



AGENDA MEETING NOTICE

Board of Directors Meeting

DATE: Wednesday, July 2, 2025

TIME: 8:30 a.m.

LOCATION: Staples Street Center – 2ND 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.	Pledge of Allegiance	A. Granado/ U.S. Veteran, Ryan Morse	1 min.	-----
2.	Safety Briefing	M. Rendón	3 min.	-----
3.	Roll Call and Establish Quorum	M. Montiel	1 min.	-----
4.	Confirm Posting of Meeting's Public Notice in Accordance with Texas Open Meetings Act, Texas Government Code, Chapter 551	A. Granado	1 min.	-----
5.	Public Notice on Executive Session	A. Granado	1 min.	-----
	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			
6.	Receipt of Conflict of Interest Affidavits	A. Granado	1 min.	-----
7.	Opportunity for Public Comment 3 min. limit – no discussion	A. Granado	3 min.	-----
	Public Comment may be provided in writing, limited to 1,000 characters, by using the Public Comment Form online at https://www.ccrta.org/meetings/public-comment 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.			
8.	Awards and Recognition – a) New Hires & Retirees b) Government Finance Officers Association Budget Award - FY2025 c) Safety Recognition Award	D. Majchszak	5 min.	-----
9.	Discussion and Possible Action to Approve the June 4, 2025 Board of Directors Meeting Minutes	A. Granado	3 min.	Pages 1-7
10.	CONSENT ITEMS: The following items are routine or administrative in nature and have been discussed previously by the Board or Committees. The Board has been furnished with support documentation on these items. a) Action to Adopt a Resolution to Establish an Additional Reserve to Accumulate the 20 Percent Local Share Requirement for the Construction of the new Bear Lane Maintenance Facility		5 min.	Pages 8-61 PPT



AGENDA MEETING NOTICE

	b) Action to Adopt the 2025 Corpus Christi Regional Transportation Authority Agency Safety Plan, Version 4			
11.	Discussion and Possible Action to Adopt a Resolution to Apply for FTA Funding for a New Maintenance Facility by authorizing the Chief Executive Officer or Designee to Execute and Submit Applications	R. Patrick	3 min.	Pages 62-64 PPT
12.	Committee Chair Reports a) Administration & Finance b) Operations & Capital Projects c) Rural and Small Cities d) Legislative - Update SB 1371	B. Charo A. Muñoz A. Gonzalez L. Allison	3 min. 3 min. 3 min. 3 min.	-----
13.	Presentations: a) May 2025 Financial Report b) FY2026 Budget Calendar c) July 2025 Procurement Update d) May 2025 Operations Report e) January – April 2025 Safety & Security Report	R. Saldaña R. Saldaña R. Saldaña G. Robinson M. Rendón	25 min.	Pages 65-80 PPT Pages 81-91 PPT
14.	CEO Report	D. Majchszak	5 min.	PPT
15.	Reports from Board Chair and Board Members	A. Granado	5 min.	-----
16.	Adjournment	A. Granado	1 min.	-----

Total Estimated Time: 1 hr 15 mins

On **Friday, June 27, 2025** 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, June 4, 2025**

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. Presented Awards and Recognition**
 - a) New Hire**
 - b) Coastal Bend State Veterans Cemetery**
 - c) Buc Days Awards – Night Parade & Children's Parade**
- 9. Approved the May 7, 2025 Board of Directors Meeting Minutes**
- 10. Consent Items:**
 - a) Awarded a Contract to Facility Solutions Group (FSG) For the Purchase and Installation of a 300 Kw Natural Gas Generator**
- 11. Approved to Authorize the Chief Executive Officer (CEO) or His Designee and the CCRTA Legal Counsel, Mr. John Bell, to Execute the Federal Transit Administration's Fiscal Year 2025 Certifications and Assurances**
- 12. Heard Update on State Legislative Initiatives**
- 13. Heard Update on Fare Review Process Timeline**
- 14. Heard Update on RCAT Committee Activities**
- 15. Heard Committee Chair Reports**
 - a) Administration and Finance**
 - b) Operations and Capital Projects**
 - c) Rural and Small Cities**
 - d) Legislative**
- 16. Heard Presentations –**
 - a) First Quarter 2025 Defined Benefit Plan Portfolio Performance Report**
 - b) April 2025 Financial Report**
 - c) May 2025 Procurement Update**
 - d) April 2025 Operations Report**
- 17. Heard CEO Report**
- 18. Heard Reports from Board Chair and Board Members**
- 19. 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, 2nd Floor Board Room, Corpus Christi, Texas.

Pledge of Allegiance

Chair Arthur Granado called the meeting to order at 8:35 a.m. He welcomed and gave an introduction for U.S. Veteran, J.J. De La Cerda, to lead the Pledge of Allegiance.

Safety Briefing

Mr. Miguel Rendón, Deputy CEO, presented the safety briefing to the Board and audience. He provided exit instructions in the event of an emergency. Ms. Montiel would account for all Board Members, and he would be the last out to ensure everyone exits safely. Mr. Rendón discussed Hurricane Readiness in preparation of the upcoming Hurricane season.

Roll Call & Establish Quorum

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

Board Members Present

Lynn Allison, David Berlanga, Beatriz Charo, Jeremy Coleman, Armando Gonzalez, Arthur Granado, Anna Jimenez (virtual), Aaron Muñoz, Eloy Salazar and Amanda Torres.

Board Members Absent

Gabi Canales.

Staff Present

Angelina Gaitan, Derrick Majchszak, Sharon Montez, Marisa Montiel, Rita Patrick, Miguel Rendón, Gordon Robinson and Robert Saldaña. Daniel Duarte, Rick Navarro, Bo Frachiseur, Isaac Ortiz, and Marco Gonzalez.

Public Present

J.J. De La Cerda, Nueces County VSD. Chris Koeller, Principal. Mariah Boone, Robert MacDonald, Corpus Christi MPO. Guy Gallegos. Kevin Reese and Peter Cardone, FSG. Renatto Gacia, Wood, Boykin & Wolter. Marilena Garza, The Free Store Corpus Christi.

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

Ms. Montiel confirmed posting of the meeting.

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

Ms. Montiel confirmed there were no online public comments submitted, and there were three individuals signed up in person.

1. Mariah Boone – Ms. Boone spoke stating she has given public comment previously on hostile architecture. She discussed her displeasure with a semi-seat that is in place near a butterfly garden that is at a park as a memorial for her daughter. She requested this be replaced with a bench.
2. Guy Gallegos – Mr. Gallegos discussed the topic of hostile architecture stating in his opinion the seats at bus stops are uncomfortable and that they discourage people from sitting down, especially for the houseless community. He requested the board make changes as he is ashamed of this city.
3. Marilena Garza – Ms. Garza also spoke regarding her displeasure of hostile architecture, introducing herself stating as the CEO of The Freestore Corpus Christi, which is a local non-profit. She added that she has partnered with the RTA and local stakeholders during extreme weather events distributing essential items to the houseless community and those in need. Ms. Garza noted she was there to support Mimosa Tripak and her memory in hopes of working with the RTA, adding she hope the placement of the semi-seat at her memory garden was an oversight and not intentional. She added that she did see some benches go in where they were previously removed, and she appreciates that, however, she is just asking for some compassion regarding the amenities that are being offered.

Awards and Recognitions

- a. CCRTA New Hires - Mr. Derrick Majchszak, CEO, announced CCRTA newest hire to the Board. Vehicle Maintenance – Daniel Duarte, Public Relations Customer Advocate.
- b. Coastal Bend State Veterans Cemetery – Mr. Majchszak gave the floor to J.J. De La Cerda, who on behalf of the Coastal Bend Veterans Cemetery presented CCRTA with an award recognizing the agency for it's service for providing transportation for the Memorial Day Ceremony at the Coastal Bend State Veterans Cemetery on May 26th.
- c. Buc Days Awards – Night Parade & Children's Parade – Mr. Majchszak highlighted that the "Neon Tide" and it placed 1st in it's division in both the Night and Children's Parade. He recognized all the staff who contributed to the project including the PR Department and the Maintenance Department. He also recognized the volunteers who worked the events.

Discussion and Possible Action to Approve the May 7, 2025 Board of Directors Meeting Minutes

DIRECTOR ELOY SALAZAR MADE A MOTION TO APPROVE THE MAY 7, 2025 BOARD OF DIRECTORS MEETING MINUTES. DIRECTOR JEREMY COLEMAN SECONDED THE MOTION. ALLISON, BERLANGA, CHARO, COLEMAN, GONZALEZ, JIMENEZ, MUÑOZ, SALAZAR, AND TORRES VOTING IN FAVOR. ABSENT CANALES.

Consent Items**a) Action to Award a Contract to Facility Solutions Group (FSG) For the Purchase and Installation of a 300 Kw Natural Gas Generator**

The Board Chair asked if there were any requests to pull any consent items. There were none. Secretary Allison noted the FSG staff was present to answer any questions from the Board.

DIRECTOR DAVID BERLANGA MADE A MOTION TO APPROVE CONSENT ITEM A. DIRECTOR BEATRIZ CHARO SECONDED THE MOTION. ALLISON, BERLANGA, CHARO, COLEMAN, GONZALEZ, JIMENEZ, MUÑOZ, SALAZAR, AND TORRES VOTING IN FAVOR. ABSENT CANALES.

Discussion and Possible Action to Authorize the Chief Executive Officer (CEO) or His Designee and the CCRTA Legal Counsel, Mr. John Bell, to Execute the Federal Transit Administration's Fiscal Year 2025 Certifications and Assurances

Mr. Robert Saldaña, Managing Director of Administration, presented the item noting the Board Priorities of Public Image and Transparency. He provided background stating In 1995, FTA authorized to consolidate the Certifications & Assurances (C&A) required by law into a single document. The C&A ensures the recipient complies with the required federal regulations of any particular FTA funding award. To receive federal assistance, the recipient must submit the annual C&A before federal assistance is awarded. He listed the twenty categories within the C&A that CCRTA must comply with. The C&A must be signed by the agency's attorney and the CEO. There is no DBE goal for the item and no direct financial impact, however, by not complying with the C&A, the FTA will not appropriate formula or competitive grant funds.

DIRECTOR BEATRIZ CHARO MADE A MOTION TO AUTHORIZE THE CHIEF EXECUTIVE OFFICER (CEO) OR HIS DESIGNEE AND THE CCRTA LEGAL COUNSEL, MR. JOHN BELL, TO EXECUTE THE FEDERAL TRANSIT ADMINISTRATION'S FISCAL YEAR 2025 CERTIFICATIONS AND ASSURANCES. DIRECTOR AMANDA TORRES SECONDED THE MOTION. ALLISON, BERLANGA, CHARO, COLEMAN, GONZALEZ, JIMENEZ, MUÑOZ, SALAZAR AND TORRES. ABSENT CANALES.

Update on State Legislative Initiatives

Mr. Majchszak introduced, Tris Castañeda, Longbow and Associates to present the update on State Legislative Initiatives. Mr. Castañeda presented a general overview of the 89th Texas Legislature, discussed CCRTA's Board Approved State Legislative Program, CCRTA Specific Issues and Primary Initiatives, CCRTA's Secondary Initiatives, CCRTA Endorsement Issues, and Industry Defensive Measures. The Board asked questions and thanked him for his time.

Update on Fare Review Process Timeline

Mr. Robert Saldaña presented the item noting the Board Priorities of Public Image and Transparency. Mr. Saldaña presented the Fare Review Process Timeline including that senior staff has discussed recommendations and have constructed a timeline for significant events. CCRTA will enter into a Professional Services Agreement between June 9th, 2025 through June 23rd, 2025 to conduct a Fare Equity Analysis and CCRTA will conduct surveys and gather data/recommendations from June 9th, 2025 through July 8th, 2025 to ensure a fare change will not disproportionately affect anyone that is underprivileged. The Fare Equity Analysis will run for 60-90 days and FEA findings will be reviewed from September 1, 2025 through September 5, 2025. The findings will then be presented to RCAT, Administration and Finance Committee, hold a public hearing, and then later be presented at the October 1, 2025 Board of Directors Meeting, along with an additional Public Hearing. The findings and recommendations will then be presented at the Metropolitan Planning Organization's TAC Meeting 60 days after approval. Following marketing campaigns, rider education, and training, the new fare structure could become effective January 5, 2026. Director Torres asked how the surveys were being conducted and Mr. Majchszak replied staff does surveys on buses, transfer stations, and local community offices with iPads. Any further questions from the Board were answered.

Update on RCAT Committee Activities

Ms. Sharon Montez, Managing Director of Capital Programs and Customer Services, presented the item, noting that the RCAT Meeting was held on May 15th. She provided the RCAT Liaison Report, shared photos from the committees recent Route Evaluation Survey which was conducted on Route 76, and noted the next RCAT meeting is scheduled for July 17th.

Committee Chair Reports

- b) **Administration & Finance** – No report.
- c) **Operations & Capital Projects** – No Report.
- d) **Rural & Small Cities** – No Report.
- e) **Legislative** – Secretary Allison noted an announcement regarding Representative Cloud would be coming soon.

Presentations

a) First Quarter 2025 Defined Benefit Plan Portfolio Performance Report

Mr. Robert Saldaña, introduced Chris Koeller, Principal to present the item. Mr. Koeller presented CCRTA's plan background, the plan's cash flow, investment policy summary, Quarterly Asset Value Summary, economic and market review, the portfolio performance, and investment performance.

b) April 2025 Financial Report

Mr. Robert Saldaña, presented the April financials and noted the item aligns with the Board Priority of Public Image & Transparency. He presented the highlights for the month stating Passenger Service was 99.14% of baseline, Bus Advertising 116.98% of baseline, and Departmental Operating Expenses was 101.07% of baseline. He displayed the April 2025 Income Statement Snapshot. Total revenues amounted to \$3,881,143, while total expenses totaled \$3,850,319. He displayed the revenue

categories. The operating vs. non-operating revenue was displayed and discussed. The year-to-date total operating and non-operating revenues and capital funding were \$16,670,207. Next, he discussed and displayed a pie chart of where the money went. Mr. Saldaña showed the expenses by object for April. The April month-end FRC is 2.50%. Lastly, he displayed the sales tax update for April in which \$3,830,459 was received. A discussion on sales tax was held and the board requested he provide what comes in for March once it hits. At this time, Mr. Saldaña answered questions and took any feedback from the board.

c) June 2025 Procurement Update

Mr. Saldaña presented the update, noting the Board Priority of Public Image & Transparency. The current procurement issued was discussed and included 11 Unleaded Support Vehicles, \$495,000, and Bus Tire Leasing and Service, \$545,000. These procurements were estimated to total \$1,040,000. The three-month future procurement outlook was displayed, which included ADA Bus Stop Improvement Phase VIII, Bus and Bench Advertising, TPA for Employee Group Health, Vision, and Dental Insurance. These items totaled \$7,248,696. Next, the three-month outlook under the CEO's signature authority was displayed and discussed. All these items are \$50,000 or less. The items totaled \$245,511.

d) April 2025 Operations Update

Ms. Liann Alfaro, Director of Operations, noted the board priority for this item is Public Image and Ridership. She provided the highlights for the month of April 2025 vs. April 2024. The Passenger Trips were up 3.4%, the Revenue Service Hours were up 1.8% and the Revenue Service Miles were up 0.1%. She displayed the RTA System Monthly Ridership Trends and the System-Wide Monthly Ridership by Mode. She noted year-to-date, the system overall was up 3.4%. She displayed the Top Ten Route Total Ridership and Bottom Ten Route Ridership numbers for April 2025. Ms. Alfaro Passenger Per Revenue Hour (Weekday) for April 2025. She displayed a pie chart of student ridership for April 2025. Total student ridership came in at 54,905 or 19% of total ridership. Next, she discussed the fixed route bus on-time performance and reported no issues. She presented the list of current and upcoming projects impacting fixed route services. The B-Line service passengers per hour came in at 2.43 for the month of April. Lastly, she 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. Further discussion was held on B-Line with Tim Van Zalen, with MV Transportation.

CEO Report

Mr. Majchszak presented the report and went over the operation and project updates, and some highlights, including that the Port Aransas Express service began on May 23rd. The FTA has posted the Notice of Funding Opportunity (NOFO) for the Low or No Emission Grant Program & the Grants for Buses and Bus Facilities Competitive Program, with an application deadline of July 14, 2025. The first Gillig bus has arrived at the Bear Lane Operations Facility. Mr. Majchszak discussed meetings and events for the month including the Coastal Bend Hurricane Conference, Beach to Bay Press Conference, and CCRTA hosting the Small

Cities Committee of Mayors Emergency Preparedness Meeting. A Legislative update was provided including the 2025 APTA Legislative Meeting in Washington, D.C., where meetings were held with the office of Senator John Cornyn, Representative Michael Cloud, Representative Vicente Gonzalez, Senate Banking Staff, and House Transportation Committee Staff. Employee appreciation and development was shared. Participation in community events was displayed for the month. The upcoming calendar of events was displayed.

