b>					
<b>Object Category</b>					
Salaries & Wages	\$ 14,418,479	\$ 7,032,784	\$ 7,209,240	48.78%	97.55%
Benefits	8,642,048	4,347,939	4,321,024	50.31%	100.62%
Services	5,714,226	2,412,382	2,857,113	42.22%	84.43%
Materials & Supplies	3,362,189	1,770,396	1,681,095	52.66%	105.31%
Utilities	798,939	437,578	399,470	54.77%	109.54%
Insurance	664,075	328,659	332,038	49.49%	98.98%
Purchased Transportation	9,449,581	4,655,901	4,724,791	49.27%	98.54%
Miscellaneous	1,111,101	504,681	555,551	45.42%	90.84%
<b>Total Departmental Operating Expenses</b>	<b>\$ 44,160,638</b>	<b>\$ 21,490,320</b>	<b>\$ 22,080,322</b>	<b>48.66%</b>	<b>97.33%</b>

**2024 Self-Insurance Claims, Medical & Vision and Dental – Table 9**

Month	Medical & Vision	Dental	Total
January	\$ 85,533	\$ 5,426	\$ 90,960
February	217,561	11,983	229,544
March	374,863	8,671	383,534
April	360,163	11,187	371,350
May	492,043	10,351	502,394
June	699,035	3,119	702,154
	<b>\$ 2,229,198</b>	<b>\$ 50,737</b>	<b>\$ 2,279,935</b>

**NOTE:** The Stop Loss Reimbursement of \$343,576 for high claims in June for two insurers lowered the \$702,154 cost from \$702,154 to \$358,578.

## Fare Recovery Ratio – Table 10

Description	06/30/2024	Year to Date
Fare Revenue or Passenger Revenue	\$ 79,325	\$ 566,321
Operating Expenses	3,764,558	21,485,922
Fare Recovery Ratio	2.11%	2.64%
*Excluding Depreciation		

Note: Same period last year (June 2023) the FRR was 2.25%

The passenger fares are pledged revenues secured by the bond covenant associated with the construction of the Staples Street Center Building. The bond contract requires the Authority to establish and maintain rates and charges for facilities and services afforded by the CCRTA transit system to produce gross operating revenues in each fiscal year by anticipating sufficient passenger revenues to pay for maintenance and operating expenses and produce net operating revenues at least 1.10 times the annual debt service requirements. The debt service coverage ratio is a different ratio from the Fare Recovery Ratio. CCRTA has maintained since the inception of the bond covenant a coverage ratio of at least 1.10.

## June 2024 – Table 11

For the month of June, total Revenue exceeded Expenditures by \$88,597. For the year to date, total Expenditures exceeded Revenue by \$332,847. A greater detail of the financial results is explained in the accompanied Power Point presentation.

	06/2024				
	2024 Adopted Budget	June 2024 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
Operating Revenues	\$ 49,677,132	\$ 4,162,777	\$ 4,223,083	8.38%	98.57%
Operating Expenses	49,616,154	4,069,098	4,017,454	8.20%	101.29%
<b>Revenue over Expenses</b>	<b>60,978</b>	<b>93,679</b>	<b>205,629</b>	153.63%	45.56%
Capital Funding	17,873,252	592,668	592,668	3.32%	100.00%
Capital Expenditures	17,934,230	597,750	597,750	3.33%	100.00%
<b>Revenue over Expenses</b>	<b>(60,978)</b>	<b>(5,082)</b>	<b>(5,082)</b>	8.33%	100.00%
<b>Revenue over Expenditures</b>	<b>\$ -</b>	<b>\$ 88,597</b>	<b>\$ 200,547</b>		

	06/2024				
	2024 Adopted Budget	YTD 2024 Actual	YTD Baseline into Budget	% YTD Actual to Budget	% Actual to Baseline
Operating Revenues	\$ 49,677,132	\$ 23,250,744	\$ 23,816,183	46.80%	97.63%
Operating Expenses	49,616,154	23,553,102	24,343,181	47.47%	96.75%
<b>Revenue over Expenses</b>	<b>60,978</b>	<b>(302,358)</b>	<b>(526,999)</b>	-495.85%	57.37%
Capital Funding	17,873,252	8,080,637	8,080,637	45.21%	100.00%
Capital Expenditures	17,934,230	8,111,126	8,111,126	45.23%	100.00%
<b>Revenue over Expenses</b>	<b>(60,978)</b>	<b>(30,489)</b>	<b>(30,489)</b>	50.00%	100.00%
<b>Revenue over Expenditures</b>	<b>\$ -</b>	<b>\$ (332,847)</b>	<b>\$ (557,488)</b>		



## NET POSITION

The Total Net Position at the end of the month was **\$112,449,414**, an increase of **\$1,826,866** from December 2023 which closed at **\$110,619,548**.

The Total Net Position is made up of three (3) components: Net Investment in Capital Assets, Funds Restricted for the FTA's Interest, and Unrestricted which represents the residual amount of the net position that is available for spending.

Of the Total Net Position of **\$112,449,414**, the portion of the fund balance that is not restricted in accordance with GASB Concepts Statement No 4 is **\$44,885,156**, but only **\$18,773,015** is available for spending due to the **\$26,112,141** Board-designated reserves aimed at mitigating the fluctuations of sales tax revenue. As you can see from the fund balance breakdown below, **58.18%** of the unrestricted portion is assigned by the Board to fund reserves that are earmarked to meet certain unexpected demands.

### FUND BALANCE AS OF JUNE 30, 2024:

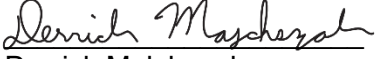
<b><u>FUND BALANCE</u></b>	
Net Invested in Capital Assets	\$ 66,988,950
Restricted for FTA Interest	575,308
Unrestricted	44,885,156
<b>TOTAL FUND BALANCE</b>	<b>112,449,414</b>
<b><u>RESERVES</u></b>	
Designated for Operating Reserve	10,878,633
Designated for Capital Reserve	11,855,307
Designated for Employee Benefits Reserve	1,478,201
Designated for Emergency/Disaster Reserve	1,900,000
<b>Total Designated Reserves</b>	<b>26,112,141</b>
PLUS:	
Unrestricted	18,773,015
<b>TOTAL DESIGNATED &amp; UNRESTRICTED</b>	<b>\$ 44,885,156</b>

Please refer to the following pages for the detailed financial statements.

Respectfully Submitted,

Submitted by: Marie Sandra Roddel  
Director of Finance

Reviewed by: Robert M. Saldaña  
Managing Director of Administration

Final Approval by:   
Derrick Majchszak  
Chief Executive Officer

Corpus Christi Regional Transportation Authority  
 Operating and Capital Budget Report  
 For the month ended June 2024

OPERATING BUDGET	06/2024				
	2024 Adopted Budget	June 2024 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
	A	B	C = A / 12	B / A	C vs B
<b>Revenues</b>					
Passenger service	\$ 1,105,459	\$ 79,325	\$ 92,122	7.18%	86.11%
Bus advertising	213,251	17,731	17,771	8.31%	99.77%
Other operating revenues	362,651	606	606	0.17%	100.00%
Sales Tax Revenue	44,244,769	3,800,000	3,800,000	8.59%	100.00%
Federal, state and local grant assistance	1,200,152	-	100,013	0.00%	0.00%
Investment Income	2,025,000	222,286	168,750	10.98%	131.73%
Staples Street Center leases	525,850	42,829	43,821	8.14%	97.74%
<b>Total Revenues</b>	<b>49,677,132</b>	<b>4,162,777</b>	<b>4,223,083</b>	<b>8.38%</b>	<b>98.57%</b>
<b>Expenses</b>					
Transportation	11,064,303	1,014,502	922,025	9.17%	110.03%
Customer Programs	771,857	51,113	64,321	6.62%	79.47%
Purchased Transportation	9,449,581	780,076	787,465	8.26%	99.06%
Service Development	682,410	54,736	56,868	8.02%	96.25%
MIS	1,957,895	145,127	163,158	7.41%	88.95%
Vehicle Maintenance	6,817,309	631,017	568,109	9.26%	111.07%
Facilities Maintenance	3,393,766	287,677	282,814	8.48%	101.72%
Contracts and Procurements	517,294	40,320	43,108	7.79%	93.53%
CEO's Office	1,114,763	85,550	92,897	7.67%	92.09%
Finance and Accounting	1,018,620	87,523	84,885	8.59%	103.11%
Materials Management	294,160	24,405	24,513	8.30%	99.56%
Human Resources	1,150,530	73,405	95,878	6.38%	76.56%
General Administration	508,836	78,311	42,403	15.39%	184.68%
Capital Project Management	433,141	33,680	36,095	7.78%	93.31%
Marketing & Communications	1,247,108	89,319	103,926	7.16%	85.94%
Safety & Security	2,422,340	205,504	201,862	8.48%	101.80%
Staples Street Center	1,092,185	81,927	91,015	7.50%	90.01%
Port Ayers Cost Center	24,540	364	2,045	1.48%	17.82%
Debt Service	1,607,841	16,759	16,759	1.04%	100.00%
Special Projects	200,000	487	16,667	0.24%	2.92%
Subrecipient Grant Agreements	400,152	-	33,346	0.00%	0.00%
Street Improvements Program for CCRTA Regional Entities	3,447,523	287,294	287,294	8.33%	100.00%
<b>Total Expenses</b>	<b>49,616,154</b>	<b>4,069,098</b>	<b>4,017,454</b>	<b>8.20%</b>	<b>101.29%</b>
<b>Revenues Over Expenses - Operating Budget</b>	<b>60,978</b>	<b>93,679</b>	<b>205,629</b>		
<b>CIP BUDGET</b>					
	2024 Adopted Budget	June 2024 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
	A	B	C = A / 12	B / A	
<b>Funding Sources</b>					
Transfer In	\$ 5,901,845	491,820	491,820	8.33%	100.00%
Grant Revenue	11,971,407	100,848	100,848	0.84%	0.00%
<b>Total Funding Sources</b>	<b>17,873,252</b>	<b>592,668</b>	<b>592,668</b>	<b>3.32%</b>	<b>100.00%</b>
<b>Capital Expenditures</b>					
Grant Eligible Costs	11,971,407	100,848	100,848	0.84%	0.00%
Depreciation Expenses	5,962,823	496,902	496,902	8.33%	100.00%
<b>Total Expenditures</b>	<b>17,934,230</b>	<b>597,750</b>	<b>597,750</b>	<b>3.33%</b>	<b>100.00%</b>
<b>Funding Sources Over Expenditures</b>	<b>(60,978)</b>	<b>(5,082)</b>	<b>(5,082)</b>	<b>8.33%</b>	<b>100.00%</b>
<b>Revenues Over Expenses - Operating Budget</b>	<b>60,978</b>	<b>93,679</b>	<b>205,629</b>		
<b>Revenues Over Expenses - CIP Budget</b>	<b>(60,978)</b>	<b>(5,082)</b>	<b>(5,082)</b>		
<b>Revenues Over Expenses (including rounding)</b>	<b>\$ -</b>	<b>\$ 88,597</b>	<b>\$ 200,547</b>		