Reports from Board Chair and Board Members

Chair Granado and board members gave closing comments. Chair Granado thanked Legislative Committee Chair Allison for her efforts in helping with SB 1371 along with the fellow committee members. He discussed how they met with Representative Michael Cloud's office and mentioned the possibility of him appropriating funds for the New Maintenance Facility project, but an announcement would come once confirmed. He thanked all of the board for their support during the process. Several Board Members thanked the Legislative team for taking charge and moving CCRTA's Legislative Program forward. Secretary Allison wanted to point out that the Fare Recovery efforts are not an economic decision, but to become more aligned with State Peers. Director Coleman requested a camera view of presenters.

Adjournment

There being no further review of items, the meeting was adjourned at 10:30 a.m.

Lynn Allison, Board Secretary

Submitted by: Marisa Montiel

Subject: Adopt a Resolution to Establish an Additional Reserve to Accumulate the 20 Percent Local Share Requirement for the Construction of the new Bear Lane Maintenance Facility.

Background:

On September 5, 2001, the Board adopted a Reserve Policy. The review of the fund balance and the various reserve accounts started out periodically, however since 2020 the review has become more frequent. To ensure that the Reserve Policy remains compliant, relevant, and effective in maintaining the Authority's financial stability and achieving its goals, the review process is now done on an annual basis at a minimum and in conjunction with the budget process.

The Board of Directors reviewed and approved a revision to the Reserve Policy on March 6, 2024. The revision called for the designation of additional reserve to shield against a catastrophic event while waiting for insurance and or federal assistance. Assessing the risk landscape determined a funding level of \$1,900,000. This action increased the number of reserves from 3 to 4.

The current methodology and the primary purpose and risk factors are identified in the following tables.

METHODOLOGY	
Reserve	Current & Methodology
Operating Restricted Reserve	Maintain at year end a minimum reserve equal to 25% of the operating expenses net of depreciation from the next year's board approved budget, less the amount earmarked for the debt service, subrecipient grant reimbursements, street improvement allocations and the designated reserve employee benefits. Requires a separate account by Texas Transportation Code 451.
Capital Designated Reserve	Maintain at year end the greater of 25% of the total project costs of the following year's board approved CIP budget, plus the rolling forward projects, OR 25% of budgeted depreciation whichever is greater.
Employee Benefits Designated Reserve	Maintain minimum reserve equal to the expected annual amortized cost of the unfunded accrued liability (UAAL) of the Defined Benefit Plan for the next plan year. This is the amortized cost of the UAAL from the most recent actuarial report PLUS an amount equal to 20% of the average self-funded health insurance costs as determined by the five most recent audited financial statements

Emergency Management/Catastrophic Events Designated Reserve	Maintain the reserve at \$1,900,000.
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PURPOSE/PRIMARY RISK FACTOR	
Reserve	Purpose/Primary Risk Factor
Operating Restricted Reserve	Provide contingencies for revenue volatility
Capital Designated Reserve	Provide cash reserves necessary to cover local match and the average 3-day float from the receipt of federal funding of board approved capital projects
Employee Benefits Designated Reserve	Shield from the risks of increase in health care costs
Catastrophic Events Designated Reserve	Provide cash reserves for funding response and recovery efforts until government assistance and insurance proceeds become available.

Identified Need:

To demonstrate financial responsibility and sustainability for the construction of the new Bear Lane Maintenance Facility, management seeks to establish an additional designated reserve account to be used solely for this specific project.

The funding of the new reserve will be made in the form of a transfer from the spendable portion of the unrestricted fund balance.

The initial amount of the reserve will be in the amount of eleven million and six hundred thousand dollars (\$11,600,000) which represents the 20% local match based on the current project cost estimate.

Any additional local share requirements resulting from increases in project cost estimates will be provided over time through funding strategies from various sources that may not disrupt the 2025 operating budget.

Relevance to Board's Priorities:

The item corresponds with the Authority's Public Image and Transparency effort.

Financial Impact:

There is no financial impact as the funding will be in the form of a transfer from the spending portion of the fund balance. Any additional local share requirements resulting from increases in project cost estimates will be provided over time through funding strategies from various sources that may not disrupt the 2025 operating budget.

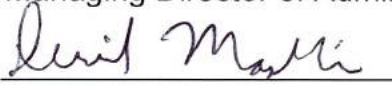
Recommendation:

Staff requests the Board of Directors adopt a resolution to establish an additional reserve to accumulate the 20 percent local share requirement for the construction of the new Bear Lane Maintenance Facility.

Respectfully Submitted,

Submitted by: Marie Sandra Roddel
Director of Finance

Reviewed by: Robert M. Saldaña
Managing Director of Administration

Approval: 
Derrick Majchszak
Chief Executive Officer

Corpus Christi Regional



Resolution

ADOPT A RESOLUTION TO RECERTIFY DESIGNATION OF THE RESERVES FROM THE UNRESTRICTED PORTION OF THE FUND BALANCE AND THE METHODOLOGIES USED IN DETERMINING THE FUNDING LEVELS

WHEREAS the Corpus Christi Regional Transportation Authority adopted a resolution to the Reserve Policy on July 2, 2025, to establish an additional reserve to accumulate the local share requirements to be used solely for the construction of the Bear Lane Maintenance Facility.

WHEREAS, the funding of the new reserve will be made in the form of a transfer from the spendable portion of the unrestricted fund balance.

WHEREAS, the initial amount of the reserve is established at \$11,600,000.00 which represents the 20% local match based on the current project cost estimate.

WHEREAS any additional local share requirements resulting from increases in project cost estimates will be provided over time through funding strategies from various sources that may not disrupt the 2025 operating budget.

**NOW, THEREFORE, BE IT RESOLVED BY THE CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY THAT:**

RESOLVED, that the Reserve Policy be approved with the recommended changes

RESOLVED, the additional reserve will be established to accumulate the local share requirements for the sole use of the construction of the Bear Lane Maintenance Facility.

RESOLVED, the initial amount of the reserve is established at \$11,600,000 and be established in the form of a transfer from the unrestricted portion of the fund balance.

RESOLVED, that additional local share requirements resulting from increases in the project cost estimates will be provided over time through funding strategies that may not disrupt the 2025 operating budget.

The foregoing Resolution was adopted by the Board of Directors of the Regional Transportation Authority at a duly held meeting on July 2, 2025.

DULY PASSED, APPROVED AND ADOPTED this 2nd day of July 2025

ATTEST:

**CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY**

Lynn Allison
Board Secretary

Arthur Granado, Chair
Board Chairman

Subject: Adopt the 2025 Corpus Christi Regional Transportation Authority Agency Safety Plan, Version 4.

Background

Moving Ahead for Progress in the 21st Century (MAP-21) granted the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive framework to oversee the safety of public transportation throughout the United States. MAP-21 expanded the regulatory authority of FTA to oversee safety, providing an opportunity to assist transit agencies in moving towards a more holistic, performance-based approach to Safety Management Systems (SMS). This authority was continued through the Fixing America's Surface Transportation Act (FAST Act).

In compliance with MAP-21 and the FAST Act, FTA promulgated a Public Transportation Safety Program on August 11, 2016, that adopted SMS as the foundation for developing and implementing a Safety Program. SMS helps organizations improve upon their safety performance by supporting the institutionalization of beliefs, practices, and procedures for identifying, mitigating, and monitoring safety risks. To improve public transportation safety to the highest practicable level in the State of Texas and comply with FTA requirements, the Texas Department of Transportation (TxDOT) has developed this Agency Safety Plan (ASP) in collaboration with CCRTA and the CCRTA Board of Directors.

To ensure that the necessary processes are in place to accomplish both enhanced safety at the local level and to meet the PTASP regulation requirements, per 49 CFR part 673, CCRTA and the CCRTA Board of Directors adopt this ASP and the tenets of SMS as the basis for directing and managing safety and risk at the agency. CCRTA's SMS includes a Safety Management Policy (SMP) and the processes for Safety Risk Management (SRM), Safety Assurance (SA), and Safety Promotion (SP). It is appropriately scaled to the size, scope, and complexity of CCRTA operations. All levels of management and employees are accountable for accurately identifying and effectively managing risk in all activities and operations to deliver improvements in safety and reduce risk to the lowest practical level during service delivery.

This plan is required to be updated annually. All revisions to the Agency Safety Plan are documented in **Table 5: ASP Record of Changes**, located on pages **15–16**. This table provides a summary of updates and modifications made to the plan.

Identified Need

Safety is CCRTA's first priority. CCRTA is committed to implementing, developing, and improving strategies, management systems, and processes to ensure that all our activities uphold the highest level of safety performance and meet required safety standards. We will develop and embed a safety culture in all our activities that recognizes

the importance and value of effective safety management and acknowledges at all times that safety is paramount.

We will clearly explain for all staff their accountabilities and responsibilities for the development and operation of the Safety Management System. For passengers and employees, we will minimize the safety risk associated with transit service to as low as reasonably practicable and we will work to comply with and, wherever possible, exceed legislative and regulatory requirements and standards. We will also work to ensure that all employees are provided with adequate and appropriate safety information and training, are competent in safety matters, and are only allocated tasks commensurate with their skills.

Financial Impact

There is no financial impact.

Board Priority

This item aligns with the Board Priority – Facilities – Safety and Security.

Recommendation

Staff requests the Board of Directors Adopt the 2025 Corpus Christi Regional Transportation Authority Agency Safety Plan, Version 4.

Respectfully Submitted,

Prepared by: Miguel Rendón
Deputy CEO / Chief Safety Officer

Final Approval by: 
Derrick Majchszak
Chief Executive Officer

Corpus Christi Regional Transportation Authority

Agency Safety Plan

Version 4,

Date July 2, 2025

In compliance with 49 CFR part 673



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1. EXECUTIVE SUMMARY

Moving Ahead for Progress in the 21st Century (MAP-21) granted the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive framework to oversee the safety of public transportation throughout the United States. MAP-21 expanded the regulatory authority of FTA to oversee safety, providing an opportunity to assist transit agencies in moving towards a more holistic, performance-based approach to Safety Management Systems (SMS). This authority was continued through the Fixing America's Surface Transportation Act (FAST Act).

In compliance with MAP-21 and the FAST Act, FTA promulgated a Public Transportation Safety Program on August 11, 2016 that adopted SMS as the foundation for developing and implementing a Safety Program. FTA is committed to developing, implementing, and consistently improving strategies and processes to ensure that transit achieves the highest practicable level of safety. SMS helps organizations improve their safety performance by supporting the institutionalization of beliefs, practices, and procedures for identifying, mitigating, and monitoring safety risks.

Safety is a core business function of all public transportation providers and should be systematically applied to every aspect of service delivery. At Corpus Christi Regional Transportation Authority (CCRTA), all levels of management, administration, and operations are responsible for the safety of our clientele and transit workers. This Agency Safety Plan (ASP) applies to all CCRTA employees and contractors who are directly or indirectly involved in or responsible for providing transit services, infrastructure elements, and processes.

To ensure that the necessary processes are in place to accomplish both enhanced safety at the local level and to meet the PTASP regulation requirements, per 49 CFR part 673, CCRTA and the CCRTA Board of Directors adopt this ASP and the tenets of SMS as the basis for directing and managing safety and risk at the agency. CCRTA's SMS includes a Safety Management Policy (SMP) and the processes for Safety Risk Management (SRM), Safety Assurance (SA), and Safety Promotion (SP). It is appropriately scaled to the size, scope, and complexity of CCRTA operations. All levels of management and employees are accountable for accurately identifying and effectively managing risk in all activities and operations to deliver improvements in safety and reduce risk to the lowest practical level during service delivery.

Figure 1: Safety Management Systems

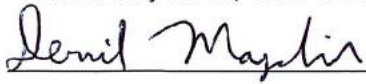


2. ASP APPROVAL

A. Accountable Executive Signature – 673.11(a)(1)

The Accountable Executive is accountable for ensuring that the SMS processes described in this ASP are effectively implemented throughout the Corpus Christi Regional Transportation Authority.

Derrick Majchszak, Chief Executive Officer



Accountable Executive Signature

6/17/25

Date

B. Safety Committee Plan Approval – 673.11(a)(1)(i)

On Tuesday, June 17, 2025, CCRTA's Safety Committee approved this ASP.



Miguel Rendon



John Esparza



Ian O'Keefe



Gordon Robinson



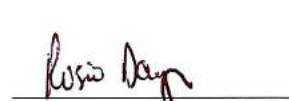
Alberta Macias



Brandon Selcer



Felicia Villarreal



Rosio Day

The Safety Committee ASP approval meeting minutes are stored on CCRTA's main Y: drive within the PTASP folder in a subfolder labeled "Safety Committee Meeting Agendas & Minutes."

C. Board of Directors Approval – 673.11(a)(1)(i)

Date of Approval _____

See Appendix D for approval documentation. Board ASP approval minutes are also stored on CCRTA's main Y: drive within the PTASP folder.



3. TRANSIT AGENCY INFORMATION

CCRTA is the regional transportation authority for Nueces County, Texas, and is the largest transit provider in the region. The CCRTA main office is located at 602 N. Staples St, Corpus Christi, TX 78401, and the main transfer center (Staples Street Station) is also located in downtown Corpus Christi at 602 N Staples Street.

CCRTA currently operates thirty-three (33) fixed routes, of which five (5) are commuter/express routes and two (2) flexible, deviated fixed routes. Services operate seven days a week, starting as early as 3:45 AM for commuter/express routes and 4:50 AM for fixed routes. The service hours extend until 10:25 PM for fixed routes, 10:35 PM for Flex Routes, and 12:55 AM for our seasonal route, which runs from May through September. CCRTA also provides Americans with Disabilities Act (ADA) paratransit services, known as the B-line from 4:30 AM to 11 PM, for individuals with disabilities that prevent them from using fixed-route services. In addition, the CCRTA administers a contracted Vanpool program.

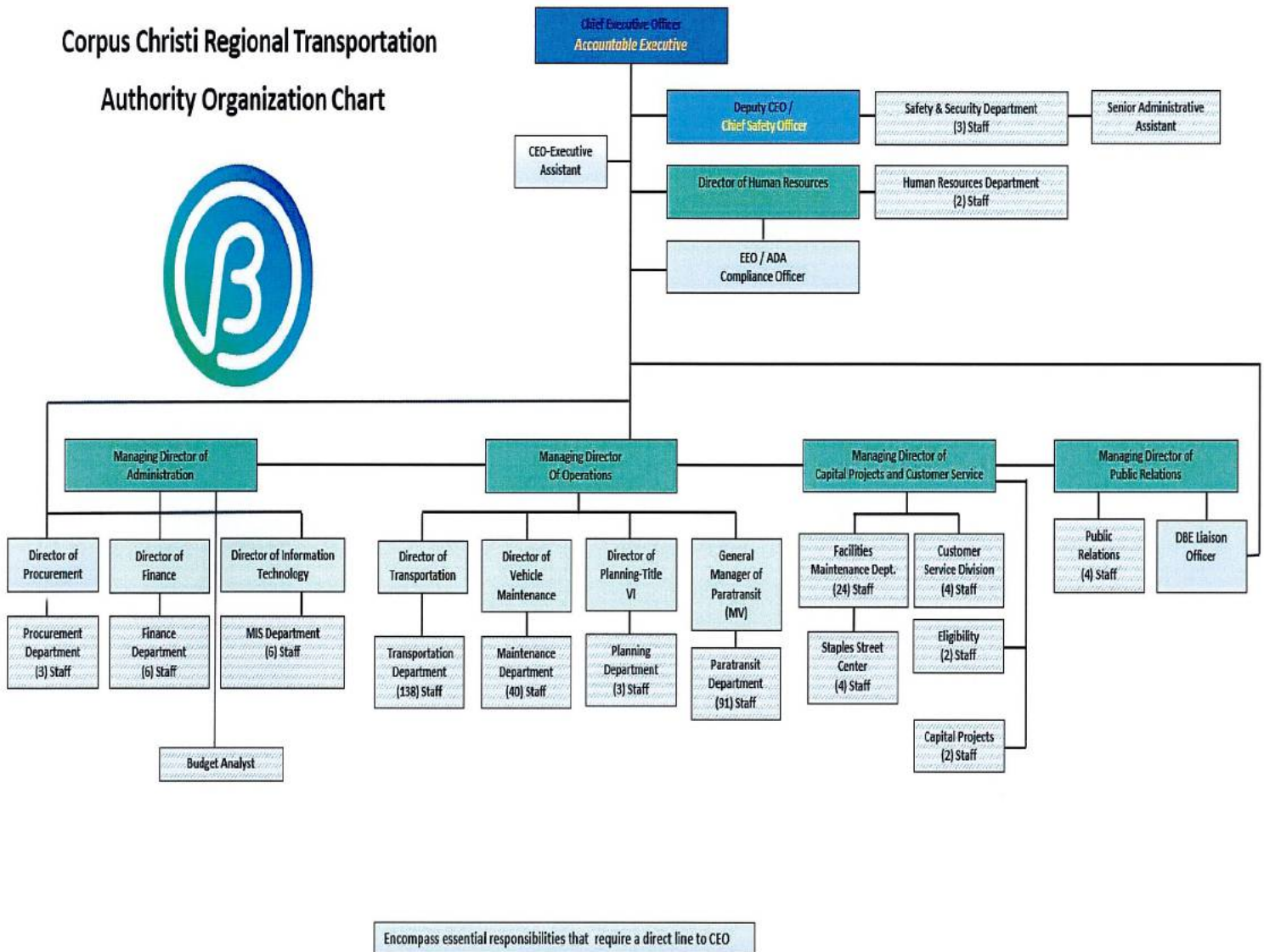
CCRTA is managed by the CEO and the management team, consisting of the Asset Management Executives, Project Managers, and Transit Asset Team Members. An organizational chart for CCRTA is provided in Figure 2.

CCRTA does not provide transit service on behalf of another transit agency or entity. A contractor delivers some of CCRTA's fixed-route bus service and its demand response and vanpool services. CCRTA ensures that the requirements of the PTASP regulation are satisfied through the terms and conditions of its contract(s).

Table 1: Agency Information

Information Type	Information	
Full Transit Agency Name	Corpus Christi Regional Transportation Authority	
Transit Agency Address	602 N. Staples St, Corpus Christi, TX 78401	
Name and Title of Accountable Executive 673.23(d)(1)	Derrick Majchszak, Chief Executive Officer	
Chief Safety Officer or SMS Executive 673.23(d)(2)	Miguel Rendon, Deputy CEO / Chief Safety Officer	
Safety Committee Members (673.19)	Name	Title
	Miguel Rendon	-Deputy CEO / Chief Safety Officer
	John Esparza	-Safety Administrator
	Gordon Robinson	-Managing Director of Operations
	Ian O'Keefe	-Street Operations Administrator
	Rosio Day	-Dispatcher / Reservationist
	Brandon Selcer	-Maintenance Mechanic
	Alberta Macias	-Bus Operator / Classroom Trainer
	Felicia Villarreal	-Bus Operator
Mode(s) of Service Covered by This Plan 673.11(b)	Fixed Route Bus, Demand Response, and Vanpool.	
List All FTA Funding Types (e.g., 5307, 5310, 5339)	5307, 5310, & 5339	
Mode(s) of Service Provided by the Transit Agency (Directly operated and contracted service)	Fixed Route Bus – Directly operated and contracted, Demand Response – Contracted Vanpool - Contracted	

Figure 2: CCRTA Organizational Chart



Any CCRTA position can have a direct line to the Chief Executive Officer at their discretion.

*** Change made for 2025: Added one position to the Safety & Security Department. ***

4. SAFETY COMMITTEE ESTABLISHMENT AND PROCEDURES – 673.19(a), (b), (c)

CCRTA has an active safety committee that meets monthly to discuss preventable accidents, injuries, safety concerns, and suggestions from each department.

CCRTA is empowered to look beyond the critical review of safety incidents toward opportunities to reduce occurrences by identifying ways to improve the work environment and safety culture at CCRTA, acknowledging safe actions and work that contribute to a safe workplace.

The CCRTA Safety Committee is appropriately scaled to the size, scope, and complexity of CCRTA and was established through a joint labor-management process with frontline workers chosen by the labor union representing the plurality of CCRTA frontline transit workers.

The CCRTA's Safety Committee is composed of eight members, with an equal number of management representatives and frontline transit worker representatives, four supervisors, and four frontline employees.

- I. Deputy CEO / Chief Safety Officer (CSO)
- II. Managing Director of Operations
- III. Safety Administrator
- IV. Street Operations Administrator
- V. Dispatcher/ Reservationist
- VI. Maintenance Mechanic
- VII. Bus Operator / Classroom Trainer
- VIII. Bus Operator

The Safety Committee is chaired by the Deputy CEO/CSO, who conducts all meetings of the Safety Committee. The Safety Administrator develops meeting agendas and notices and shares them via email in advance of scheduled meetings. The Safety Administrator also ensures all Safety Committee meeting minutes are documented and saved on CCRTA's main Y: drive within the PTASP folder in a subfolder labeled "Safety Committee Meeting Agendas & Minutes."

The Safety Committee makes decisions collaboratively, ensuring all voices are heard and considered during open discussions. The committee aims to reach a consensus through open discussion; however, if a consensus cannot be reached, a vote is held to determine the outcome. When voting results in a tie, the Managing Director of Administration casts the deciding vote.

Members receive their regular salary or wage for attending meetings, as meetings are scheduled during regular work hours. Members are not required to attend meetings that fall on their scheduled day off.

When the Safety Committee requires advice from technical experts, subject matter experts (SME), or other transit workers, the Safety Administrator contacts these individuals via email or phone to explain the topic under discussion. These individuals respond to the Safety Administrator, who presents the advice to the Safety Committee.

The Deputy CEO/CSO has access to and shares with the Committee any required agency information, resources, and tools, along with submissions to the transit worker safety reporting, if needed to support Committee deliberations. The Deputy CEO/CSO serves as the intermediary for all communications between the Committee, the Accountable Executive, and the Board of Directors. Communications can be delivered in person, via email, or through attendance at Board of Directors meetings.

CCRTA does not require Safety Committee members to attend any special training due to their representation on the committee.

See also the *Safety Committee Policy and Procedures* document located on CCRTA's main Y: drive within a subfolder (Safety Committee Policy and Procedures) of the PTASP folder.

5. SAFETY RISK REDUCTION PROGRAM – 673.11(a)(7)

A. Approach to Improving Safety Performance

CCRTA's approach to improving safety performance by reducing the number and rates of safety events, injuries, and assaults on transit workers addresses the following:

- The reduction and mitigation of vehicular and pedestrian safety events involving transit vehicles, including mitigations consistent with CCRTA's safety risk mitigation processes described in the Safety Risk Management section of this ASP.
- The reduction and mitigation of assaults on transit workers, including mitigations consistent with CCRTA's safety risk mitigation processes described in the Safety Risk Management section of this ASP.
- Any safety risk mitigations identified and recommended by the Safety Committee based on a safety risk assessment for the safety risk reduction program are included in Appendix F of this ASP.

B. Annual Safety Performance Targets for the Safety Risk Reduction Program

The Safety Committee has established the following safety performance targets for the safety risk reduction program based on the safety performance measures outlined in the National Public Transportation Safety Plan, which FTA updated in April 2024. All rates are per actual vehicle revenue miles (VRM). These targets are set annually using a three-year rolling average of the data CCRTA submits to the National Transit Database (NTD) and present a reduction from the three-year average.

Table 2: Safety Risk Reduction Program Targets

Target	Fixed-Route Bus	Demand Response	Vanpool
Major Events total	9.7	.7	0
Major Event rate (per VRM)	.001933%	.000055%	0
Collisions total	9.67	.67	0
Collision rate (per VRM)	.001933%	.000055%	0
Injuries total	12	.3	0
Injury rate (per VRM)	.0024%	.000027%	0
Assaults on Transit Workers total ¹	0	0	0
Assaults on Transit Workers rate (per VRM)	0	0	0

6. GENERAL ANNUAL SAFETY PERFORMANCE TARGETS – 673.11(a)(3)

CCRTA has established the following annual general safety performance targets based on the safety performance measures outlined in the [National Public Transportation Safety Plan](#), which FTA updated in April 2024. All rates are per actual VRM. These targets are set annually using a three-year rolling average of the data CCRTA submits to the NTD.

Table 3: General Safety Performance Targets

Target	Fixed-Route Bus	Demand Response	Vanpool
Major Events total	9.7	.7	0
Major Event rate (per VRM)	.001933%	.000055%	0
Collision rate (per VRM)	.001933%	.000055%	0
Pedestrian Collision rate (per VRM)	.000133%	0	0
Vehicular Collision rate (per VRM)	.001800%	.000055%	0
Fatalities total	0	0	0
Fatality rate (per VRM)	0	0	0
Transit Worker Fatality rate (per VRM)	0	0	0
Injuries total	12	.3	0
Injury rate (per VRM)	.002400%	.000027%	0
Transit Worker Injury rate (per VRM)	.005933%	.000055%	0
Assaults on Transit Workers total	0	0	0
Rate of Assaults on Transit Workers (per VRM)	0	0	0
System Reliability (VRM/failures)	23,947	26,250	833,980

¹ Agency has not yet reported three years of data to NTD related to assaults on transit workers. During the ASP review cycle of 2026, the agency will have three years of data and will be able to set these targets.

7. COORDINATION WITH METROPOLITAN, STATEWIDE, AND NON-METROPOLITAN PLANNING PROCESSES - 673.15

CCRTA will make our SPTs available to TxDOT and the Corpus Christi Metropolitan Planning Organization (MPO) to aid in those agencies' respective regional and long-range planning processes. To the maximum extent practicable, CCRTA will coordinate with TxDOT and the MPO in the selection of State and MPO SPTs as documented in the Interagency Memorandum of Understanding (MOU).

Each year during the FTA Certifications and Assurances reporting process, CCRTA transmits any updates to its SPTs to both the Corpus Christi MPO and TxDOT (unless those agencies specify another time in writing).

8. ASP ANNUAL REVIEW AND UPDATE PROCESS

A. ASP Development and Coordination with TxDOT – 673.11(d)

CCRTA's 2020 ASP was developed by TxDOT in coordination with CCRTA. CCRTA provided a letter to TxDOT opting into participation on March 15, 2019, and was an active participant in the development of the 2020 ASP through sharing existing documentation and participating in communication and coordination throughout the development of the plan.

TxDOT is not responsible for updating CCRTA's ASP.

B. ASP Annual Review – 673.11(a)(5)

As part of CCRTA's ongoing commitment to fully implementing SMS and engaging transit workers in developing a robust safety culture, CCRTA reviews the ASP and all supporting documentation annually so that it accurately reflects the agency's current SMS processes and procedures.

The annual review will include the ASP and supporting documents (Standard Operating Procedures [SOPs], Policies, Manuals, etc.) that CCRTA uses to fully implement all of its safety management processes (see Appendix A). CCRTA will also update its general safety performance targets and the safety performance targets for the safety risk reduction program.

The annual ASP review will follow the schedule provided in Table 4 on the next page. As processes are changed to fully implement SMS or new processes are developed, CCRTA will track those changes for use in the annual review.

The implementation of SMS is an ongoing and iterative process, and as such, this PTASP is a working document. Therefore, a clear record of changes and adjustments is kept in the PTASP for the benefit of safety plan performance management and to comply with Federal statutes (see Table 5).

Table 4: ASP Annual Update Timeline






Task	Jan	Feb	Mar	Apr	May	June	July	Aug
Management and Safety Committee Review Agency Operations and SMS Documentation <ul style="list-style-type: none"> • Safety Policy; • Risk Management; • Safety Assurance; and • Safety Promotion. 								
Update targets								
Make necessary changes to ASP and send to Accountable Executive for signature								
Safety Committee approves ASP								
CCRTA Board of Directors approval								

Table 5 is used to record changes made to the ASP during each annual update. This table is a permanent record of the changes to the ASP over time.

Table 5: ASP Record of Changes

Document Version	Section/Pages Changed	Reason for Change	Reviewer Names	Date of Change
Version 2	Agency Information page6. Organizational Chart page7. Safety Perf Measures page13. Safety Performance Targets p15. Safety Committee added Page 9. ESRP modified Page 11. Customer Reporting added page 12 Infectious Disease added page 18. Risk Reduction Program page 20. Job Hazard Analysis added page 24 Safety Site Inspection added page 30 Employee Safety Training added page 32 Operator Training page 33 Mechanical Cert and Safety Training pg. 34 Operator observation page 34	*Updated agency address. *Updated roles and positions. *Updated performance measures and performance targets. *Added Bipartisan Infrastructure Law Changes. *Updated Annual Timeline to include Safety Committee Update.	John Esparza Derrick Majchszak Rick Navarro Joel Mendez	12/8/2022
Version 2 Amended	Accountable Executive Name Change, page 6. Transit Agency Information, page 7. Organizational Chart changes, page 8, Safety Committee change, page 9, and Update Exposure to infectious disease, page 18.	*Change in Accountable Executive.	John Esparza Ian O'keefe Raul Trejo Michael Buxton Irene Trevino Gordon Robinson Ricardo Navarro Joel Mendez	7/19/2023
Version 3	Certification of Compliance, page 6 Agency Information, page 7 Organizational Chart, page 8 Safety Committee, page 9 ASP Annual Update Timeline, page 14 Safety Performance Measures, page 16 Safety Performance Targets, page 17 Exposure to Infectious Disease, page 19 Appendix-5 Table 9 Supporting Documents, page 36	Update Compliance information Updated route information Updated roles and positions. Updated front line workers-selected by labor union. Updated annual Timeline. Updated Performance Measures Updated Performance Targets Updated Language on Facial Mask Updated revision dates to reflect current policy updates.	Miguel Rendon John Esparza Ian O'Keefe Gordon Robinson Brandon Selcer Alberta Macias Felicia Villarreal Rosio Day	9/4/2024



Version 4	<p>All sections</p> <p>Executive Summary, p. 4</p> <p>Transit Agency Information, p. 7</p> <p>Safety Committee Establishment and Procedures, p. 10</p> <p>Safety Risk Reduction Program and Targets, p. 12</p> <p>General Annual Safety Performance Targets, p. 13</p> <p>Annual Review and Update Process, pp. 15-18</p> <p>SMP Authorities, Accountabilities, Responsibilities, pp. 19-20</p> <p>SMP Safety Management Policy Statement, p. 20</p> <p>SMP Transit Worker Safety Reporting Program, p. 21</p> <p>Safety Risk Management, including Hazard ID, Safety Risk Assessment, and Safety Risk Mitigation, pp. 23-27</p> <p>Safety Assurance, including Safety Performance Monitoring and Measurement and Continuous Improvement, pp. 28-33</p> <p>Safety Promotion, including Training and Safety Communication, pp. 34-36</p> <p>Glossary & Acronyms, p.42</p> <p>Infectious Disease Program, p. 50</p> <p>Safety Risk Reduction Program Mitigations, p. 51</p> <p>Figures and Tables, see TOC p. 3</p>	<p>Reorganized ASP topics to better address the order and requirements of the PTASP regulation, and removed sections not required by PTASP.</p> <p>Updated to address current system and contracted service.</p> <p>Added mention of contracted service.</p> <p>Added new section to address new PTASP requirements.</p> <p>Added new section and SPT table to address new PTASP requirements.</p> <p>Deleted old tables and replaced with one SPT table.to better address PTASP requirements.</p> <p>Deleted unnecessary text and updated to better address PTASP requirements.</p> <p>Edited timetable to better represent actual activities and timeline.</p> <p>Updated and added text to address new PTASP requirements.</p> <p>Updated to address new PTASP requirement.</p> <p>Changed to "transit worker" and deleted unnecessary text. Updates made to better address PTASP requirements.</p> <p>Updated to better address PTASP requirements and added text to address new requirements. Deleted mention of Safety Risk Register and figure and JHA.</p> <p>Added mention of Safety Risk Assessment Form.</p> <p>Updated to better address PTASP requirements and added new text to address PTASP requirements.</p> <p>Updated to better address PTASP requirements and added text to address new requirements.</p> <p>Updated to include all acronyms used in the ASP and new PTASP regulation glossary terms.</p> <p>Moved to a new Appendix (E).</p> <p>Added new Appendix (F) to address PTASP requirements.</p> <p>Removed unnecessary figures and tables and updated with new tables, including using "captions" to automatically update TOC page numbers.</p>	<p>Miguel Rendon</p> <p>John Esparza</p> <p>Ian O'Keefe</p> <p>Gordon Robinson</p> <p>Brandon Selcer</p> <p>Alberta Macias</p> <p>Felicia Villarreal</p> <p>Rosio Day</p>	6/17/2025
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9. SAFETY MANAGEMENT POLICY

A. Authorities, Accountabilities, & Responsibilities – 673.23(d)

CCRTA has established the necessary authority, accountabilities, and responsibilities for the management of safety amongst key individuals or groups within the organization, as they relate to the development and management of our SMS. In general, the following defines the authority and responsibilities associated with our organization.