Corpus Christi Regional Transportation Authority  
 Operating and Capital Budget Report  
 For the month ended June 2024

OPERATING BUDGET	06/2024				
	2024 Adopted Budget	YTD 2024 Actual	YTD Baseline into Budget	% YTD Actual to Budget	% Actual to Baseline
	A	B	C = A / 2	B / A	C vs B
<b>Revenues</b>					
Passenger service	\$ 1,105,459	\$ 566,321	\$ 552,730	51.23%	102.46%
Bus advertising	213,251	107,651	106,626	50.48%	100.96%
Other operating revenues	362,651	4,622	181,326	1.27%	2.55%
Sales Tax Revenue	44,244,769	20,943,289	21,100,000	47.34%	99.26%
Federal, state and local grant assistance	1,200,152	-	600,076	0.00%	0.00%
Investment Income	2,025,000	1,373,141	1,012,500	67.81%	135.62%
Staples Street Center leases	525,850	255,720	262,925	48.63%	97.26%
<b>Total Revenues</b>	<b>49,677,132</b>	<b>23,250,744</b>	<b>23,816,183</b>	<b>46.80%</b>	<b>97.63%</b>
<b>Expenses</b>					
Transportation	11,064,303	5,721,777	5,532,151	51.71%	103.43%
Customer Programs	771,857	335,836	385,929	43.51%	87.02%
Purchased Transportation	9,449,581	4,655,901	4,724,791	49.27%	98.54%
Service Development	682,410	374,868	341,205	54.93%	109.87%
MIS	1,957,895	815,876	978,948	41.67%	83.34%
Vehicle Maintenance	6,817,309	3,376,229	3,408,655	49.52%	99.05%
Facilities Maintenance	3,393,766	1,638,316	1,696,883	48.27%	96.55%
Contracts and Procurements	517,294	244,657	258,647	47.30%	94.59%
CEO's Office	1,114,763	517,315	557,382	46.41%	92.81%
Finance and Accounting	1,018,620	435,699	509,310	42.77%	85.55%
Materials Management	294,160	139,504	147,080	47.42%	94.85%
Human Resources	1,150,530	425,401	575,265	36.97%	73.95%
General Administration	508,836	235,260	254,418	46.23%	92.47%
Capital Project Management	433,141	213,778	216,571	49.36%	98.71%
Marketing & Communications	1,247,108	533,776	623,554	42.80%	85.60%
Safety & Security	2,422,340	1,216,156	1,211,170	50.21%	100.41%
Staples Street Center	1,092,185	583,030	546,093	53.38%	106.76%
Port Ayers Cost Center	24,540	2,545	12,270	10.37%	20.74%
Debt Service	1,607,841	339,022	339,022	21.09%	100.00%
Special Projects	200,000	24,397	100,000	12.20%	24.40%
Subrecipient Grant Agreements	400,152	-	200,076	0.00%	0.00%
Street Improvements Program for CCRTA Regional Entities	3,447,523	1,723,761	1,723,762	50.00%	100.00%
<b>Total Expenses</b>	<b>49,616,154</b>	<b>23,553,102</b>	<b>24,343,181</b>	<b>47.47%</b>	<b>96.75%</b>
<b>Revenues Over Expenses - Operating Budget</b>	<b>60,978</b>	<b>(302,358)</b>	<b>(526,999)</b>		
<b>CIP BUDGET</b>					
	2024 Adopted Budget	YTD 2024 Actual	YTD Baseline into Budget	% YTD Actual to Budget	% Actual to Baseline
	A	B	C = A / 2	B / A	C vs B
<b>Funding Sources</b>					
Transfer In	\$ 5,901,845	2,950,923	2,950,923	50.00%	100.00%
Grant Revenue	11,971,407	5,129,714	5,129,714	42.85%	0.00%
<b>Total Funding Sources</b>	<b>17,873,252</b>	<b>8,080,637</b>	<b>8,080,637</b>	<b>45.21%</b>	<b>100.00%</b>
<b>Capital Expenditures</b>					
Grant Eligible Costs	11,971,407	5,129,714	5,129,714	42.85%	0.00%
Depreciation Expenses	5,962,823	2,981,412	2,981,412	50.00%	100.00%
<b>Total Expenditures</b>	<b>17,934,230</b>	<b>8,111,126</b>	<b>8,111,126</b>	<b>45.23%</b>	<b>100.00%</b>
<b>Funding Sources Over Expenditures</b>	<b>(60,978)</b>	<b>(30,489)</b>	<b>(30,489)</b>	<b>50.00%</b>	<b>100.00%</b>
<b>Revenues Over Expenses - Operating Budget</b>	<b>60,978</b>	<b>(302,358)</b>	<b>(526,999)</b>		
<b>Revenues Over Expenses - CIP Budget</b>	<b>(60,978)</b>	<b>(30,489)</b>	<b>(30,489)</b>		
<b>Revenues Over Expenses (including rounding)</b>	<b>\$ -</b>	<b>\$ (332,847)</b>	<b>\$ (557,488)</b>		

**CORPUS CHRISTI REGIONAL TRANSPORTATION AUTHORITY**  
**Statement of Net Position**  
**Month ended June 30, 2024, and year ended December 31, 2023**