Accountable Executive

CCRTA's Accountable Executive has ultimate responsibility for carrying out the ASP and the agency's Transit Asset Management (TAM) Plan and control or direction over the human and capital resources needed to develop and maintain both the ASP, in accordance with 49 U.S.C. 5329(d), and the agency's TAM Plan, in accordance with 49 U.S.C. 5326. The Accountable Executive is accountable for ensuring that CCRTA's SMS is effectively implemented throughout the system and for ensuring action is taken, as necessary, to address substandard performance in CCRTA's SMS. The Accountable Executive may delegate specific responsibilities, but the ultimate accountability for CCRTA's safety performance cannot be delegated and always rests with the Accountable Executive.

The Accountable Executive also implements the safety risk mitigations for the safety risk reduction program that are included in this ASP and considers all other safety risk mitigations recommended by the Safety Committee.

Agency Leadership and Executive Management

CCRTA leadership and executive management have authority or responsibility for the day-to-day implementation and operation of our agency's SMS. Figure 2 provides a list of the titles of CCRTA management and leadership. All levels of management are also:

- Responsible for leading the development of an organizational culture that promotes safe operations
- Provide appropriate resources to support the SMS and a positive safety culture
- Encourage effective employee safety reporting and communication.

Chief Safety Officer (CSO)

The CSO is an adequately trained individual who has responsibility for safety and the authority and responsibility as designated by the Accountable Executive for the day-to-day implementation and operation of the CCRTA SMS. As such, the CSO reports directly to the Accountable Executive.

Key Staff

CCRTA and contractor staff, groups of staff, and committees support the Accountable Executive and CSO in developing, implementing, and operating our agency's SMS. Key Staff include frontline transit workers who perform daily tasks and activities where hazards can be readily identified and addressed before the hazards become adverse events. These employees are critical to SMS success through each employee's respective role in reporting safety hazards, which is where an effective SMS and a positive safety culture begin.

Safety Committee – 673.19(d)

The Safety Committee's responsibilities to oversee CCRTA's safety performance include:

- Reviewing and approving updates to the ASP.
- Identifying and recommending safety risk mitigations necessary to reduce the likelihood and severity of potential consequences identified through CCRTA's safety risk assessment process, including safety risk mitigations associated with any instance where the transit agency did not meet an annual safety performance target in the safety risk reduction program.
- Identifying safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended, including safety risk mitigations associated with any instance where the transit agency did not meet an annual safety performance target in the safety risk reduction program.
- Identifying safety deficiencies for purposes of continuous improvement, including any instance where the transit agency did not meet an annual safety performance target in the safety risk reduction program.
- Establishing annual safety performance targets for the agency's safety risk reduction program.

See also the *Safety Committee Policy and Procedures* document located on CCRTA's main Y: drive in the PTASP folder.

B. Safety Management Policy Statement – 673.23(a)

Safety is CCRTA's first priority. CCRTA is committed to implementing, developing, and improving strategies, management systems, and processes to ensure that all our activities uphold the highest level of safety performance and meet required safety standards.

We will develop and embed a safety culture in all our activities that recognizes the importance and value of effective safety management and acknowledges at all times that safety is paramount.

We will clearly explain for all staff their accountabilities and responsibilities for the development and operation of the SMS.

For passengers and employees, we will minimize the safety risk associated with transit service to as low as reasonably practicable and we will work to comply with and, wherever possible, exceed legislative and regulatory requirements and standards. We will also work to ensure that all employees are provided with adequate and appropriate safety information and training, are competent in safety matters, and are only allocated tasks commensurate with their skills.

We have established Safety Performance Targets (SPT) to help us measure the overall effectiveness of our processes and ensure we meet our safety objectives. We will issue quarterly reports to the entire organization documenting how well we met our safety performance targets and describing the safety risk mitigations we implemented to reduce safety risk.

The Safety Committee was established through a joint labor-management process and comprises an equal number of frontline transit worker representatives and management representatives. It is appropriately scaled to the size, scope, and complexity of CCRTA. Frontline transit worker representatives were selected by the labor organization that represents the plurality of frontline transit workers, and management representatives were selected by agency leadership. The Safety Committee has a strong voice in safety-related decision-making through its responsibilities described in our SRM and SA processes.

C. Communicating the Safety Management Policy– 673.23(c)

CCRTA is committed to ensuring the safety of our clientele, personnel, contractors, and operations. Part of that commitment is developing an SMS and an agency-wide safety culture that reduces agency safety risk to the lowest level possible. The first step in developing a full SMS and agency-wide safety culture is communicating our SMP throughout our agency.

The SMP and safety objectives are at the forefront of all communications. This communications strategy will include posting the policy in prominent work locations for existing transit workers and adding the policy statement to the onboarding material for all new employees. Additionally, the policy statement will be incorporated into our agency's regular safety meetings and other safety communication efforts. The policy is signed by the Accountable Executive to ensure that all employees are aware of management's support for the policy.

D. Transit Worker Safety Reporting Program – 673.23(b)

CCRTA has established and implemented a safety reporting program that enables transit workers to report safety conditions directly to senior management, provides protection for employees who report safety conditions to senior management, and includes a description of employee behaviors that may result in disciplinary action.

Frontline transit workers are a significant source of safety data. These transit workers are typically the first to spot unsafe conditions that arise from unplanned conditions either on the vehicles, in the maintenance shop, or in the field during operations. CCRTA recognizes that our transit workers, including contractors, are most familiar with the details of their respective jobs and work environment, which makes their input critical to maintaining safety in the workplace. Therefore, transit workers must promptly report safety concerns such as:

- Unsafe acts
- Unsafe conditions
- Near misses
- Assaults on transit workers

- Safety hazards
- Security risk
- Safety concerns
- Safety recommendation

CCRTA ensures no action will be taken against transit workers who disclose safety concerns through the reporting system unless disclosure indicates an illegal act, gross negligence, or deliberate or willful disregard of regulations or procedures.

There are several ways transit workers can report their safety concerns to management:

1. Directly to their supervisors.
2. Directly to the Safety Department.
3. Through a Safety Committee representative.
4. Via an anonymous web-based reporting tool. See Appendix C.

In general, the CCRTA safety reporting program used by transit workers ensures that all transit workers are encouraged to report safety conditions directly to senior management or their direct supervisor for elevation to senior management. The CSO and Safety Committee routinely review safety data captured via this avenue. When necessary, the CSO, Safety Department, and the Safety Committee ensure that the concerns are investigated or analyzed through the SRM process. As appropriate, information about reported concerns will be shared with the reporting individual and all CCRTA employees to raise awareness and share mitigation solutions or best practices.

10. Safety Risk Management – 673.25

By adopting this ASP, CCRTA is establishing the SRM process, which includes the components presented in Figure 3 for identifying and analyzing hazards and assessing and mitigating safety risk in compliance with the requirements of 49 CFR part 673.25. The SRM process described in this section applies to all the elements of CCRTA's system.

Figure 3: Safety Risk Management Process



CCRTA's SRM is focused on implementing and improving actionable strategies that CCRTA has undertaken to identify, assess, and mitigate safety risk to an acceptable level. A Safety Risk Assessment Form enables CCRTA to formally document hazards, potential consequences of the hazards, safety risk assessment results, and anticipated safety risk mitigations, and track the status of implemented safety risk mitigations. It provides CCRTA with an ongoing, up-to-date assessment of the overarching safety concerns that the agency faces during transit service delivery and supporting operations, and the controls (safety risk mitigations) put in place to address them. The Safety Committee reviews all results of safety risk assessments, which are stored in CCRTA's main Y: drive by Department name.

A. Hazard Identification – 673.25(b)

Safety risk management activities are contingent on effectively identifying sources of hazards and the processes to obtain information on hazards. A hazard is any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment. A real hazard is observable and present; it exists within the system. Through training and reporting procedures, CCRTA ensures that personnel can identify hazards and that each employee clearly understands that they have a responsibility to immediately report any identified safety hazards to their supervisors. Continued training helps employees develop and improve the skills needed to identify hazards. CCRTA uses incident reports and records to determine specific areas of training that need to be covered with employees to ensure that safety hazard identification is continuously improved.

The following are examples of CCRTA sources for hazard identification:

- Data and information provided by TxDOT and FTA.
- Data and information regarding exposure to infectious disease provided by the Centers for Disease Control and Prevention (CDC) or the Texas Department of State Health Services.
- Results of asset condition assessments, which help inform the determination on whether an asset meets the state of good repair standards under 49 CFR part 625.
- Our employee safety reporting program.
- Contractor safety reporting.
- Review of vehicle camera footage.
- Reviews of monthly performance data and safety performance targets.
- Observations by and reports from supervisors.
- Pre- and post-trip vehicle maintenance reports.
- Maintenance reports.
- Comments from customers, passengers, and third parties.
- Reviews of information concerning bus operator assaults.
- Safety Committee and Safety Meetings.

- Results of audits and inspections of vehicles and facilities.
- Results of training assessments.
- Results of internal safety audits.
- Investigations into safety events, incidents, and occurrences.

The CSO is responsible for overseeing CCRTA's hazard identification process and ensuring that identified hazards are recorded in the Safety Risk Assessment Form and analyzed for potential consequences with the assistance of SMEs, if needed. Hazards in and of themselves do not cause damage. It is the consequences of hazards that cause injuries and death, destroy property, harm the environment, or impair the ability of a transit provider to deliver transit services. A consequence is the effect of a hazard.

Staff may conduct further analysis of hazards and consequences entered to collect information, identify additional consequences, and to inform management which hazards should be prioritized for safety risk assessment. In following up on identified hazards, staff may:

- Reach out to the reporting party, if available, to gather all known information about the reported hazard;
- Conduct a walkthrough of the affected area, assess the possible hazardous condition/s, generate visual documentation (photographs and/or video), and take any measurements that are deemed necessary;
- Conduct interviews with employees in the area to gather potentially relevant information on the reported hazard;
- Review any documentation associated with the hazard (such as records, reports, procedures, inspections, technical documents, etc.);
- Contact other departments that may have an association with or technical knowledge relevant to the reported hazard;
- Review any previously-reported hazards of a similar nature; and
- Evaluate tasks and/or processes associated with the reported hazard.

Customers are also our partners in safety. Here at the CCRTA, we encourage our customers to bring their safety concerns to our attention, whether through our bus operators or our Customer Service Team. Customer Service contact information is available on all our transit buses and paratransit vehicles. Customers can also visit our website and social media platform and submit safety concerns. The Customer Service Team is responsible for documenting and forwarding the customer's concern to the appropriate individual or department for resolution.

Safety Site Inspections are performed to:

- Identify hazards, risks, and unsafe practices by inspecting areas with a designated department representative or a member of the Safety Committee.
- Proactively take corrective actions by noting and photographing concerning findings and abatement issues. Items that can be diminished immediately will be done on the spot and a record of the reduction notated.

- Promote a safe and healthy working environment by providing a systematic and consistent inspection schedule to identify hazards, risks, and unsafe practices.
- It serves as a positive performance indicator and encourages safe work practices by documenting that we are achieving our safety goals and acknowledging employees observing safety policies when performing their work.

Daily Safety Inspections

Each department completes site safety inspections informally each day. Daily checks will consist of department representatives walking their immediate work area and correcting any unsafe findings.

Quarterly Safety Inspections

The Safety Department will conduct formal site safety inspections each quarter. These inspections may include CCRTA's Administration and Facility Operations buildings, and any transit facility operated by or occupied by CCRTA personnel. The Safety Department will ensure that facility safety concerns are routed to the appropriate department for immediate investigation and mitigation.

The Safety Department will use TRACKIT Manager Program for Quarterly Inspections. Completed inspection forms are generated from TRACKIT Manager Program and forwarded to the responsible employee (s) for timely correction. Every inspection is recorded and retained in Track-It.

B. Safety Risk Assessment – 673.25(c)

CCRTA has developed methods to assess the likelihood and severity of the consequences of identified hazards to determine if safety risk mitigation is necessary and to inform prioritization of safety risk mitigations. CCRTA's assessment process takes into account existing safety risk mitigations.

The risk assessment is conducted by the CSO and Safety Department, supplemented by subject matter experts from the respective department or section to which the risk applies. The process employs a safety risk matrix, similar to the one presented in Figure 4, that allows the safety team to visualize the assessed likelihood and severity, and to help decision-makers understand when actions are necessary to reduce or mitigate safety risk.

Figure 4: Example Safety Risk Assessment Matrix

RISK ASSESSMENT MATRIX				
SEVERITY LIKELIHOOD	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent (A)	High	High	High	Medium
Probable (B)	High	High	Medium	Medium
Occasional (C)	High	Medium	Medium	Low
Remote (D)	Medium	Medium	Low	Low
Improbable (E)	Medium	Low	Low	Low

The Risk Assessment Matrix is an important tool. If a risk is assessed and falls within one of the red zones, the risk is determined to be unacceptable under existing circumstances. This determination means that management must act to mitigate the situation. If the risk is assessed and falls within one of the yellow zones, the risk is determined to be acceptable, but monitoring is necessary. If the risk falls within one of the green zones, the risk is acceptable under the existing circumstances.

After a hazard's potential consequences have been assessed for likelihood and severity, the results are documented in the Safety Risk Assessment Form. This information is used to move to the next step, safety risk mitigation.

C. Safety Risk Mitigation – 673.25(d)

Developing safety risk mitigations to proactively reduce CCRTA's safety risk is the culmination of the SRM process. CCRTA has established methods to identify safety risk mitigations necessary as a result of its safety risk assessment activities to reduce the likelihood and/or severity of a hazard's potential consequences. The goal of this step is to avoid or reduce the assessed risk rating to an acceptable level. However, mitigations do not typically eliminate the risk entirely.

The CSO works with the Safety Committee and subject matter experts from the respective departments to which the risk applies. The Safety Committee reviews the results of safety risk assessments and provides mitigation recommendations. As sources of safety risk mitigation, CCRTA considers guidance provided by the FTA and TxDOT and guidelines to prevent or control exposure to infectious diseases provided by the CDC or the Texas Department of State Health Services.

Previously documented risk resolution and hazard mitigation activities and the resolutions' documented level of success may also be reviewed and considered in the process. If the hazard is external (e.g., roadway construction by an outside agency), information and input from external actors or experts may also be sought to take advantage of all reasonably available resources and avoid any unintended consequences.

Based on the results of safety risk assessments, CCRTA also involves the Safety Committee in identifying safety risk mitigations for the safety risk reduction program. These are the safety risk assessments related to vehicular and pedestrian safety events involving transit vehicles and assaults on transit workers. If CCRTA misses a safety performance target set by the Safety Committee for the safety risk reduction program, the Safety Committee is also involved in identifying recommendations for the missed safety risk reduction program target. CCRTA and the Safety Committee consider mitigations to reduce visibility impairments for operators that contribute to accidents, including retrofits to vehicles in revenue service and specifications for future procurements that reduce visibility impairments. They also consider deployment of assault mitigation infrastructure and technology on transit vehicles and in transit facilities, including barriers to restrict the unwanted entry of individuals and objects into bus operator workstations. The mitigations recommended to address risk assessments related to the safety risk reduction program are included in Appendix F of this ASP.

When the Safety Committee recommends a safety risk mitigation unrelated to the safety risk reduction program and the Accountable Executive decides not to implement the safety risk mitigation, the Accountable Executive prepares a written statement explaining the decision and submits and presents this explanation to the Safety Committee and the Board of Directors.

Accepted mitigations are assigned to an appropriate staff member or team for implementation. The assigned personnel and the specific implementation responsibilities are documented, along with the responsibilities and metrics for monitoring mitigations once they are implemented. Among the responsibilities of the mitigation team leader is documenting the mitigation effort, including whether the mitigation was carried out as designed. Implemented mitigations are monitored through CCRTA's SA process.

11. Safety Assurance – 673.27 (a)

SA means processes within the CCRTA SMS that function to ensure the implementation and effectiveness of safety risk mitigation and that CCRTA meets or exceeds its safety objectives through the collection, measurement, analysis, and assessment of information. SA helps to ensure that the mitigations put in place to manage safety risk are carried out and working as intended, potential safety issues are identified early, and safety objectives are met.

A. Safety Performance Monitoring and Measuring – 673.27(b)

Monitoring Compliance and Sufficiency of Operations and Maintenance Procedures – 673.27(b)(1)

CCRTA monitors its system for compliance with and sufficiency of its operations and maintenance procedures. Monitoring activities provide CCRTA reasonable assurance that its established procedures are being followed and are

effective. It helps verify that what CCRTA expects to happen, based on our operations and maintenance procedures, actually does happen. Moreover, monitoring helps CCRTA identify areas where the safety impact of procedures could be maximized by refining those procedures. Monitoring also helps CCRTA identify instances of practical drift, which occur when practice has become uncoupled from procedure due to a transit worker introducing shortcuts, making adaptations, or changing how they implement rules and procedures over time. By identifying instances of practical drift, CCRTA improves compliance with procedures.

A list of documents describing the safety-related operations and maintenance procedures cited in this ASP is provided in Appendix A of this document.

Supervisors monitor employee compliance with CCRTA SOPs through direct observation, inspections, and review of information from internal reporting systems, such as the *Employee Grievance* procedures from employees and the *Customer Assistance Form (CAF)* for customers.

Ride checks provide a chance to correct actions before an accident/incident occurs. A systematic process is used to identify who needs a ride check and when. Street Supervisors conduct ride checks to evaluate the performance holistically and include evaluation of the following:

- Health and well-being as it relates to safety
- Customer Service
- Diffusing angry customers
- De-escalation techniques
- Operator Assaults
- Operation skills
- Ergonomics
- Bike rack usage
- Ramp usage
- Sharing the road with Bicyclists
- Recognizing hazards
- Mirror usage
- How to avoid fixed objects

Instructors or Street Supervisors provide Ride Checks as outlined below:

- Training Instructors or Street Supervisors are required to perform at least one Ride Check on each operator per year.
- Additional oversight and review opportunities are planned for specific groups to create positive coaching and help change behavior. These groups include:

- Operators within their six-month new-hire probation.
- Operators with safety or customer service-related issues as determined by Operations Administration or by the accident review board (ARB).
- Special requests from the Safety Division or Operations Administration.
- On-board Ride Checks are conducted using the Ride Check Form in the Track-It program.

Operations Administration is responsible for tracking and administering onboard observations. The Track-It system records information and maintains a record of evaluations. Instructors, Operations Administration, Street Supervisors, and Safety may access the data to work on needed training and/or corrective coaching.

CCRTA monitors the following areas within the vehicle maintenance function and documents all monitoring activities and their results:

- Adherence to preventive maintenance schedules;
- Effectiveness of corrective maintenance activities, and;
- Maintenance-related vehicle road calls
- Safety defect reporting process

Vehicle maintenance supervisors regularly:

- Monitor compliance with the preventive maintenance schedule,
- Review defect cards and work orders related to corrective maintenance activities, and
- Review road call activities, including the history of maintenance performed on vehicles that have had road calls.

CCRTA addresses non-compliance with standard procedures for operations and maintenance activities through a variety of actions, including revision to training materials and delivery of employee and supervisor training if the non-compliance is systemic. If the non-compliance is situational, then activities may include supplemental individualized training, coaching, and heightened management oversight, among other remedies.

Sometimes personnel fully comply with the procedures, but the operations and maintenance procedures are inadequate and pose the risk of negative safety outcomes. In this case, the cognizant person submits the deficiency or description of the inadequate procedures to the SRM process.

Monitoring Mitigations – 673.27(b)(2)

Department Heads are responsible for monitoring operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended. During the safety risk mitigation development process, responsibilities for mitigation monitoring and the metrics used to determine the effectiveness of mitigations are assigned. The Safety Committee's role in mitigation monitoring involves reviewing the results of each department's monitoring efforts, including metrics data, to provide input and feedback.

Mitigation monitoring activities assist CCRTA in determining whether:

- The existing mitigation is working as desired;
- The existing mitigation needs some modification to work as desired;
- the existing mitigation is not working and needs to be replaced, or;
- The existing mitigation is no longer needed.

If it is determined that the safety risk mitigation did not bring the risk to an acceptable level or otherwise failed to meet safety objectives, then the supervisor resubmits the consequences of the hazard to the SRM process. The CSO will work with the supervisor and subject matter experts to reanalyze the hazard and consequences and identify additional mitigation or alternative approaches to implementing the mitigation. This process involves Safety Committee input.

In the event a mitigation was determined to be ineffective due to an operator's willful failure to adhere to established policies and procedures, the operator is subject to refresher training and the disciplinary process to encourage future compliance.

The information derived from monitoring activities is documented for future analysis and trending.

Safety Event Investigation to Identify Causal Factors – 673.27(b)(3)

CCRTA currently conducts investigations of safety events in accordance with its Accident/Incident investigation procedures. The objective of the investigation is to identify causal factors of the event and actionable strategies that CCRTA can employ to address any identifiable organizational, technical, or environmental hazard at the root cause of the safety event for the purpose of preventing recurrence and mitigating risk. CCRTA conducts analysis on root causes to determine if any mitigations are currently in place and whether additional mitigations are required.

CCRTA conducts two types of investigations:

- Those in which the affected department conducts the investigation, and reports and information are provided to Safety.
- Those of a major nature in which the Safety Department will play the leading role and publish a report.

CCRTA's investigation procedures include:

- Determining field personnel investigation responsibilities.
- Utilizing the Supervisor's Accident Investigation Procedures.
- Integrating Claims' findings into investigations.
- Ensuring Safety Department notification of significant accidents, on both an immediate and routine basis.

- Using procedures, checklists, and formats for conducting investigations.
- Adopt policies for major accident investigation report publication and follow-up systems for compliance with report recommendations. In addition, the Safety Department will establish procedures for coordinating investigations by outside agencies or peer reviews

Safety event investigations that seek to identify and document the root cause of an accident or other safety events are a critical component of the SA process because they are a primary resource for the collection, measurement, analysis, and assessment of information. Causal and contributing factors include key actions, situations, or conditions that led to an event's occurrence or that increased an event's effects. Determining causal factors is about more than "at-fault" determinations or establishing whether a safety event was "preventable" or "non-preventable." CCRTA examines the actions immediately preceding the event and organizational factors that may have contributed to the event, such as procedures, training, supervision, or resourcing. CCRTA may also analyze factors related to the operating environment, the natural environment (snow, ice, rain, etc.), or the condition of infrastructure or equipment.

CCRTA uses various information to help in identifying and documenting root causes of accidents and incidents and may examine:

- Organizational factors (the elements of the transit agency's management, policies, and procedures that contributed to the safety event)
- Equipment and infrastructure factors (the failures in functioning of vehicles or other technological components of the transit system that contributed to a safety event)
- Environmental factors (the characteristics of the environment in which the people and vehicles were operating that contributed to the safety event)
- Outside factors (the larger context in which the transit agency is operating, where factors outside the control of the agency contributed to the safety event)
- Human factors (the errors, rule violations, and characteristics of the people involved that contributed to the safety event)

Monitoring Internal Safety Reporting Programs – 673.27(b)(4)

As a primary part of the internal safety reporting program, CCRTA monitors information reported by transit workers through CCRTA's safety reporting program. When a report originating through the complaint process documents a safety hazard, the supervisor submits the hazards identified through the internal reporting process, including previous mitigation in place at the time of the safety event. The supervisor submits the hazard report to the SRM process to be analyzed, evaluated, and, if appropriate, assigned for mitigation/resolution.

CCRTA also routinely reviews safety data captured in safety meeting minutes, customer complaints, and other safety communication channels. Identified hazards are put through CCRTA's safety risk assessment process.

B. Continuous Improvement – 673.27(d)

CCRTA processes identify deficiencies in its SMS and its safety performance against its general safety performance targets and its safety risk reduction program targets. To identify deficiencies, CCRTA uses its general targets, safety risk reduction program targets, and leading and lagging safety performance indicators to monitor and track safety performance. This enables CCRTA to prioritize resources to address safety risk and assess the effectiveness of its investments.

Processes to ensure continuous improvement include:

- The Safety Committee and other applicable personnel reviewing, analyzing, and discussing collected safety performance data at various meetings to identify unmet targets.
- Conducting in-depth investigations into when performance gaps have been identified to determine what performance problems exist.
- Involving safety personnel to make informed resource allocation decisions that balance efficiency with safe operations.
- Utilizing data to identify the need for additional staff training or technical assistance.
- Motivating employees to continue making program improvements by communicating the implemented changes resulting from their input and the benefits those changes have had on system safety.

If, during safety performance monitoring processes, CCRTA finds that it is not meeting an established safety risk reduction program target, it will use its safety risk assessment processes to assess the associated safety risk. The Safety Committee will then recommend mitigations should the risk assessment indicate this is necessary. CCRTA documents all mitigations recommended by the Safety Committee in Appendix F.

In the case that CCRTA does not meet a safety risk reduction program target, it will allocate its safety set-aside (0.75%) in the following fiscal year to safety-related projects eligible under Section 5307 that are reasonably likely to assist it meeting the target in the future.

If CCRTA identifies any deficiencies as part of its safety performance assessment, it will develop and carry out, under the direction of the Accountable Executive, a plan to address identified safety deficiencies and make necessary corrective actions. When CCRTA fails to meet a safety risk reduction program target and the Safety Committee identifies mitigations to address the safety risk associated with the missed target, CCRTA will also develop and carry out a plan, under the direction of the Accountable Executive, that includes these mitigations. These plans may include efforts to address underlying hazards and potential consequences through Safety Risk Management, changing data collection or analysis techniques to better understand what is really going on, or testing and evaluating new approaches to SMS processes.

12. Safety Promotion – 673.29

Management support is essential to developing and implementing SMS. SP includes all aspects of how, why, when, and to whom management communicates safety-related topics. SP also includes when and how training is provided. The following sections outline both the safety competencies and training that CCRTA has implemented and how safety-related information is communicated.

A. Safety Competencies and Training – 673.29(a)

CCRTA ensures comprehensive training is provided to all transit workers, including those directly responsible for safety, regarding their job duties and general responsibilities. This training includes safety responsibilities related to the employee's position, de-escalation training, and refresher training. As part of SMS implementation, CCRTA ensures the following:

- Thorough reviews are conducted of general staff categories (administrative, driver, supervisor, mechanic, maintenance, etc.) and the respective staff safety-related responsibilities.
- Training requirements spelled out in 49 CFR part 672 (Public Transportation Safety Certification Training Program-PTSCTP) are assessed for their value to CCRTA, even though CCRTA is not subject to the PTSCTP requirements.
- Training materials available on the FTA PTASP Technical Assistance Center website are assessed.
- Training materials available from industry sources are assessed, such as the Community Transportation Association of America and the American Public Transportation Association websites.
- Competencies and training required to meet the safety-related activities for each general staff category are developed.
- Expectations for ongoing safety training and safety meeting attendance are developed.
- A training matrix to track progress on individuals and groups within the organization has been developed.
- Job notices associated with general staff categories are adjusted to ensure that new personnel understand the safety-related competencies and training needs and the safety-related responsibilities of the job.

All transit workers receive New Employee Orientation Training on the essential elements of employee safety, and on safety concern identification and reporting training. De-escalation training is provided for all operations, maintenance, and personnel directly responsible for safety. Depending upon job classification, some employees may receive additional training in Transit Operator Assaults, Bloodborne Pathogens, Back Safety, Lifting Safety, Office Safety, and other safety programs required to do their job safely and effectively. Refresher training may be required for specific programs and will be done following changes to the agency's safety policies and local, state, and federal requirements.

To increase the safety knowledge of our agency, Safety Department personnel are also encouraged to participate in available professional development activities and peer-to-peer exchanges as a source of expertise and information on lessons learned and best practices in hazard identification.

Operator Training

CCRTA offers Commercial Driver License (CDL) training for City Transit Buses and Paratransit Operators.

In addition, CCRTA Operations Trainers document CDL training, which includes an in-house driver certification process audited by the state.

Training programs are also subject to internal auditing that includes auditing of trainer performance and content. Tracking the number of accidents incurred by new operators is one measure to evaluate the effectiveness of new operator training.

The Training Department follows the U.S. Department of Transportation Federal Motor Carrier Safety Administration, FMCSA, Entry Level Driving Training (ELDT) for Class B CDL. CCRTA's instructors document that each trainee is proficient in all curriculum elements.

CCRTA's training course is approximately eight weeks for new operators, including time spent with an operator's mentor. Training begins with the operator selection process. An evaluation of skills sets must be considered during selection. Prospective operators must meet three thresholds to advance to the next stage of training; for example, a trainee must obtain a permit before starting classroom training and must pass a skill test prior to moving onto the balance of the class. If a trainee fails a step at a critical point in the training, they will be given another chance and sent to supplemental training before being dropped from the program. Achieving a threshold score is necessary to progress to the next step and is an important component of the training program.

In addition to the classroom training on Operator Assaults (de-escalation training), CCRTA has equipped our larger buses with a locking protective shield to protect the operator against an assault. In the near future, our cutaway fleet will be retrofitted with the same locking protective shield.

Lastly, CCRTA operators are trained to contact dispatch in emergencies and, in the event of a specific crisis, use a code word to indicate severe trouble.

Maintenance Safety Training

CCRTA vehicle maintenance technicians receive training from a certified original equipment manufacturer (OEM) in air conditioning, electrical, engine, transmission, chassis, suspension, brakes, ramps, air system suspension, and compressed natural gas (CNG).

In addition to OEM training, maintenance personnel attend regular safety meetings once a month, which include the following:

- General Shop Safety
- Hand Tool Safety
- Protection Against Blood-Borne Pathogens
- Attitude and Behavior
- Equipment Safety
- Personal Protective Equipment Safety
- Operational Safety: Heavy equipment

B. Safety Communication – 673.29(b)

CCRTA regularly communicates safety and safety performance information throughout our agency's organization that, at a minimum, conveys information on hazards and safety risks relevant to transit worker roles and responsibilities and informs transit workers of safety actions taken in response to reports submitted through the safety reporting program or other means.

CCRTA reports any safety-related information to the CCRTA Board of Directors at their regular meetings, including safety performance information. In addition, CCRTA holds regularly scheduled meetings with drivers to ensure that any safety-related information is passed along that would affect the execution of drivers' duties. CCRTA also posts safety-related and other pertinent information in a common room for all employees.

Regular driver safety meetings are held to ensure that safety-related information is relayed to the key members of our agency's safety processes. Other communication methods include providing opportunities for transit workers to discuss hazard and safety risk information. Safety bulletins and safety information are posted in locations throughout the transit system.

CCRTA systematically collects, catalogs, and, where appropriate, analyzes and reports safety and performance information to all staff. To determine what information should be reported, how the information should be reported, and to whom, CCRTA answers the following questions:

- What information does this individual need to do their job?
- How can we ensure the individual understands what is communicated?
- How can we ensure the individual understands what action must be taken as a result of the information?
- How can we ensure the information is accurate and kept up to date?
- Are there any privacy or security concerns to consider when sharing information? If so, what should we do to address these concerns?

In addition, CCRTA periodically reviews current communications strategies to determine whether others are needed.

In support of tracking performance on our SA and SP processes, CCRTA conducts a yearly safety culture survey. The survey is designed to help CCRTA evaluate the effectiveness of its communication regarding safety and safety performance information throughout the organization. The survey collects information on how safety is perceived and embraced by CCRTA's administrators, supervisors, staff, and contractors. The survey is also designed to help CCRTA assess how effectively it conveys information on hazards and safety risks relevant to employees' roles and responsibilities and informs employees of safety actions taken in response to reports submitted through the safety reporting program.

13. ASP Documentation and Recordkeeping – 673.31

At all times, CCRTA will maintain documents that set forth its ASP, including those documents related to the implementation of CCRTA's SMS and to the results from SMS processes and activities. CCRTA will also maintain documents that are included in whole or by reference, which describe the programs, policies, and procedures that it uses to carry out the ASP and all iterations of those documents. These documents will be made available upon request to the FTA, other Federal entity, or TxDOT. CCRTA will maintain these documents for a minimum of three years after the documents are created. These additional supporting documents are cataloged in Appendix A, and the list will be kept current as a part of the annual ASP review and update.