	Unaudited June 30 2024	Unaudited December 31 2023
<b>ASSETS</b>		
<b>Current Assets:</b>		
Cash and Cash Equivalents	\$ 34,861,514	\$ 21,367,243
Short Term Investments	16,896,554	31,091,860
Receivables:		
Sales and Use Taxes	7,203,975	7,145,170
Federal Government	-	3,345,385
Other	591,085	778,938
Inventories	755,255	757,581
Prepaid Expenses	2,457,463	567,186
<b>Total Current Assets</b>	<b>62,765,846</b>	<b>65,053,363</b>
<b>Non-Current Assets:</b>		
Restricted Cash and Cash Equivalents	575,308	575,308
Long Term Investments	-	2,000,000
Lease Receivable	1,155,165	1,155,165
Capital Assets:		
Land	4,882,879	4,882,879
Buildings	52,999,075	52,999,075
Transit Stations, Stops and Pads	31,754,022	31,754,022
Other Improvements	5,525,123	5,525,123
Vehicles and Equipment	64,716,485	64,716,485
Right-To-Use Leased Equipment	499,627	499,627
Right-To-Use Software Subscriptions	1,897,086	1,852,014
Construction in Progress	4,585,020	4,578,696
Current Year Additions	7,876,334	6,323,811
Total Capital Assets	174,735,651	166,814,245
Less: Accumulated Depreciation	(92,534,005)	(89,552,593)
Net Capital Assets	82,201,646	77,261,652
<b>Total Non-Current Assets</b>	<b>83,932,119</b>	<b>80,992,124</b>
<b>TOTAL ASSETS</b>	<b>146,697,965</b>	<b>146,045,488</b>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>		
Deferred outflow related to pensions	8,229,665	8,229,665
Deferred outflow related to OPEB	107,544	107,544
Deferred outflow on extinguishment of debt	2,661,791	2,753,577
<b>Total Deferred Outflows</b>	<b>10,999,000</b>	<b>11,090,786</b>
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS</b>	<b>157,696,965</b>	<b>157,136,274</b>
<b>LIABILITIES AND NET POSITION</b>		
<b>Current Liabilities:</b>		
Accounts Payable	1,165,387	3,871,186
Current Portion of Long-Term Liabilities:		
Long-Term Debt	930,000	930,000
Compensated Absences	328,918	328,918
Sales Tax Audit Funds Due	-	164,258
Software Subscription Liability	292,626	320,894
Distributions to Regional Entities Payable	6,360,866	4,880,150
Other Accrued Liabilities	1,336,222	1,187,786
<b>Total Current Liabilities</b>	<b>10,414,017</b>	<b>11,683,191</b>
<b>Non-Current Liabilities:</b>		
Long-Term Liabilities, Net of Current Portion:		
Long-Term Debt	15,855,000	15,855,000
Compensated Absences	1,034,088	1,034,088
Sales Tax Audit Funds Due	-	-
Software Subscription Liability	620,319	620,319
Net Pension Liability	11,426,175	11,426,175
Net OPEB Obligation	783,358	783,358
Lease Liability	240,842	240,842
<b>Total Non-Current Liabilities</b>	<b>29,959,781</b>	<b>29,959,781</b>
<b>TOTAL LIABILITES</b>	<b>40,373,799</b>	<b>41,642,973</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>		
Deferred inflow related to pensions	3,628,960	3,628,960
Deferred inflow related to OPEB	89,627	89,627
Deferred inflow related to leases	1,155,165	1,155,165
<b>Total Deferred Inflows</b>	<b>4,873,752</b>	<b>4,873,752</b>
<b>TOTAL LIABILITIES AND DEFERRED INFLOWS</b>	<b>45,247,551</b>	<b>46,516,725</b>
<b>Net Position:</b>		
Net Invested in Capital Assets	66,988,950	59,175,038
Restricted for FTA Interest	575,308	575,308
Unrestricted	44,885,156	50,869,202
<b>TOTAL NET POSITION</b>	<b>\$ 112,449,414</b>	<b>\$ 110,619,548</b>

**Corpus Christi Regional Transportation Authority**  
**Statement of Cash Flows (Unaudited)**  
**For the month ended June 30, 2024**

	<u>6/30/2024</u>
<b>Cash Flows From Operating Activities:</b>	
Cash Received from Customers	\$ 73,008
Cash Received from Bus Advertising and Other Ancillary	87,541
Cash Payments to Suppliers for Goods and Services	(2,891,570)
Cash Payments to Employees for Services	(984,277)
Cash Payments for Employee Benefits	(490,819)
<b>Net Cash Used for Operating Activities</b>	<u><b>(4,206,117)</b></u>
<b>Cash Flows from Non-Capital Financing Activities:</b>	
Sales and Use Taxes Received	3,361,383
Grants and Other Reimbursements	-
Distributions to Subrecipient Programs	-
Distributions to Region Entities	-
<b>Net Cash Provided by Non-Capital Financing Activities</b>	<u><b>3,361,383</b></u>
<b>Cash Flows from Capital and Related Financing Activities:</b>	
Federal and Other Grant Assistance	620,977
Proceeds/Loss from Sale of Capital Assets	-
Proceeds from Bonds	-
Repayment of Long-Term Debt	-
Interest and Fiscal Charges	-
Purchase and Construction of Capital Assets	(248,454)
<b>Net Cash Provided by Capital and Related Financing Activities</b>	<u><b>372,523</b></u>
<b>Cash Flows from Investing Activities:</b>	
Investment Income	187,989
Purchases of Investments	-
Maturities and Redemptions of Investments	2,500,000
Premiums/Discounts on Investments	-
<b>Net Cash Provided by Investing Activities</b>	<u><b>2,687,989</b></u>
<b>Net Increase in Cash and Cash Equivalents</b>	<b>2,215,780</b>
<b>Cash and Cash Equivalents (Including Restricted Accounts), June 1, 2024</b>	<b>33,221,042</b>
<b>Cash and Cash Equivalents (Including Restricted Accounts), June 30, 2024</b>	<b>\$ <u><u>35,436,822</u></u></b>

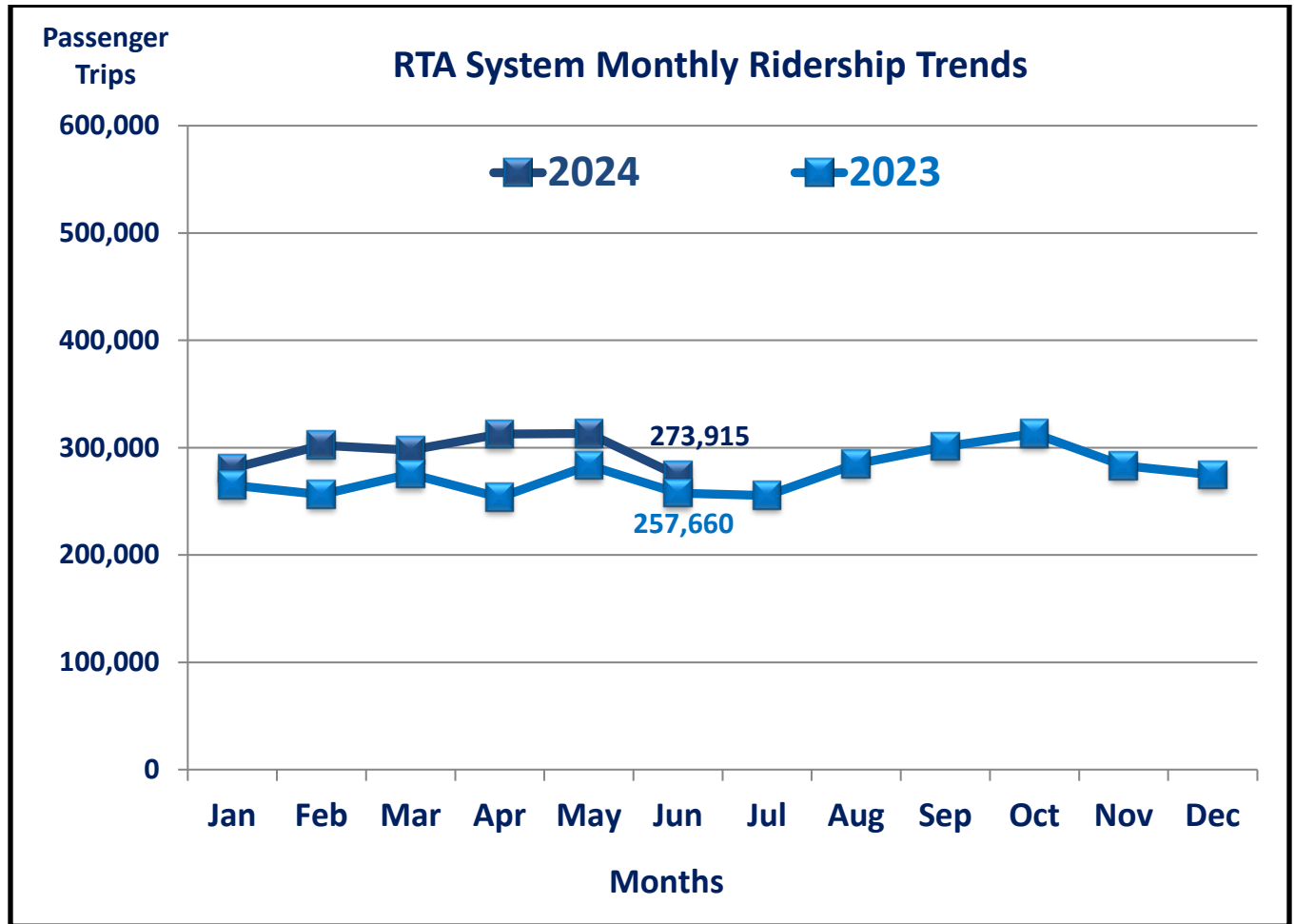
**Subject:** June 2024 Operations Report

The system-wide monthly operations performance report is included below for your information and review. This report contains monthly and Year-to-Date (YTD) operating statistics and performance measurement summaries containing ridership, performance metrics by service type, miles between road calls and customer service feedback.



**System-wide Ridership and Service Performance Results**

June 2024 system-wide passenger trips totaled 273,915 which represents a 6.3% increase, compared to 257,660 passenger trips in June 2023 with 16,255 more trips provided this month.