14. APPENDIX A – Supporting Documents

Table 6: ASP Supporting Documents

File Name	Revision Date	Document Name	Document Owner
Interview Tech.pdf	5/1/2004	Interview Techniques	CCRTA
Rep. Writing SG.pdf	N/A	Report Writing: An Overview	CCRTA
2018 Monthly Accident _Incident Reports.xls	12/31/2018	Monthly Accident/Incident Reports	CCRTA
Customer Assistance Form.docx	2018	Customer Assistance Form (CAF)	CCRTA
Attachment B - Revised Drug and Alcohol Policy 2019.pdf"	3/6/2019	Drug and Alcohol Policy	CCRTA
Attachment A - Section 103 Employee Grievance.pdf	12/1/2023	Employee Grievance	CCRTA
Attachment C - 2023 Employee Handbook.pdf	12/1/2023	Employee Handbook	CCRTA
CCRTA IT Policy and Procedure Manual 2023 (003).pdf"	2023	Information Technology Policy and Procedure Manual	CCRTA
Dispatch Operations Administrator 2019.pdf	2021	Job Description: Dispatch Operations Administrator	CCRTA
JD - Dispatcher.pdf	2021	Job Description: Dispatcher	CCRTA
Street Operations Administrator 2021.pdf	2021	Job Description: Street Operations Administrator	CCRTA
Street Operations Supervisor 2021.pdf	2021	Job Description: Street Operations Supervisor	CCRTA
Training Instructor 2021.pdf	2021	Job Description: Training Instructor	CCRTA
Transportation Services Administrator 2021.pdf	2021	Job Description: Transportation Services Administrator	CCRTA
Fleet Forward	12-2022	Long Range Plan	CCRTA



File Name	Revision Date	Document Name	Document Owner
Corpus Christi MPO Boundary.pdf	N/A	Corpus Christi Metropolitan Planning Organization (MPO)	CC MPO
Biohazard - Final.pdf	12/29/2022	Biohazard on a RTA Vehicle	CCRTA
BTW Training 5.3.19.pdf	1/13/2023	Behind the Wheel Training	CCRTA
Bus Operator Trainee Requirements.pdf	1/13/2023	Bus Operator Trainee Requirements	CCRTA
Daily Schedule Posting and Rotation - Final.pdf	1/13/2023	Daily Schedule Posting and Rotation	CCRTA
Dispatch Responsibilities - Final 1.1.pdf	1/13/2023	Dispatch Responsibilities	CCRTA
Electronic Fare-box Road call Instructions - Final.pdf	1/13/2023	Electronic Fare-box Road Call Instructions	CCRTA
Emergency Procedures 1.24.19.pdf	1/13/2023	Emergency Procedures (Dispatch)	CCRTA
Handheld Radio - Final.pdf	1/13/2023	Handheld Radio: Basic Operating Guide	CCRTA
Health Care Providers Statement - Final.pdf	1/13/2023	Health Care Providers Statement	CCRTA
Health Leave - Final.pdf	12/1/2023	Health Leave	CCRTA
Lost and Found Articles - Revision 2.pdf	1/13/2023	Lost and Found Articles	CCRTA
Red Light and Stop Sign Procedures.pdf	5/24/2019	Red Light and Stop Sign Procedures	CCRTA
Request for Leave - Final.pdf	1/13/2023	Request for Leave	CCRTA
Request Video Pull - Final.pdf	1/13/2023	Video Request Pull Instructions	CCRTA
Retraining.pdf	7/6/2023	Retraining	CCRTA
Return to Work Revised 2-13-18.pdf	1/13/2023	Return to Work	CCRTA
Road Call Report.pdf	12/29/2022	Road Call Report	CCRTA
Street Supervisor Work Schedule - Final.pdf	3/1/2023	Road Monitor Work Schedule	CCRTA



File Name	Revision Date	Document Name	Document Owner
Service Stop Removal or Temporary Closure - Final.pdf	1/13/2023	Service Stop Closure / Removal	CCRTA
Setting up Detours - Final.pdf	1/13/2023	Detour Set Up	CCRTA
Transporting Passengers in Non-Revenue Vehicle - Final.pdf	4/1/2018	Transporting people in a non-revenue RTA vehicle	CCRTA
Utilizing EB Operators - Rev 5-21-19.pdf	5/21/2019	Utilizing Extra Board Operators	CCRTA
Final Procurement Policy. 2019 revised 08-2019).pdf	Aug-2019	Procurement Policy	CCRTA
2023 Policy Book final.pdf	12/3/2023	Employee Handbook	CCRTA
Original Manual 2009.pdf	3/11/2009	Bus Operator's Guidelines	CCRTA
Red Light and Stop Sign Procedures.pdf	5/24/2019	Red Light and Stop Sign Procedures	CCRTA
RTA System Safety Program Plan.doc	Jun-13	System Safety Program Plan	CCRTA
Emergency Preparedness Plan 4-3-24.docx	4/3/2024	Emergency Response Plan	CCRTA
Corpus Christi Regional Transportation Authority, Fleet forward Long-Range System Plan Final Report	12-2022	Fleet Forward Long-Range System Plan 2022	CCRTA
Cover Page (3).pdf	N/A	Instructors Course in Bus Operator Training: Participant Manual	Transportation Safety Institute (TSI)
Tab1 VEH OP Part 1 (3).pdf	N/A	Vehicle Operation: Part 1	Transportation Safety Institute (TSI)
Tab1 VEH OP Part 2.pdf	N/A	Vehicle Operation: Part 2	Transportation Safety Institute (TSI)
Tab1 VEH OP Part 3.pdf	N/A	Vehicle Operation: Part 3	Transportation Safety Institute (TSI)
Tab2 CUST REL Part 1.pdf	N/A	Customer Relations: Part 1	Transportation Safety Institute (TSI)



File Name	Revision Date	Document Name	Document Owner
Tab2 CUST REL Part 2.pdf	N/A	Customer Relations: Part 2	Transportation Safety Institute (TSI)
Tab3 EM MGMT.pdf	N/A	Emergency Management	Transportation Safety Institute (TSI)
Tab4 Operational Procedures .pdf	N/A	Operational Procedures Schedule	CCRTA
Tab5 BUS GUIDE Part 1.pdf	3/11/2009	Bus Operator's Guidelines	CCRTA
6.a1-4_Transit Asset Management Plan MPO.pdf	10/1/2022	Transit Asset Management Plan	CCRTA
June 2021 CCRTA Service Standards.pdf	2021	Fixed Route Service Standards	CCRTA

15. APPENDIX B – Glossary and Acronyms

A. Glossary of Terms

Accident: means an event that involves any of the following: a loss of life; a report of a serious injury to a person; a collision of transit vehicles; an evacuation for life safety reasons; at any location, at any time, whatever the cause.

Accountable Executive (typically the highest executive in the agency): means a single, identifiable person who has ultimate responsibility for carrying out the SMS of a public transportation agency, and control or direction over the human and capital resources needed to develop and maintain both the agency's PTASP, in accordance with 49 U.S.C. 5329(d), and the agency's TAM Plan in accordance with 49 U.S.C. 5326.

Agency Leadership and Executive Management: Those members of agency leadership or executive management (other than an Accountable Executive, CSO, or SMS Executive) who have authorities or responsibilities for day-to-day implementation and operation of an agency's SMS.

Assault on a transit worker: means, as defined under 49 U.S.C. 5302, a circumstance in which an individual knowingly, without lawful authority or permission, and with intent to endanger the safety of any individual, or with a reckless disregard for the safety of human life, interferes with, disables, or incapacitates a transit worker while the transit worker is performing the duties of the transit worker.

Chief Safety Officer (CSO): means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A CSO may not serve in other operational or maintenance capacity, unless the CSO is employed by a transit agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.

Corrective Maintenance: Specific, unscheduled maintenance typically performed to identify, isolate, and rectify a condition or fault so that the failed asset or asset component can be restored to a safe operational condition within the tolerances or limits established for in-service operations.

Equivalent Authority: means an entity that carries out duties similar to that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or sub recipient's PTASP.

Federal Transit Administration (FTA): means the Federal Transit Administration, an operating administration within the United States Department of Transportation.

Hazard: means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

Incident: means an event that involves any of the following: a personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.

Injury: means any harm to persons as a result of an event that requires immediate medical attention away from the scene.

Investigation: means the process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.

Key staff: means a group of staff or committees to support the Accountable Executive, CSO, or SMS Executive in developing, implementing, and operating the agency's SMS.

Major Mechanical Failures: means failures caused by vehicle malfunctions or subpar vehicle condition which requires that the vehicle be pulled from service.

National Public Transportation Safety Plan (NSP): means the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.

Near-miss: means a narrowly avoided safety event.

Operator of a Public Transportation System: means a provider of public transportation as defined under 49 U.S.C. 5302(14).

Passenger: means a person, other than an operator, who is on board, boarding, or alighting from a vehicle on a public transportation system for the purpose of travel.

Performance Measure: means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.

Performance Target: means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.

Potential Consequence: means the effect of a hazard.

Preventive Maintenance: means regular, scheduled, and/or recurring maintenance of assets (equipment and facilities) as required by manufacturer or vendor requirements, typically for the purpose of maintaining assets in satisfactory operating condition. Preventive maintenance is conducted by providing for systematic inspection, detection, and correction of anticipated failures either before they occur or before they develop into major defects. Preventive maintenance is maintenance, including tests, measurements, adjustments, and parts replacement, performed specifically to prevent faults from occurring. The primary goal of preventative maintenance is to avoid or mitigate the consequences of failure of equipment.

Public Transportation Agency Safety Plan (PTASP): means the documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 and this part.

Risk Mitigation: means a method or methods to eliminate or reduce the effects of hazards.

Road Calls: means specific, unscheduled maintenance requiring either the emergency repair or service of a piece of equipment in the field or the towing of the unit to the garage or shop.

Safety Assurance (SA): means the process within a transit agency's SMS that functions to ensure the implementation and effectiveness of safety risk mitigation and ensures that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.

Safety Event: means an unexpected outcome resulting in injury or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

Safety Management Policy (SMP): means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of the agency's employees regarding safety.

Safety Management System (SMS): means the formal, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing hazards and safety risk.

Safety Management System (SMS) Executive: means a CSO or an equivalent.

Safety Objective: means a general goal or desired outcome related to safety.

Safety Performance: means an organization's safety effectiveness and efficiency, as defined by safety performance indicators and targets, measured against the organization's safety objectives.

Safety Performance Indicator: means a data-driven, quantifiable parameter used for monitoring and assessing safety performance.

Safety Performance Measure: means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.

Safety Performance Monitoring: means activities aimed at the quantification of an organization's safety effectiveness and efficiency during service delivery operations, through a combination of safety performance indicators and SPTs.

Safety Performance Target (SPT): means a quantifiable level of performance or condition, expressed as a value for a given performance measure, achieved over a specified timeframe related to safety management activities.

Safety Promotion (SP): means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.

Safety Risk: means the composite of predicted severity and likelihood of a potential consequence of a hazard..

Safety Risk Assessment: means the formal activity whereby a transit agency determines SRM priorities by establishing the significance or value of its safety risks.

Safety Risk Management (SRM): means a process within a transit agency's Safety Plan for identifying hazards, assessing the hazards, and mitigating safety risk.

Safety Risk Mitigation: means the activities whereby a public transportation agency controls the probability or severity of the potential consequences of hazards.

Safety Risk Probability: means the likelihood that a consequence might occur, taking as reference the worst foreseeable, but credible, condition.

Safety Risk Severity: means the anticipated effects of a consequence, should the consequence materialize, taking as reference the worst foreseeable, but credible, condition.

Small Public Transportation Provider: means a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 that has one hundred (100) or fewer vehicles in peak revenue service and does not operate a rail fixed guideway public transportation system.

State: means a State of the United States, the District of Columbia, or the Territories of Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.

State of Good Repair: means the condition in which a capital asset is able to operate at a full level of performance.

Transit Agency: means an operator of a public transportation system that is a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 or a rail transit agency.

Transit Asset Management (TAM) Plan: means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR part 625.

Transit Worker: means any employee, contractor, or volunteer working on behalf of the transit agency.

Vehicle Revenue Miles (VRM): means the miles that vehicles are scheduled to or actually travel while in revenue service. Vehicle revenue miles include layover/recovery time and exclude deadhead; operator training; vehicle maintenance testing; and school bus and charter services.



B. Acronyms Used

ADA: Americans with Disabilities Act

ARB: Accident Review Board

ASP: Agency Safety Plan

CAF: Customer Assistance Form

CCRTA: Corpus Christi Regional Transportation Authority

CDC: Centers for Disease Control and Prevention

CEO: Chief Executive Officer

CSO: Chief Safety Officer

FAST Act: Fixing America's Surface Transportation Act

MAP-21: Moving Ahead for Progress in the 21st Century Act

MOU: Memorandum of Understanding

MPO: Metropolitan Planning Organization

NTD: National Transit Database

PTASP: Public Transportation Agency Plans

SA: Safety Assurance

SME: Subject matter expert

SMP: Safety Management Policy

SMS: Safety Management System

SOP: Standard Operating Procedure

SP: Safety Promotion

SRM: Safety Risk Management

SSPP: System Safety Program Plan

TAM: Transit Asset Management

TxDOT: Texas Department of Transportation

VRM: Vehicle Revenue Miles

16. APPENDIX C – Safety Suggestion Form

Figure 5: Web-based Safety Suggestion Form



Read About Policy

One significant way employees can participate in a safety program is to report observed hazards, incidents, accidents or near misses. The safety suggestion website facilitates the ease of reporting events, speeds up the process to ensure that all events receive the appropriate attention and investigation.

All reports are treated as strictly confidential. The reporter may remain anonymous if they choose. However, in many cases, more information may be required. It is preferred that the reporter identify themselves. In other cases, the employee may request feedback on what, if any, action was taken or planned. Employees who choose to remain anonymous will only receive feedback by means of a general notification or other normal communications.

NON-PUNITIVE REPORTING – In accordance with agency guidelines employees who report mishaps, risk exposures, safety hazards, incidents, or accidents will not be subject to disciplinary action by the agency.

Nevertheless, there are exceptions such as the following (which could create or worsen risk exposures):

- Accident or incident that are reported which employees are required to report as part of the Standard Operating Procedure or other agency policies;
- Premeditated or intentional acts of violence against people or damage to equipment/property;
- Actions or decisions involving material negligence which, in the company's judgment, no reasonably prudent employee of relevant training and experience would take; or
- Failure to report safety incident or risk exposures as required by agency operating procedures and/or this policy.

Employees who act irresponsibly in one of these ways remain exposed to disciplinary action. Alternately, employees who make honest mistakes or misjudgments will not be subject to blame provided that they report such incidents in a proper and timely fashion.

Anonymous
☐

Name

Corpus Christi Regional Transportation Authority Agency Safety Plan



CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY

Email

Phone

Request feedback

☐ Yes ☒ No

Work Location

Type

Safety Issue/Suggestion

Where is it happening?

When is it happening?

What "benefit is expected" if suggestion is implemented?

Add Images

(Only 2 images are allowed)

Submit



17. Appendix D – Board Approval Documentation

A. Board Minutes or Resolution location

CCRTA's approved ASP minutes are located in the Y: drive in the "Board Documents" folder. Inside, select the "Current Year" folder and open the "Approved Minutes" subfolder. The approval document will be listed alongside the other approved minutes for the year.

18. Appendix E – Infectious Disease Program

CCRTA's top priority is maintaining a safe workplace in the event of an infectious disease outbreak, including COVID-19, seasonal flu, and other public health emergencies when determined by the CDC, State, and local health authorities. Our objectives are to monitor government warnings and information, provide relevant information as timely as possible, and maintain a clean workplace, when necessary, materials and supplies are available. CCRTA will instruct you on your part in the effort and monitor compliance with directives to employees. Furthermore, CCRTA will institute continuity of operation plans to operate our business as effectively and continuously as possible during the outbreak. It is essential for every employee to be informed and engaged in the effort to maintain operations and guard against an outbreak in our offices.

CLEANING: CCRTA is committed to a clean workplace, regularly cleaning objects and common areas, such as bathrooms, breakrooms, conference rooms, door handles, and railings. While you are not expected to clean public areas, please be mindful of using these areas and clean as necessary or communicate with the Facilities Building Manager when additional cleaning may be required. The Executive Management Team (the "EMT") will be designated to monitor and coordinate events around an infectious disease outbreak and create additional work rules that could be implemented to promote safety through infection control.

VACCINATION: CCRTA encourages all its employees to vaccinate against COVID-19 and the seasonal FLU. Furthermore, CCRTA provides employees with an onsite health professional to administer the influenza vaccine.

Facial Mask: The Centers for Disease Control and Prevention have shown that masks significantly reduce the spread of Infectious Diseases. At CCRTA, wearing a mask is optional unless mandated by a governing agency.

Hand Sanitizing Stations: Hand sanitizing stations have been set up throughout our facilities and added to our revenue vehicles. This new practice allows employees and customers the opportunity to sanitize their hands between washings.

Filtration: The Facility Building Manager ensures all CCRTA buildings utilize MERV-13 filters, which trap 98% of airborne particles as small as .3 microns. Most of CCRTA's buses are retrofitted with UV lighting installed on the return air system, which runs continuously while the engine is on.

Additional Cleaning Efforts: Each night all revenue buses are disinfected. In addition, a deacon station has been established to combat any vehicles that come in contact with COVID or any other biohazard.

Lastly, CCRTA will utilize its Safety Risk Management process to identify mitigations related to exposure to Infectious diseases safely.

19. Appendix F – Safety Risk Reduction Program Mitigations

CCRTA is transitioning to new buses equipped with Rosco Collision Avoidance technology and advanced blind spot detection, which helps detect pedestrians and cyclists, thereby enhancing safety.

To protect CCRTA staff from potential harm, we have implemented a comprehensive set of measures aimed at reducing the risk of assaults and ensuring a secure environment for both operators and customers. These mitigations include the following:

Operator Protective Barriers:

To enhance protection, all new CCRTA buses will be equipped with a Lexen Polycarbonate sheet grade protective barrier shield. These barrier shields are:

- Flame retardant & MAR resistant
- Provide extremely high impact strength
- Dual hard coated surface & graffiti resistance

Security Services:

CCRTA has placed security guards and police officers at all transfer stations seven days a week to provide support and ensure a safe environment. To further safeguard both operators and customers, police and security personnel are deployed on buses seven days a week. In addition, the CCRTA has established a security rover service in the mornings and a police officer rover service in the afternoons until closing, providing further security throughout the day.

Video and Audio Cameras:

Each bus is equipped with both video and audio surveillance cameras, covering both the interior and exterior to monitor and deter any incidents. Our larger buses are outfitted with a total of eleven cameras, while our paratransit fleet is equipped with eight cameras.

De-Escalation Refresher Training:

CCRTA prioritizes the safety and professionalism of all our employees. That's why we ensure that all operators and maintenance personnel receive a refresher course in de-escalation training. This refresher training equips them with the skills and techniques necessary to manage challenging situations and maintain a calm and safe environment for both operators and customers.

Subject: Adopt a Resolution to Apply for FTA Funding for a New Maintenance Facility**Background**

The Federal Transit Administration (FTA) released a Notice of Funding Opportunity on May 14, 2025, announcing the opportunity to apply for \$1.5 billion in FY 2025 funds for state and local governmental authorities for the purchase or lease of zero or low-emission transit buses as well as acquisition, construction, and leasing of required supporting facilities. Of the \$1.5 billion, \$1.1 billion will be dedicated to 5339(C) – Low or No Emission Buses.

The grant applications will need to be submitted by 11:59PM EST on July 14, 2025.

CCRTA will continue to seek funding through available direct appropriations and other grant opportunities.

Identified Need

The grant funds would be used to replace CCRTA's nearly 50-year-old Maintenance Facility to improve transit reliability, support emergency response, and ensure safe access to jobs, schools, and services for families across the region.

The prefabricated structure includes multiple buildings totaling 87,535 square feet, supporting essential functions such as bus maintenance, repairs, training, equipment storage, and administrative operations. CCRTA's Board has approved replacement of the facility with a modern, code-compliant structure designed and built to withstand Category 4 hurricane winds (130–156 mph).

CCRTA would adhere to all regulatory requirements, procurement policies and authorizations throughout the funding process.

Financial Impact

The estimated amount does not exceed \$57.9 million in total cost, with a 20% local match.

Project Estimate:

- Construction: \$53.4 million
- Construction Administration: \$972,000
- Project Management: \$810,000
- Owner's Construction Contingency: \$1,068,000
- Soft Costs: \$1,600,000
- Total: \$57.9 million

Cost Breakdown

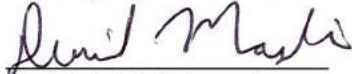
- Federal: \$46.3M (80%)
- Local: \$11.6M (20%)

Recommendation

Staff requests that the Board of Directors adopt a resolution to apply for FTA funding for a new Maintenance Facility by authorizing the Chief Executive Officer or designee to execute and submit applications.

Respectfully Submitted,

Submitted by: Rita Patrick
Managing Director of Public Relations

Final Approval by: 
Derrick Majchszak
Chief Executive Officer



Resolution

IN SUPPORT OF A NEW MAINTENANCE FACILITY

WHEREAS, the Corpus Christi Regional Transportation Authority is pursuing the construction of a new storm-resistant Maintenance Facility, ensuring that the facility can withstand a category 4 hurricane, continue to operate during extreme conditions, support essential functions, protect personnel & assets, provide a lifeline for vulnerable communities, and ensure access to jobs, schools, and services for families.

NOW THEREFORE, BE IT RESOLVED BY THE CORPUS CHRISTI REGIONAL TRANSPORTATION AUTHORITY BOARD OF DIRECTORS THAT:

Section 1. The Board declares its support for the development of a new Maintenance Facility, which would ensure that the facility could withstand a category 4 hurricane, continue during extreme conditions, protect personnel, shelter valued assets, and provide a lifeline for vulnerable communities.

Section 2. The Board further declares its intention to support the exploration of grant opportunities for a new Maintenance Facility, which would improve transit reliability during extreme conditions, reduce operating costs, safeguard essential employees & agency assets, and enhance safety for all.

DULY PASSED AND ADOPTED this ____ day of July 2025

ATTEST:

**CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY**

Derrick Majchszak
Chief Executive Officer

Arthur Granado
Board Chair

Subject: May 2025 Financial Report

Overview: The **May Operating Budget** ended the month with revenue coming in greater than expenses by **\$946,760**, as total **Operating Revenue** came in at **\$5,100,803** and **Operating Expenses** at **\$4,154,043**.

Three revenue sources fell short of expectations. Passenger fares of **\$91,219** reached **94.11%** or \$5,714 short of budget, lease revenue from tenants of **\$40,547** reached **90.67%** or \$4,174 short of budget due to a vacancy, and investment income of **\$148,167** fell short of expectation by \$21,311 or 12.57% due to external factors.

The **year-to-date Operating Budget** produced a deficit of **\$18,062** as total revenues of **\$20,499,334** reached **98.37% of baseline** while expenses of **\$20,517,396** finished at **96.51%**.

The **CIP budget for the month** resulted in the \$129,993 outflows exceeding the \$76,994 funding sources by **\$52,999**. No capital grant revenue was recognized for the month. Since the budgeted transfer-in of \$76,994 is not considered revenue, and no capital grant revenue was recognized for the month, the loss for the month from the CIP Budget is \$129,993.

Year-to-date CIP funding sources totaled **\$1,417,868** while total expenditures finished at **\$1,679,811** resulting in **expenditures** exceeding funding sources by **\$261,943**. Funding sources include the budgeted transfer-in from fund balance of **\$384,968**. However, since the budgeted transfer-in is not considered revenue, the YTD loss from the CIP Budget is \$646,911.

For the month, the overall performance resulted in an initial increase of **\$893,761** to the fund balance with an increase of **\$946,760** attributable to the operating budget, and a decrease of **\$52,999** related to the CIP budget. However, since the budgeted Transfer-In of \$76,994 from the CIP Budget is not considered revenue, the combined increase to the fund balance is \$816,767.

The overall performance for the **year-to-date** results in an initial decrease of **\$280,005** to the fund balance, with a decrease of **\$18,062** from the operating budget, and a decrease of **\$261,943** related to the CIP budget. However, since the budgeted transfer-in of \$384,968 is not considered revenue, the decrease to the fund balance is \$664,973.

SUMMARY: Results from all Activities Compared to Budget

Total Revenues and funding sources for the month of **May** closed at **\$5,177,797**, of which **\$5,100,803** is attributable to the **Operating Budget (Table 4 and PPT Slides 3 and 4)** and **\$76,994** to the capital budget. The **\$76,994** from the capital budget consists of **\$76,994** which comes from the unrestricted portion of the fund balance that was budgeted as a transfer-in which is considered a funding source and not a revenue source. No capital grant revenue was recognized for the month. The performance of the revenue categories from the Operating Budget is discussed as follows.

In comparison to the budget, **Operating Revenue** of **\$5,100,803** came in **\$902,075** greater than the budget baseline of \$4,198,728 while departmental spending of **\$4,154,043** came in **\$19,874** higher than the budget baseline of **\$4,134,169**.

Operating Revenues, which include only resources generated from transit operations, **totaled \$111,375** or 3.70% less than forecasted (**Table 4.1**) & (**PPT Slide 5**). **Fare Revenues** ended the month at \$91,219, or 94.11% of the baseline expectation and includes **\$11,343** from **Go-Pass Mobile App Pass Sales**.

Meanwhile, commissions from both **Bus and Bench Advertising** ended the month at **\$19,129**, of which **\$4,268** came from **Bus Bench Advertising commissions** while **\$14,861** came from **On-Board Bus Advertising commissions**. The combined revenue was 108.13% of baseline.

Note that the commissions earned from Bench Advertising total **\$6,402** of which **\$4,268** is recognized as revenue and **\$2,134** represents the City's one-third share of the bench advertising commission for the use of City property.

Other Operating Revenues reported \$1,027 for the month, comprised of vendor refunds from a prior fiscal year.

Non-Operating Revenues, which include sales tax, investment income, lease income from tenants, and federal assistance grants totaled **\$4,989,428** reaching **122.20%** of the **\$4,083,077** budget expectation, generating **\$906,351** more than forecasted (**Table 4.1**).

Federal operating grants recorded revenue of \$1,304,633, or 349.96% of the baseline expectation. The preventive maintenance grant mentioned in previous months was successfully amended with an effective date of January 2025. As a result, qualifying expenses dating back to January 2025 related to the maintenance of federally funded vehicles and facilities were identified and reimbursed at the rate of 80% federal. \$2,289,416 in preventive maintenance funds remain available for subsequent months.

Investment income for the month totaled \$148,167, as the performance of the investment portfolio fell short of the baseline expectation by \$21,311, or 12.57% but grant revenue will provide significant means for investing in various opportunities.

Meanwhile, Staples Street Center leases reached \$40,547 or 90.67% of baseline as a result of the vacancy left by Nueces County.

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 **July 11, 2025**. Out of the seven (7) sources included in this revenue category, 68.54% of total revenue came from the sales tax revenue estimate as indicated in the following table:

May 2025 Revenue Composition – Table 1

Line #	Revenue Source	Actual	%
1	Sales Tax Revenue Estimate	\$3,496,081	68.54%
2	Passenger Service	91,219	1.79%
3	SSC Lease Income	40,547	0.79%
4	Bus Advertising	19,129	0.38%
5	Investment Income	148,167	2.90%
6	Grant Assistance Revenue	1,304,633	25.58%
7	Other Revenue	1,027	0.02%
	Total (excluding capital)	\$5,100,803	100.00%

The **Investment Portfolio** closed the month of May 2025 with a market value of **\$42,889,451**, an increase of **\$616,805**, from the balance at the end of April 2025 of **\$42,272,646**.

The composition of the May portfolio market value includes **\$14,869,142** in securities consisting of **\$7,364,108** in Commercial Paper, **\$3,506,523** in Federal Treasury Securities, and **\$3,998,510** in Federal Agency Coupon Securities. In addition, **\$24,669,999** was held in TexPool Prime and **\$3,350,310** of which \$2,000,000 represents the required compensating balance in bank accounts at Frost Bank. For the month of **May**, the earned interest income was recorded at **\$148,167**.

The Federal Open Markets Committee met June 17-18, 2025 and chose to maintain federal funds at their previous range of 4.25% - 4.50%. The Committee will meet again July 29 – 30 where it is anticipated that a rate cut of 25 basis points will be announced. Staff continue to work with the investment advisor to identify opportunities to extend maturities and limit exposure to interest rate risk. The rate for TexPool Prime as of May was 4.4310%.

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

The **Sales Tax** allocation for May 2025 is **estimated** at **\$3,496,081** and is in line with the actual allocation received for May 2024. The estimate is necessary since allocations lag two months behind and will not be received until July 11, 2025.

The Sales Tax revenue payment of **\$3,494,545** for April 2025 was received June 13, 2025, and was **\$69,200**, or **2.02% more** than the **estimate** of \$3,425,345 reported for April.

The April payment included the allocation from internet sales of **\$44,415**, a decrease of \$7,139 or 13.85% from the prior month. RTA started receiving internet sales tax revenue in December 2019, and to date have received **\$2,118,403**. Retailers started collecting sales tax on internet sales on October 1, 2019.

The sales tax revenue over the last five years averages 70.19% of total income. In 2024, Sales Tax Revenue represented 80.94% of total revenues. Sales tax typically represents the largest component of CCRTA's total income but may vary from year to year when alternative revenue streams such as grant funding become significant. 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 help lower the Agency's reliance on sales tax revenue.

During this reporting period sales tax represented 68.54% 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.

Sales Tax Growth – Table 2

Month Revenue was Recognized	2025 Actual	2024 Actual	\$ Growth	% Growth
January (actual)	3,054,316	\$ 3,006,019	48,297	1.61%
February (actual)	2,996,327	3,560,917	(564,590)	-15.86%
March (actual)	3,830,459	3,728,858	101,601	2.72%
April (actual)	3,494,545	3,388,757	105,788	3.12%
May (estimate)	3,496,081	3,458,737	37,343	1.08%
June (estimate)	-	-	-	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%
	\$ 16,871,728	\$ 17,143,289	\$ (271,561)	-1.58%

Sales Tax – Actual vs Budget – Table 2.1

Month Revenue was Recognized	2025 Actual	2025 Budget	\$ Variance	% Variance
January (actual)	3,054,316	\$ 3,038,475	15,842	0.52%
February (actual)	2,996,327	3,599,364	(603,037)	-16.75%
March (actual)	3,830,459	3,769,118	61,342	1.63%
April (actual)	3,494,545	3,425,345	69,200	2.02%
May (estimate)	3,496,081	3,496,081	-	0.00%
June (estimate)	-	-	-	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%
	\$ 16,871,728	\$ 17,328,383	\$ (456,654)	-2.64%

The detail of all revenue and expense categories are presented in the following tables, along with the fare recovery ratio for May 2025:

Revenue – May 2025 – Revenue Composition (Includes Operating and Capital Funding) – Table 3

Revenue Source	May 2025	%	YTD	%
Passenger Service	\$ 91,219	1.79%	\$ 456,162	2.12%
Bus Advertising	19,129	0.38%	99,433	0.46%
Other Revenue	1,027	0.02%	3,705	0.02%
Sales Tax Revenue	3,496,081	68.54%	16,871,728	78.36%
Grants - Operating	1,304,633	25.58%	2,116,377	9.83%
Grants - Capital	-	0.00%	1,032,900	4.80%
Investment Income	148,167	2.90%	749,999	3.48%
SSC Lease Income	40,547	0.79%	201,930	0.94%
Total Revenue	\$ 5,100,803	100.00%	\$ 21,532,235	100.00%

Revenue – May 2025 Operating Revenue and Capital Funding – Table 4

	05/2025				
	2025 Adopted Budget	May 2025 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
Revenues					
Passenger service	\$ 1,163,193	\$ 91,219	\$ 96,933	7.84%	94.11%
Bus advertising	212,297	19,129	17,691	9.01%	108.13%
Other operating revenues	7,095	1,027	1,027	14.48%	100.00%
Sales Tax Revenue	43,222,564	3,496,081	3,496,081	8.09%	100.00%
Federal, state and local grant assistance	4,473,575	1,304,633	372,798	29.16%	349.96%
Investment Income	2,033,727	148,167	169,477	7.29%	87.43%
Staples Street Center leases	536,647	40,547	44,721	7.56%	90.67%
Total Operating & Non-Operating Revenues	51,649,096	5,100,803	4,198,728	9.88%	121.48%
Capital Grants & Donations	6,410,043	-	-	0.00%	0.00%
Transfers-In	923,924	76,994	76,994	8.33%	100.00%
Total Operating & Non-Operating Revenues and Capital Funding	\$ 58,983,063	\$ 5,177,797	\$ 4,275,722	8.78%	121.10%

	05/2025				
	2025 Adopted Budget	YTD 2025 Actual	YTD Baseline into Budget	% YTD Actual to Budget	% Actual to Baseline
Revenues					
Passenger service	\$ 1,163,193	\$ 456,162	\$ 484,664	39.22%	94.12%
Bus advertising	212,297	99,433	88,457	46.84%	112.41%
Other operating revenues	7,095	3,705	2,956	52.22%	125.33%
Sales Tax Revenue	43,222,564	16,871,728	17,328,382	39.03%	97.36%
Federal, state and local grant assistance	4,473,575	2,116,377	1,863,990	47.31%	113.54%
Investment Income	2,033,727	749,999	847,386	36.88%	88.51%
Staples Street Center leases	536,647	201,930	223,603	37.63%	90.31%
Total Operating & Non-Operating Revenues	51,649,096	20,499,334	20,839,438	39.69%	98.37%
Capital Grants & Donations	6,410,043	1,032,900	1,032,900	16.11%	100.00%
Transfers-In	923,924	384,968	384,968	41.67%	100.00%
Total Operating & Non-Operating Revenues and Capital Funding	\$ 58,983,063	\$ 21,917,202	\$ 22,257,308	37.16%	98.47%

Revenue – May 2025 from Operations – Table 4.1

	05/2025				
	2025 Adopted Budget	May 2025 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
Revenues					
Passenger service	\$ 1,163,193	\$ 91,219	\$ 96,933	7.84%	94.11%
Bus advertising	212,297	19,129	17,691	9.01%	108.13%
Other operating revenues	7,095	1,027	1,027	14.48%	100.00%
Total Operating Revenues	1,382,584	111,375	115,651	8.06%	96.30%
Sales Tax Revenue	43,222,564	3,496,081	3,496,081	8.09%	100.00%
Federal, state and local grant assistance	4,473,575	1,304,633	372,798	29.16%	349.96%
Investment Income	2,033,727	148,167	169,477	7.29%	87.43%
Staples Street Center leases	536,647	40,547	44,721	7.56%	90.67%
Total Non-Operating Revenues	50,266,512	4,989,428	4,083,077	9.93%	122.20%
Total Revenues	\$ 51,649,096	\$ 5,100,803	\$ 4,198,728	9.88%	121.48%

May 2025 Expenses

The results of all expenditure activities, including capital, are presented below. Overall, the total expenditures of **\$4,284,036** came in **\$20,638** over the anticipated baseline of **\$4,263,398**. Departmental expenses of **\$3,835,699** came in **\$26,062** over the **\$3,809,637** anticipated baseline or 0.68%. Meanwhile, Street Improvement Program expense of **\$302,086** is a fixed amount that represents one-two-twelve of the annual amount budgeted for all member cities, resulting in 100% baseline. Debt service expense of **\$16,258** includes the monthly amortization of debt issuance costs resulting from the 2019 bond refunding, plus interest related to Subscription Liabilities (SBITAs).