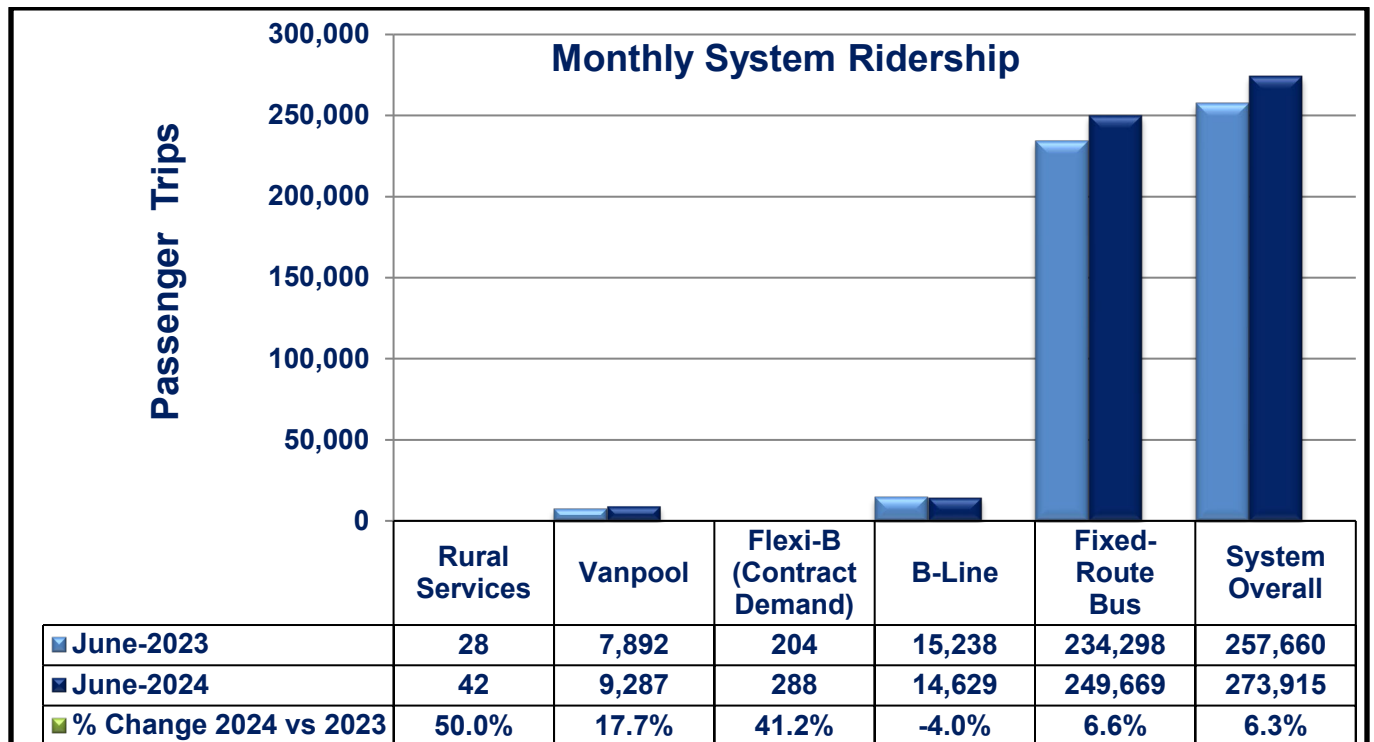
June 2024	June 2023	Variance
20 Weekdays	22 Weekdays	-2
5 Saturdays	4 Saturdays	+1
5 Sundays	4 Sundays	+1
30 Days	30 Days	-

The average retail price for unleaded gas in Corpus Christi was \$3.04 per gallon compared to \$3.12 per gallon in June 2023<sup>1</sup> which represents a 2.6% decrease in the average cost per gallon. June rainfall was above average, 7.20 inches. In comparison, June 2023 recorded 0.8 inches.<sup>2</sup> Historically, June average rainfall is 3.56 inches. The 94.9-degree average high temperature in June 2024 was above the normal average temperature of 91.6-degrees.

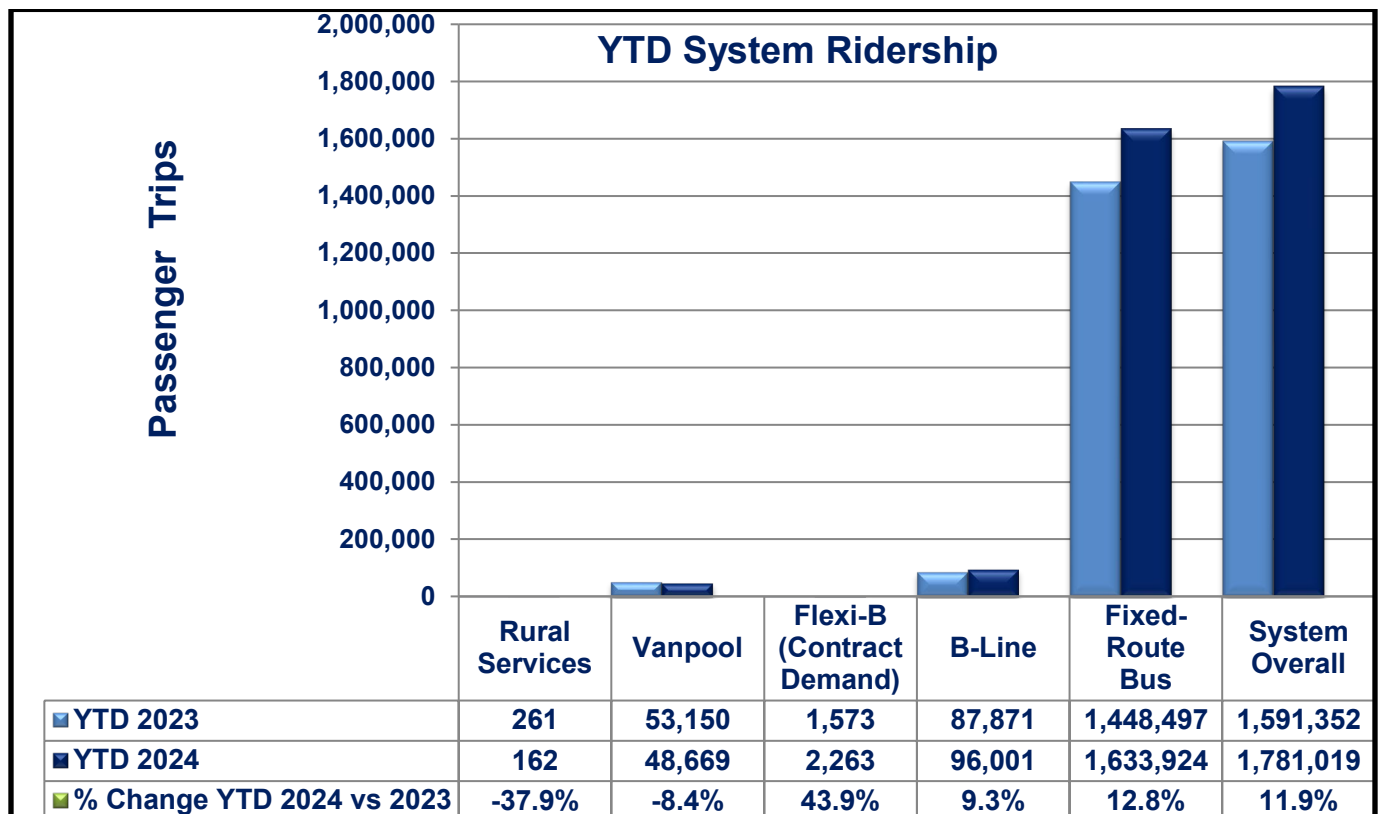
1. GasBuddy.com historical data at <http://www.gasbuddy.com>.  
 2. <https://etweather.tamu.edu/rainhistory>



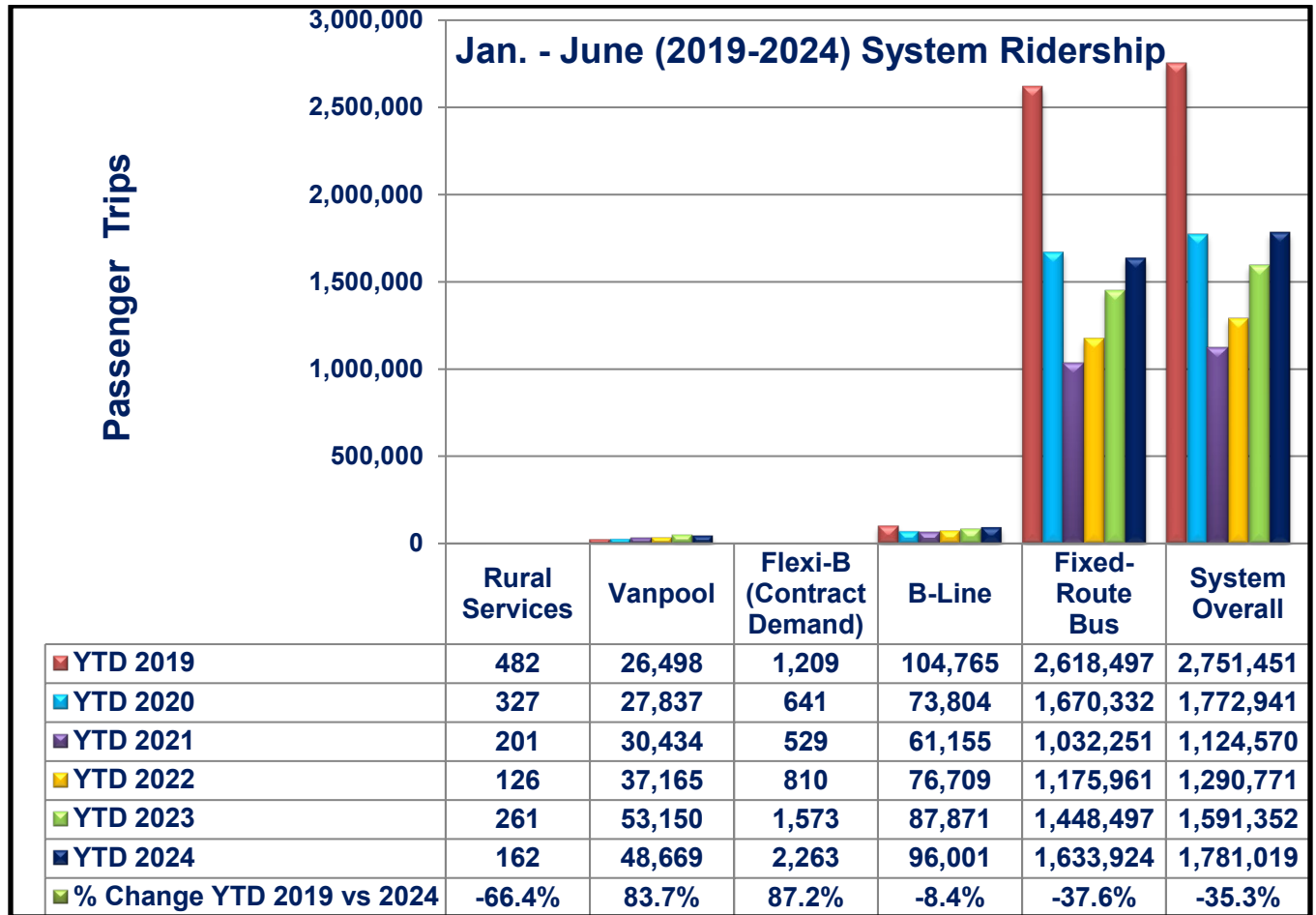
The chart below shows monthly ridership results for all services. CCRTA recorded 16,255 more passenger trips in June 2024 resulting in a 6.3% increase compared to June 2023.



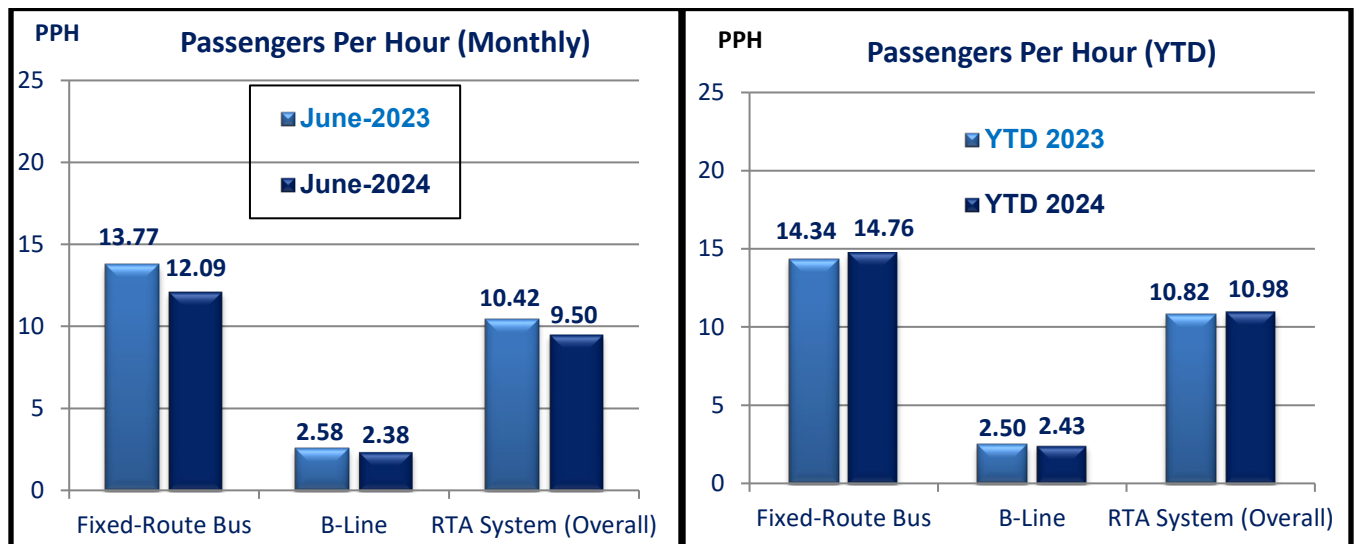
The chart below shows YTD ridership results for all services. 189,667 more trips compared to 2023.

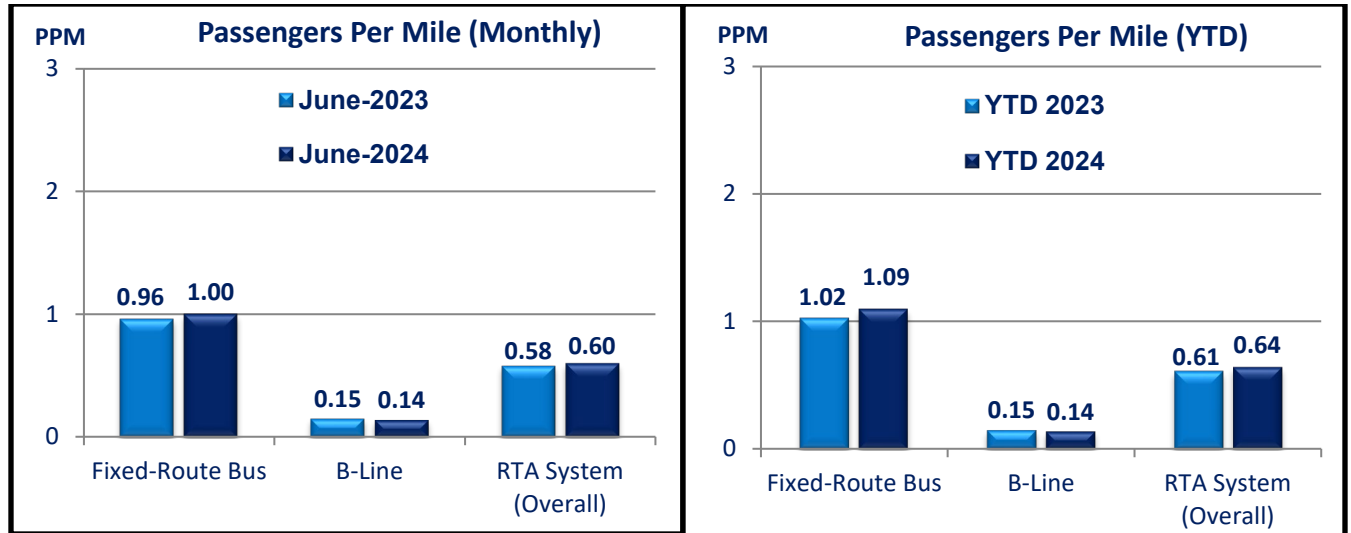


The chart below shows YTD (January – June) ridership results for all services from YTD 2019 Pre-Covid and YTD 2024.



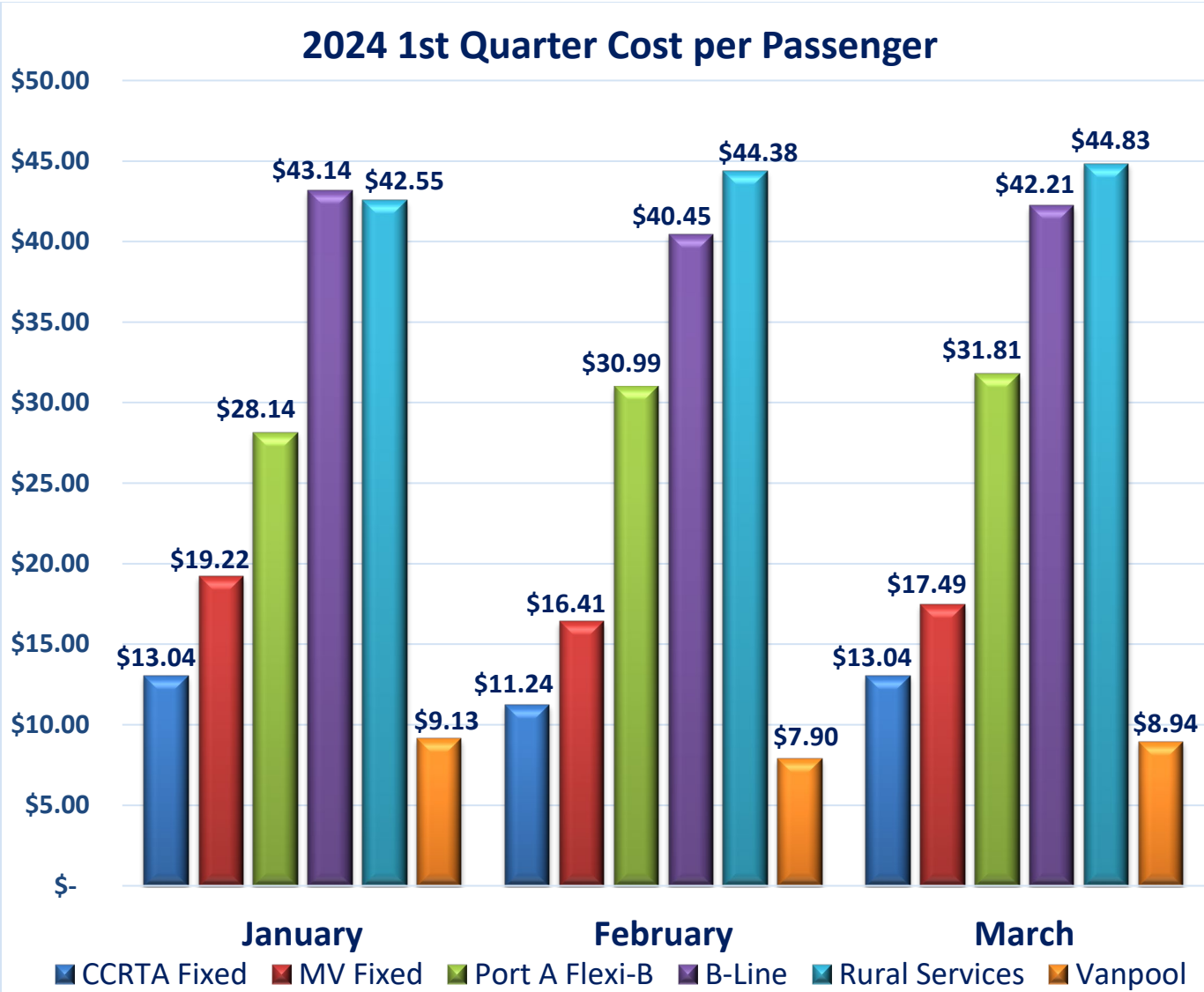
The following four charts are system-wide productivity for the month of June 2024 vs. June 2023 and YTD figures.





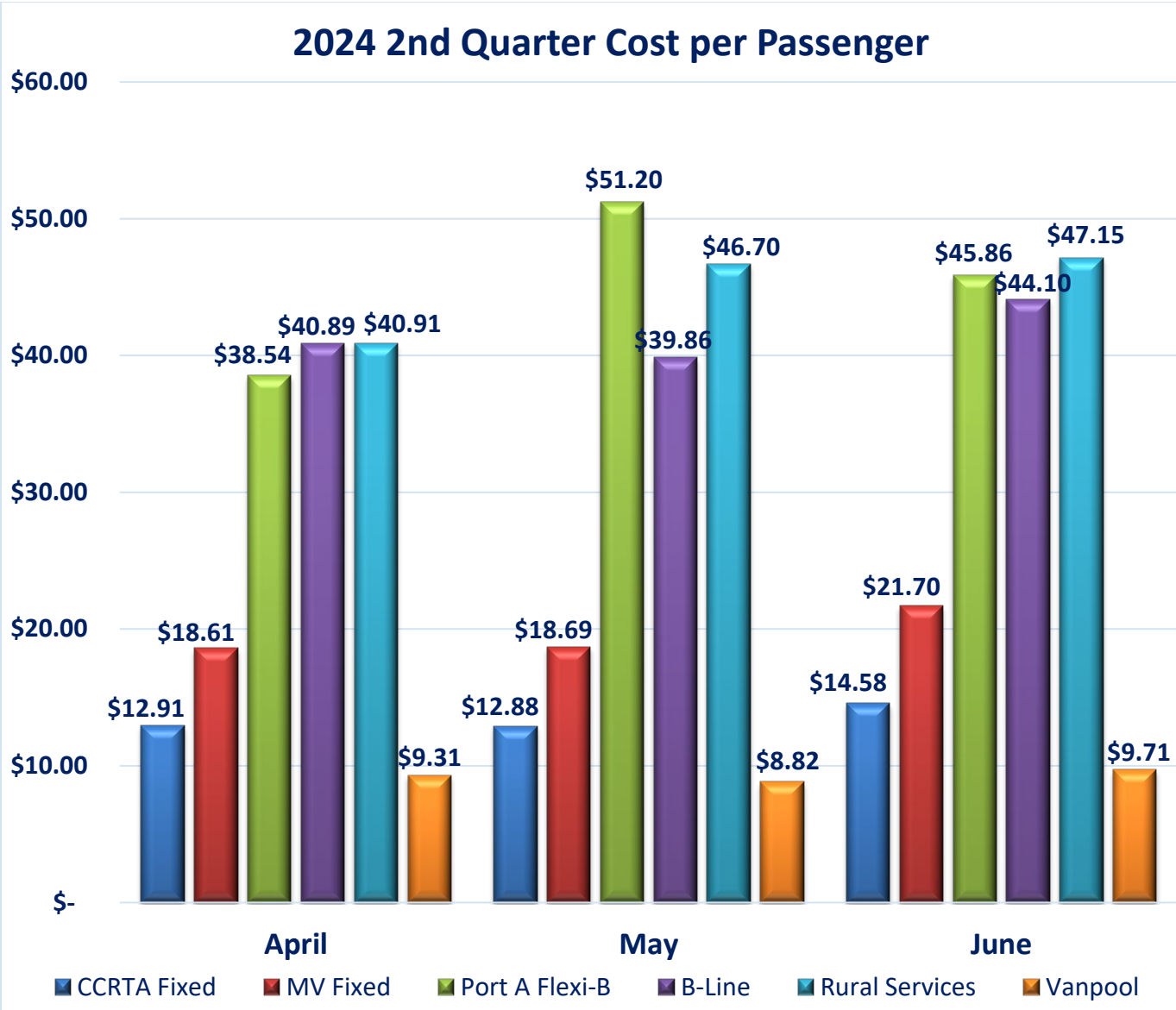
The following table shows on-time performance of fixed route services.

Schedule Adherence	Standard	Mar-24	Apr-24	May-24	Jun-24	4-Month Average
Early Departure	<1%	0.0%	0.0%	0.2%	0.0%	0.1%
Departures within 0-5 minutes	>85%	88.4%	94.2%	93.9%	94.8%	92.8%
Monthly Wheelchair Boardings	No standard	4,672	3,986	4,963	5,689	4,828
Monthly Bicycle Boardings	No standard	5,922	6,455	6,563	5,762	6,176



The following tables include Cost per Passenger totals by service mode for the second quarter of 2024. In addition, year-to-date (YTD) averages by service mode are included.

Month	CCRTA Fixed	MV Fixed	Port A Flexi-B	B-Line	Rural Services	Vanpool
January	\$ 13.04	\$ 19.22	\$ 28.14	\$ 43.14	\$ 42.55	\$ 9.13
February	\$ 11.24	\$ 16.41	\$ 30.99	\$ 40.45	\$ 44.38	\$ 7.90
March	\$ 13.04	\$ 17.49	\$ 31.81	\$ 42.21	\$ 44.83	\$ 8.94
<b>YTD Average</b>	<b>\$ 12.42</b>	<b>\$ 17.66</b>	<b>\$ 30.23</b>	<b>\$ 41.93</b>	<b>\$ 43.70</b>	<b>\$ 8.67</b>



The following tables include Cost per Passenger totals by service mode for the second quarter of 2024. In addition, year-to-date (YTD) averages by service mode are included.

Month	CCRTA Fixed	MV Fixed	Port A Flexi-B	B-Line	Rural Services	Vanpool
April	\$ 12.91	\$ 18.61	\$ 38.54	\$ 40.89	\$ 40.91	\$ 9.31
May	\$ 12.88	\$ 18.69	\$ 51.20	\$ 39.86	\$ 46.70	\$ 8.82
June	\$ 14.58	\$ 21.70	\$ 45.86	\$ 44.10	\$ 47.15	\$ 9.71
<b>YTD Average</b>	<b>\$ 12.95</b>	<b>\$ 18.69</b>	<b>\$ 37.76</b>	<b>\$ 41.78</b>	<b>\$ 44.42</b>	<b>\$ 8.97</b>

**On Detour**

- **New Harbor Bridge** (North Beach): Routes 76 & 78 remain on a minor detour under U.S. HWY 181 in the inbound direction. (No stops impacted)
- **Port Ave.** Waterline Replacement Project (9) month project (**On hold**): Began March 2022 with an undetermined completion date.
  - Routes 21, 23 & 37 (**2** stops impacted)
- **Comanche St.** (Carancahua-Alameda) Began early-2024.
  - Route 21 (**2** stops may be impacted with TCP placement)
- **Gollihar Rd.** (Crosstown-Greenwood) Began April 24, 2023.
  - Routes 23 & 25 (**13** stops closed for this two-phase project)
- **McArdle Rd.** (Carroll-Kostoryz): Project began Oct 30<sup>th</sup>, 2023. Route 19 (**8** stops closed)
- **Everhart Rd. (SPID-S. Staples):** Project began September 2023.
  - Route 32 (not detoured) Route 37 (detoured) (**3** stops on Everhart not impacted yet but **2** closed on Alameda & **2** closed on S. Staples west of the Everhart Rd. intersection & **4** stops closed on Everhart)

**Detours Expected**

- **Alameda St. (Louisiana-Texan Trail):** Work on project began Fall-2023.
  - Routes 5 & 17 (**12** of 19 total stops are currently impacted)
- **Brownlee Blvd.** (Morgan-Staples) To begin late-2024.
  - Routes 5x & 17 (**8** stops will be impacted)
- **Upper/Mid./Lower Broadway:** Project in design. (30%)
  - Routes 6, 76 & 78 (no stops impacted)
- **Carroll Ln.** (SH-358 to Holly) Project in design. (30%)
  - Route 15 (**4** stops might be impacted)
- **Alameda St. (Everhart-Airline):** Project in design. (30%)
  - Route 5 (**13** stops might be impacted)

**No Detour**

- **Alameda St. (Del Mar-Louisiana):** Utility work began Oct.-2023.
  - Routes 5, 17 & detoured 29 (**1** stop closed)

For June 2024, there were 9 impacted fixed routes out of 32 fixed route services in operation. This equates to approximately 28% of CCRTA services.

Impacted bus route services include: **5, 17, 19, 21, 23, 25, 37, 76 & 78.**

The total number of bus stops that were impacted or closed was **44.**

Future City Bond projects, the number of additional bus stops which may be impacted or closed is **36.**

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

In June 2024, B-Line service performance metrics are listed below.

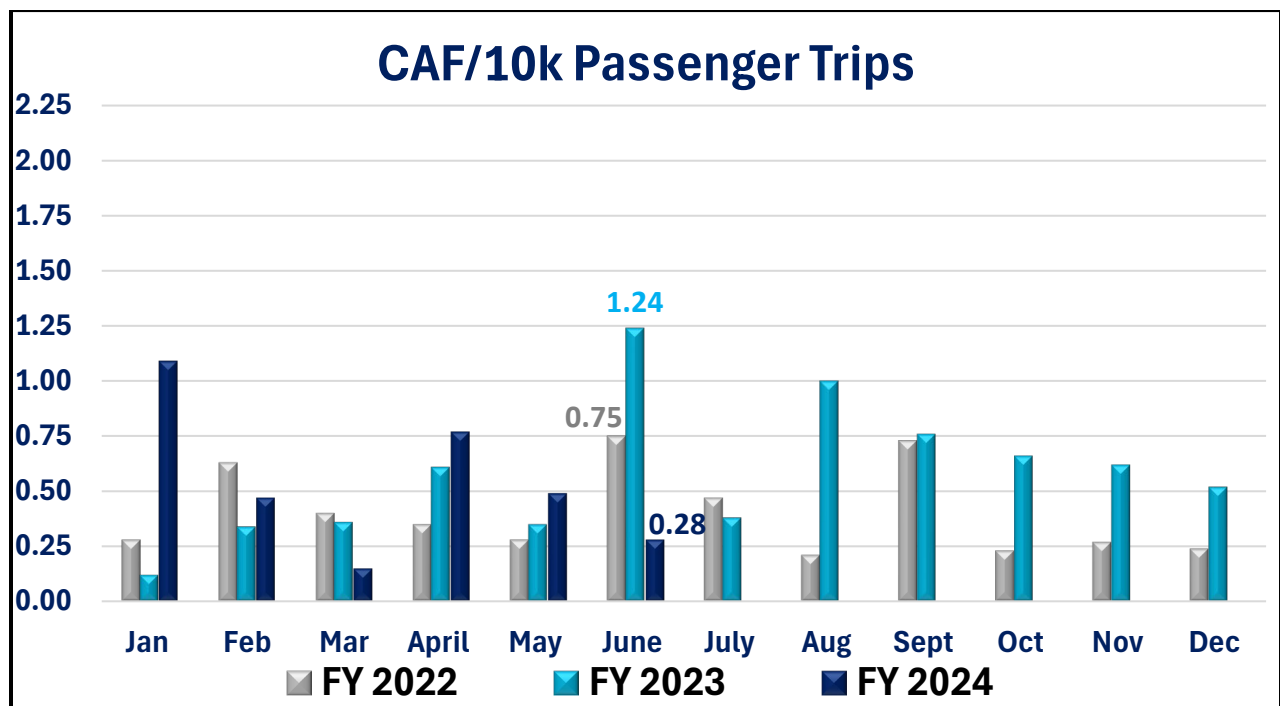
- Productivity: **2.38** Passengers per Hour (PPH) did not meet the contract standard of 2.50 PPH.
- On-time Performance: **90.6%** for June did not meet the contract standard of 95.0%.
- Denials: 0 denials or **0.0%** did meet the contract standard of 0.0%.
- Miles between Road Calls (MBRC): **21,139** did meet the contract standard of 12,250 miles.
- Ridership Statistics: **9,612** ambulatory boardings; **4,052** wheelchair boardings

Metric	Mar-24	Apr-24	May-24	Jun-24	(4) Month-Ave.
Passengers per Hour	2.42	2.45	2.51	2.38	2.44
On-time Performance	87.8%	87.6%	85.1%	90.6%	87.8%
Denials	0.00%	0.00%	0.00%	0.00%	0.0%
Miles Between Road Calls	21,095	38,801	29,564	21,139	27,650
Monthly Wheelchair Boardings	4,264	4,401	4,675	4,052	4,305

**Customer Programs Monthly Customer Assistance Form (CAF) Report**

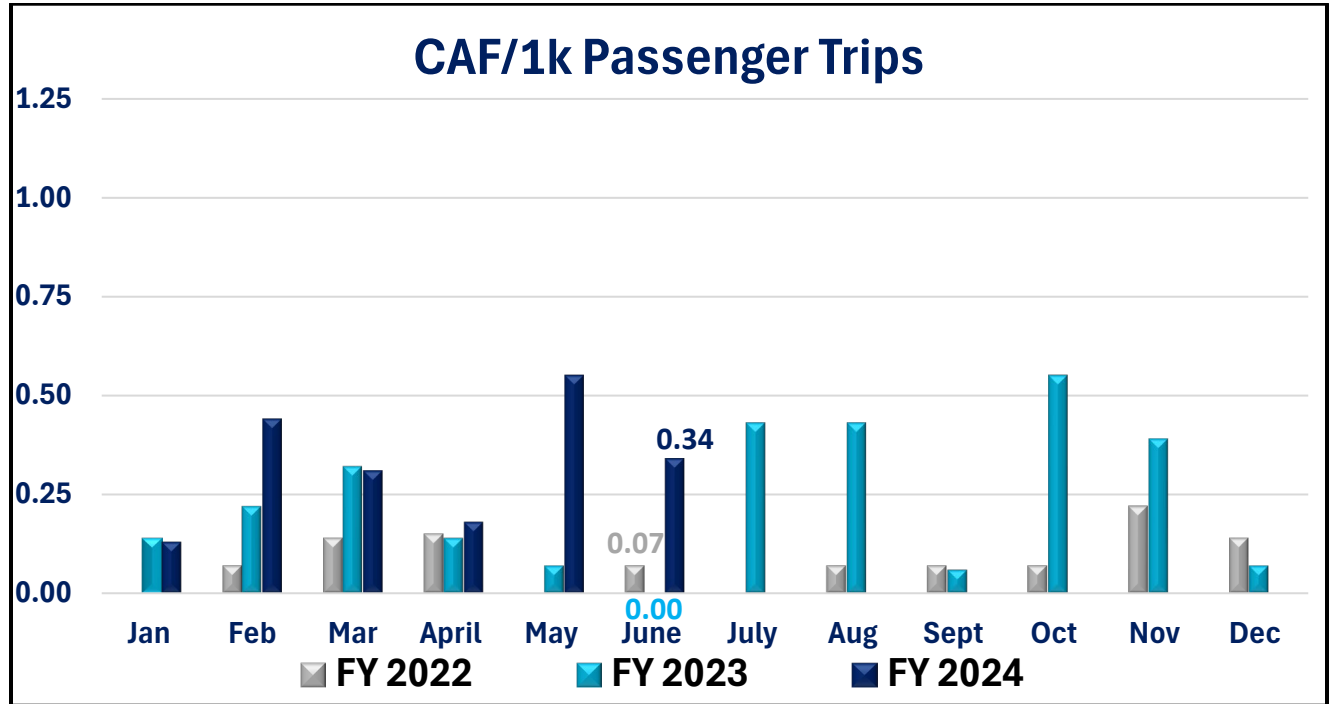
For the month of June 2024, Customer Service received and processed 69 Customer Assistance Forms (CAF's). A total of 61 were for CCRTA and Contract Fixed Route Services, of which 7 or 0.11% were verified as valid. This equates to approximately **0.28** CAFs **per 10,000** passenger trips. There were no commendations received for Fixed Route services.

**Number of CAFs/10k for Fixed Route Services**

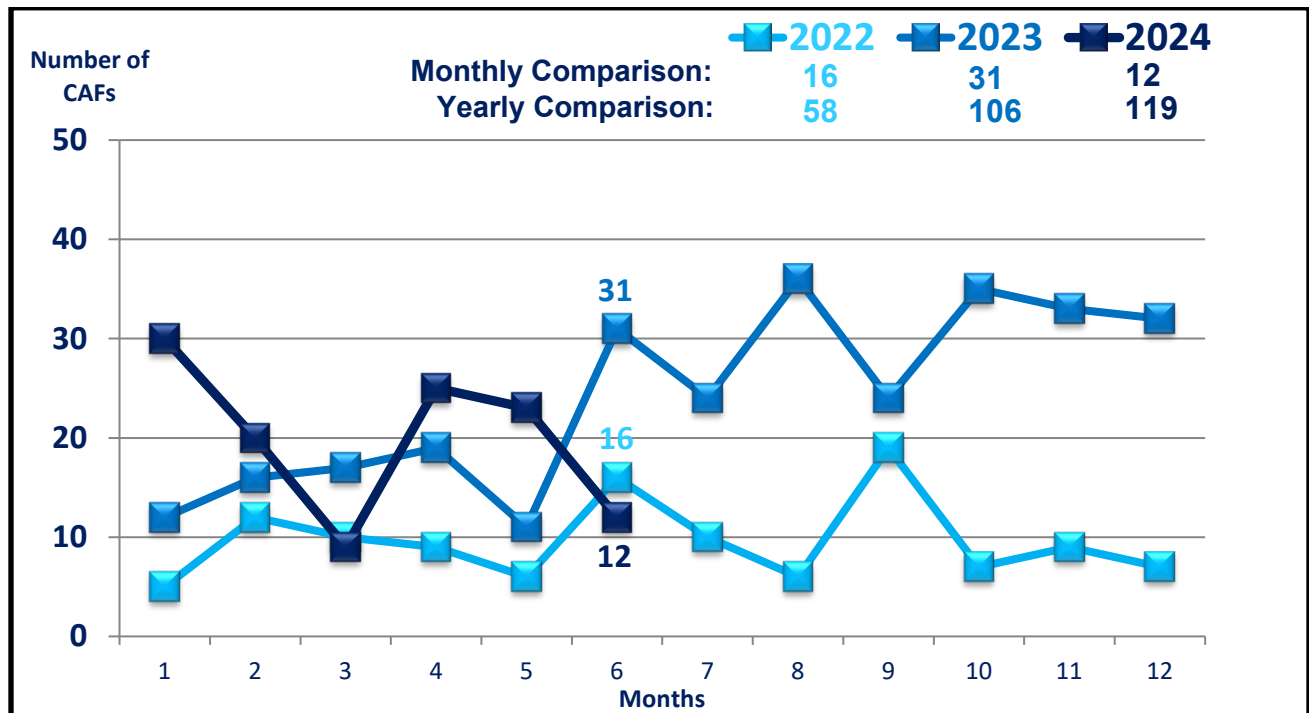


For the month of June 2024, Customer Service received and processed 69 Customer Assistance Forms (CAF's). A total of 8 were for B-Line Services, of which 5 or 62.5% were verified as valid. This equates to approximately **0.34 CAFs per 1,000** passenger trips. B-Line Services received two commendations.

**Number of CAFs/1k for B-Line Services**



**Customer Programs Verified (CAF's) Count**





**Route Summary Report:**

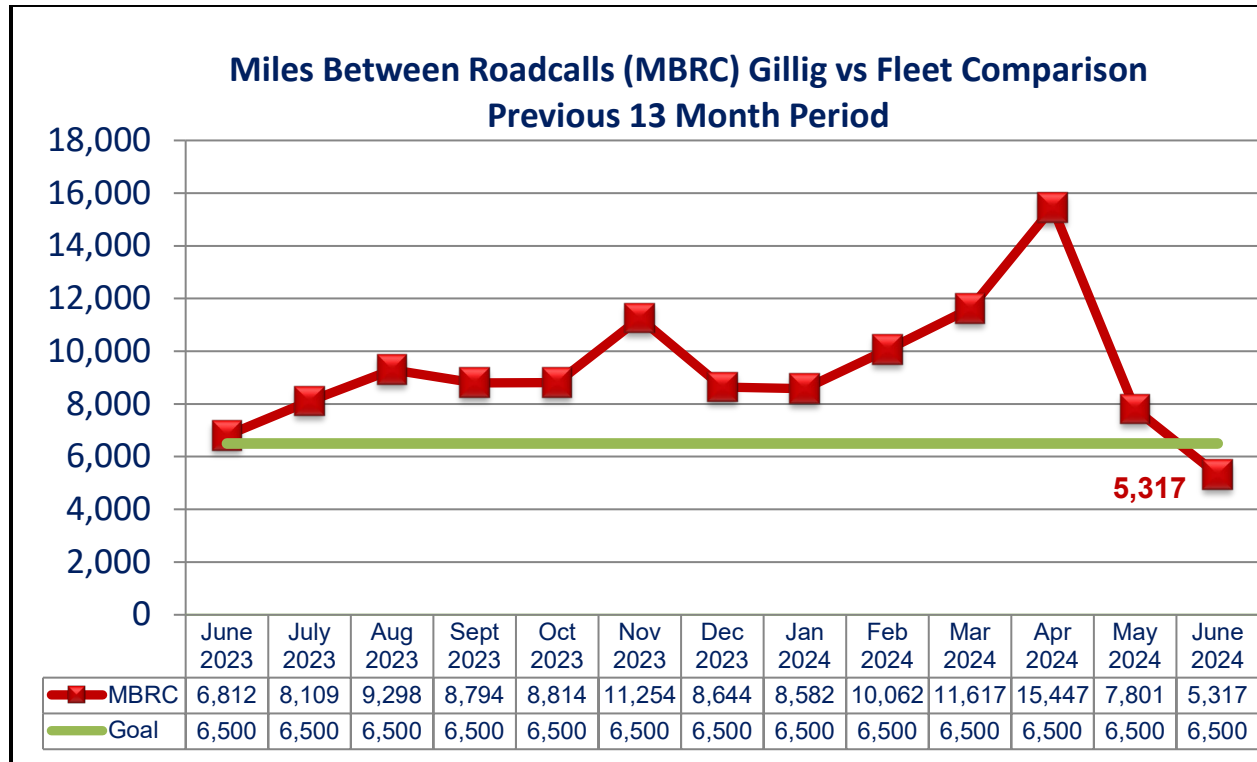
<b>Route</b>	<b># of CAFs</b>	<b>Route</b>	<b># of CAFs</b>
#3 NAS Shuttle	1	#50 Calallen/NAS Ex (P&R)	
#4 Flour Bluff		#51 Gregory/NAS Ex (P&R)	
#5 Alameda		#54 Gregory/Downtown Express	
#5x Alameda Express		#60 Momentum Shuttle	
#6 Santa Fe/Malls	1	#65 Padre Island Connection	1
#12 Hillcrest/Baldwin		#76 Harbor Bridge Shuttle	
#15 Kostoryz/Carroll HS	1	#78 North Beach Shuttle	
#16 Morgan/Port	2	#83 Advanced Industries	
#17 Carroll/Southside	2	#90 Flexi-B Port Aransas	
#19 Ayers	7	#93 Flex	1
#21 Arboleda	1	#94 Port Aransas Shuttle	
#23 Molina	4	#95 Port Aransas Express	
#24 Airline/Yorktown		B-Line (Paratransit) Services	8
#25 Gollihar/Greenwood		Transportation	
#26 Airline/Lipes		Service Development	2
#27 Leopard	1	Facilities Maintenance/Bus Stops	19
#28 Leopard/Navigation		IT	2
#29 Staples	6	Safety & Security	4
#32 Southside	1	Vehicle Maintenance	1
#34 Robstown North		Commendations	2
#35 Robstown South	1		
#37 Crosstown/TAMU-CC	1		
		<b>Total CAFs</b>	<b>69</b>

**Processed CAF Breakdown by Service Type:**

CAF Category	RTA Fixed Route	B-Line ADA Paratransit	Purchased Transportation	Totals
ADA	2			2
Service Stop Issues				
Driving Issues	4	1		5
Customer Services				
Late/Early – No Show	1	2	2	5
Alleges Injury	1	1		2
Fare/Transfer Dispute				
Heating/Cooling				
Dispute Drop-off/Pickup				
Rude	8	2		10
Left Behind/Passed Up	5			5
Inappropriate Behavior	2		2	4
Policy	4			4
Incident at Stop	1			1
Incident on Bus				
Incident at Station	1			1
Securement/Tie Down Issue				
Denial of Service				
Safety & Security	4			4
Facility Maintenance	19			19
Service Development	2			2
Transportation (other)				
Overcrowded Vehicle				
IT	2			2
Vehicle Maintenance	1			1
Commendations				2
<b>Total CAFs</b>	<b>57</b>	<b>8</b>	<b>4</b>	<b>69</b>

**Vehicle Maintenance Department: Miles Between Road Calls Report**

In June 2024, there was only 5,317 miles between road calls (MBRC) recorded as compared to 6,812 MBRC in June 2023. A standard of 6,500 miles between road calls is used based on the fleet size, age and condition of CCRTA vehicles. The thirteen-month average is 9,273.



**Board Priority**

The Board Priorities are Public Image and Ridership.

Respectfully Submitted,

Submitted by: Liann Alfaro  
Director of Planning

Reviewed by: Gordon Robinson  
Managing Director of Operations

Final Approval by: *Derrick Mascherak*  
Derrick Majchszak  
Chief Executive Officer