May 2025 Total Expenses & Capital Expenditures – Table 6

	05/2025				
	2025 Adopted Budget	May 2025 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
Expenditures					
Departmental Operating Expenses	\$ 45,715,626	\$ 3,835,699	\$ 3,809,637	8.39%	100.68%
Debt Service	1,607,353	16,258	16,258	1.01%	100.00%
Street Improvements	3,625,032	302,086	302,086	8.33%	100.00%
Subrecipient Grant Agreements	74,256	-	6,188	0.00%	0.00%
Total Operating & Non-Operating Expenses	51,022,267	4,154,043	4,134,169	8.14%	100.48%
Grant Eligible Costs	6,410,043	-	-	0.00%	0.00%
Depreciation Expenses	1,550,753	129,993	129,229	8.38%	100.59%
Total Operating & Non-Operating Expenses and Capital Expenditures	\$ 58,983,063	\$ 4,284,036	\$ 4,263,398	7.26%	100.48%

Year to Date as of May 2025 Total Expenses & Capital Expenditures – Table 6.1

For the year to date, total expenditures including capital were **\$22,197,207**, coming in **\$741,117** under the anticipated baseline of **\$22,938,324**. Departmental expenses of **\$18,694,948** came in **\$374,382** under the anticipated baseline of **\$19,048,177** or 1.85%. 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 May the year-to-date expense represents 41.67% of the annual budget. Debt service represents interest on the

2019 refunding bonds, and the monthly amortization of debt issuance costs plus current year interest on bonds, along with interest costs for SBITAs.

	05/2025				
	2025 Adopted Budget	YTD 2025 Actual	YTD Baseline into Budget	% YTD Actual to Budget	% Actual to Baseline
Expenditures					
Departmental Operating Expenses	\$ 45,715,626	\$ 18,694,948	\$ 19,048,177	\$ 40.89%	98.15%
Debt Service	1,607,353	312,019	669,730	19.41%	46.59%
Street Improvements	3,625,032	1,510,430	1,510,430	41.67%	100.00%
Subrecipient Grant Agreements	74,256	-	30,940	0.00%	0.00%
Total Operating & Non-Operating Expenses	51,022,267	20,517,396	21,259,277	40.21%	96.51%
Grant Eligible Costs	6,410,043	1,032,900	1,032,900	16.11%	100.00%
Depreciation Expenses	1,550,753	646,911	646,147	41.72%	100.12%
Total Operating & Non-Operating Expenses and Capital Expenditures	\$ 58,983,063	\$ 22,197,207	\$ 22,938,324	37.63%	96.77%

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 May 2025, total departmental operating expenses realized favorable variances against the baseline expectation from categories including Salaries & Wages, Services, Insurance, and Miscellaneous.

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

Benefits reported a negative variance of \$29,372, or 3.87% due to health insurance claims costs.

Materials & Supplies reported a negative variance of 20.18%, or \$58,386. The negative variance is associated with higher costs of repair parts for the aging bus fleet.

Utilities reported a negative variance of 34.42%, or \$23,359 due to higher consumption from CNG meter resulting from special movements.

Purchased Transportation reported a negative variance of 4.86%, or \$38,406. The negative variance is due to implementation costs incurred for technology upgrades to the B-Line fleet operated by MV Transportation.

May 2025 Departmental Expense Breakdown – Table 7

	05/2025				
	2025 Adopted Budget	May 2025 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
Departmental Operating Expenses:					
Object Category					
Salaries & Wages	\$ 15,022,566	\$ 1,199,286	\$ 1,251,880	7.98%	95.80%
Benefits	9,117,655	789,176	759,805	8.66%	103.87%
Services	5,836,746	447,859	486,396	7.67%	92.08%
Materials & Supplies	3,472,456	347,758	289,371	10.01%	120.18%
Utilities	814,410	91,226	67,868	11.20%	134.42%
Insurance	902,577	70,549	75,215	7.82%	93.80%
Purchased Transportation	9,491,286	829,346	790,941	8.74%	104.86%
Miscellaneous	1,057,931	60,499	88,161	5.72%	68.62%
Total Departmental Operating Expenses	\$ 45,715,626	\$ 3,835,699	\$ 3,809,637	8.39%	100.68%

Year to Date as of May 2025 Departmental Operating Expense Breakdown – Table 8

	05/2025				
	2025 Adopted Budget	YTD 2025 Actual	YTD Baseline into Budget	% YTD Actual to Budget	% Actual to Baseline
Departmental Operating Expenses:					
Object Category					
Salaries & Wages	\$ 15,022,566	\$ 5,887,261	\$ 6,259,399	39.19%	94.05%
Benefits	9,117,655	4,309,193	3,799,023	47.26%	113.43%
Services	5,836,746	1,957,158	2,431,978	33.53%	80.48%
Materials & Supplies	3,472,456	1,703,678	1,446,857	49.06%	117.75%
Utilities	814,410	399,708	339,338	49.08%	117.79%
Insurance	902,577	358,110	376,074	39.68%	95.22%
Purchased Transportation	9,491,286	3,738,523	3,954,703	39.39%	94.53%
Miscellaneous	1,057,931	341,317	440,805	32.26%	77.43%
Total Departmental Operating Expenses	\$ 45,715,626	\$ 18,694,948	\$ 19,048,177	40.89%	98.15%

2025 Self-Insurance Claims, Medical & Vision and Dental – Table 9

Month	Medical & Vision	Dental	Total
January	\$ 603,430	\$ 13,363	\$ 616,794
February	500,491	7,838	508,329
March	251,951	7,455	259,405
April	609,177	18,875	628,053
May	435,214	12,538	447,752
	\$ 2,400,263	\$ 60,069	\$ 2,460,333

Fare Recovery Ratio – Table 10

Description	5/31/2025	Year to Date
Fare Revenue or Passenger Revenue	\$ 91,219	\$ 456,162
Operating Expenses	3,835,699	18,694,948
Fare Recovery Ratio	2.38%	2.44%
*Excluding Depreciation		

Note: Same period last year (May 2024) the FRR was 2.58%

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.

May 2025 – Table 11

For the month of May, total Revenue exceeded Expenditures by \$893,761. A greater detail of the financial results is explained in the accompanied Power Point presentation.

	05/2025				
	2025 Adopted Budget	May 2025 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
Operating Revenues	\$ 51,649,096	\$ 5,100,803	\$ 4,198,728	9.88%	121.48%
Operating Expenses	51,022,267	4,154,043	4,134,169	8.14%	100.48%
Revenue over Expenses	626,829	946,760	64,559	151.04%	1466.50%
Capital Funding	7,333,967	76,994	76,994	1.05%	100.00%
Capital Expenditures	7,960,796	129,993	129,229	1.63%	100.59%
Revenue over Expenses	(626,829)	(52,999)	(52,235)	8.46%	101.46%
Revenue over Expenditures	\$ (0)	\$ 893,761	\$ 12,324		

NET POSITION

The Total Net Position at the end of the month was **\$103,824,950**, an increase of **\$367,930** from December 2024 which closed at **\$103,528,324**.

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 **\$103,824,950**, the portion of the fund balance that is not restricted in accordance with GASB Concepts Statement No 4 is **\$37,229,284** but only **\$18,614,160** is available for spending due to the **\$18,615,124** Board-designated reserves aimed at mitigating the fluctuations in sales tax revenue. As you can see from the fund balance breakdown below, **50.00%** of the unrestricted portion is assigned by the Board to fund reserves that are earmarked to meet certain unexpected demands.

RESERVE CALCULATIONS

1. Operating Reserve

Annual Operating and Non-Operating Expenses-2025		\$51,022,267
Less:		
Debt Service	\$1,607,353	
Street Improvement Allocations	3,625,032	
Subrecipient Grant Budget	<u>74,256</u>	
Total	\$5,306,641	<u>-5,306,641</u>
Equals the amount subject to 25%		\$45,715,626
25% Applied		<u>.25</u>
Equals Amount of Operating Reserve		\$11,428,906
Less Employee Benefit Reserve		<u>1,779,353</u>
Equals Operating Reserve		\$ 9,649,553

2. Capital Reserve

Total Project Costs for 2025		\$ 7,960,797
Plus: Rollovers		<u>11,054,562</u>
Total Project Costs		\$19,015,359
25% Applied		<u>.25</u>
Equals Capital Reserve		\$ 4,753,840

3. **Employee Benefits Reserve** will change annually when CCRTA's funding level is determined by the actuarial which is typically available in May. The calculations factor the following:

Unfunded Actuarial Accrued Liability (UAAL):	
Amortized cost of the UAAL	\$ 1,582,166
Plus 20% of the average self-funded health insurance costs from the 5 most recent audited financial statements	

2020	3,389,774	
2021	3,755,029	
2022	3,095,053	
2023	3,184,212	
2024	<u>4,815,049</u>	
Total	18,239,117	
	<u>5</u>	
Average	3,647,824	
	<u>.20</u>	
	729,565	<u>729,565</u>
Equals Employee Benefits Reserve		\$ 2,311,731

4. **Emergency Disaster Reserve** is set as a fixed amount and will not change unless authorized by the Board currently at **\$ 1,900,000**

FUND BALANCE AS OF MAY 31, 2025:


FUND BALANCE		
Net Invested in Capital Assets	\$	66,020,358
Restricted for FTA Interest		575,308
Unrestricted		37,229,284
TOTAL FUND BALANCE		103,824,950
RESERVES		
Designated for Operating Reserve		9,649,553
Designated for Capital Reserve		4,753,840
Designated for Employee Benefits Reserve		2,311,731
Designated for Emergency/Disaster Reserve		1,900,000
Total Designated Reserves	50.00%	18,615,124
Plus:		
Unrestricted	50.00%	18,614,160
TOTAL DESIGNATED AND UNRESTRICTED	\$	37,229,284

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 May 2025

OPERATING BUDGET	05/2025				
	2025 Adopted Budget	May 2025 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
	A	B	C = A / 12	B / A	C vs B
Revenues					
Passenger service	\$ 1,163,193	\$ 91,219	\$ 96,933	7.84%	94.11%
Bus advertising	212,297	19,129	17,691	9.01%	108.13%
Other operating revenues	7,095	1,027	1,027	14.48%	100.00%
Sales Tax Revenue	43,222,564	3,496,081	3,496,081	8.09%	100.00%
Federal, state and local grant assistance	4,473,575	1,304,633	372,798	29.16%	349.96%
Investment Income	2,033,727	148,167	169,477	7.29%	87.43%
Staples Street Center leases	536,647	40,547	44,721	7.56%	90.67%
Total Revenues	51,649,096	5,100,803	4,198,728	9.88%	121.48%
Expenses					
Transportation	11,758,979	1,017,136	979,915	8.65%	103.80%
Customer Programs	731,351	91,673	60,946	12.53%	150.42%
Purchased Transportation	9,491,286	829,346	790,941	8.74%	104.86%
Service Development	659,974	42,663	54,998	6.46%	77.57%
MIS	2,088,273	160,017	174,023	7.66%	91.95%
Vehicle Maintenance	7,099,062	588,964	591,589	8.30%	99.56%
Facilities Maintenance	3,423,983	294,050	285,332	8.59%	103.06%
Contracts and Procurements	513,030	42,805	42,752	8.34%	100.12%
CEO's Office	1,151,845	85,771	95,987	7.45%	89.36%
Finance and Accounting	1,033,342	76,253	86,112	7.38%	88.55%
Materials Management	295,966	24,068	24,664	8.13%	97.58%
Human Resources	1,031,407	84,769	85,951	8.22%	98.63%
General Administration	510,112	32,580	42,509	6.39%	76.64%
Capital Project Management	453,155	37,068	37,763	8.18%	98.16%
Marketing & Communications	1,114,826	75,867	92,902	6.81%	81.66%
Safety & Security	3,100,966	242,399	258,414	7.82%	93.80%
Staples Street Center	1,158,071	109,301	96,506	9.44%	113.26%
Debt Service	1,607,353	16,258	16,258	1.01%	100.00%
Special Projects	100,000	969	8,333	0.97%	11.62%
Subrecipient Grant Agreements	74,256	-	6,188	0.00%	0.00%
Street Improvements Program for CCRTA Regional Entities	3,625,032	302,086	302,086	8.33%	100.00%
Total Expenses	51,022,267	4,154,043	4,134,169	8.14%	100.48%
Revenues Over Expenses - Operating Budget	626,829	946,760	64,559		
CIP BUDGET	2025 Adopted Budget	May 2025 Actual	Baseline into Budget	% Actual to Budget	% Actual to Baseline
	A	B	C = A / 12	B / A	
Funding Sources					
Transfer In	\$ 923,924	76,994	76,994	8.33%	100.00%
Grant Revenue	6,410,043	-	-	0.00%	0.00%
Total Funding Sources	7,333,967	76,994	76,994	1.05%	100.00%
Capital Expenditures					
Grant Eligible Costs	6,410,043	-	-	0.00%	0.00%
Depreciation Expenses	1,550,753	129,993	129,229	8.38%	100.59%
Total Expenditures	7,960,796	129,993	129,229	1.63%	100.59%
Funding Sources Over Expenditures	(626,829)	(52,999)	(52,235)	8.46%	101.46%
Revenues Over Expenses - Operating Budget	626,829	946,760	64,559		
Revenues Over Expenses - CIP Budget	(626,829)	(52,999)	(52,235)		
Revenues Over Expenses (including rounding)	\$ (0)	\$ 893,761	\$ 12,324		

Corpus Christi Regional Transportation Authority
Operating and Capital Budget Report
For the month ended May 2025

	05/2025				
	2025 Adopted Budget	YTD 2025 Actual	YTD Baseline into Budget	% YTD Actual to Budget	% Actual to Baseline
OPERATING BUDGET	A	B	C = A / 12 * 5	B / A	C vs B
Revenues					
Passenger service	\$ 1,163,193	\$ 456,162	\$ 484,664	39.22%	94.12%
Bus advertising	212,297	99,433	88,457	46.84%	112.41%
Other operating revenues	7,095	3,705	2,956	52.22%	125.33%
Sales Tax Revenue	43,222,564	16,871,728	17,328,382	39.03%	97.36%
Federal, state and local grant assistance	4,473,575	2,116,377	1,863,990	47.31%	113.54%
Investment Income	2,033,727	749,999	847,386	36.88%	88.51%
Staples Street Center leases	536,647	201,930	223,603	37.63%	90.31%
Total Revenues	51,649,096	20,499,334	20,839,438	39.69%	98.37%
Expenses					
Transportation	11,758,979	5,156,471	4,899,574	43.85%	105.24%
Customer Programs	731,351	314,443	304,729	42.99%	103.19%
Purchased Transportation	9,491,286	3,738,523	3,954,703	39.39%	94.53%
Service Development	659,974	231,543	274,989	35.08%	84.20%
MIS	2,088,273	759,332	870,114	36.36%	87.27%
Vehicle Maintenance	7,099,062	3,150,398	2,957,943	44.38%	106.51%
Facilities Maintenance	3,423,983	1,389,660	1,426,660	40.59%	97.41%
Contracts and Procurements	513,030	209,623	213,762	40.86%	98.06%
CEO's Office	1,151,845	435,461	479,935	37.81%	90.73%
Finance and Accounting	1,033,342	377,057	430,559	36.49%	87.57%
Materials Management	295,966	128,279	123,319	43.34%	104.02%
Human Resources	1,031,407	360,012	429,753	34.90%	83.77%
General Administration	510,112	169,827	212,546	33.29%	79.90%
Capital Project Management	453,155	186,050	188,815	41.06%	98.54%
Marketing & Communications	1,114,826	406,858	464,511	36.50%	87.59%
Safety & Security	3,100,966	1,181,719	1,292,069	38.11%	91.46%
Staples Street Center	1,158,071	498,722	482,529	43.06%	103.36%
Debt Service	1,607,353	312,019	669,730	19.41%	46.59%
Special Projects	100,000	969	41,667	0.97%	2.32%
Subrecipient Grant Agreements	74,256	-	30,940	0.00%	0.00%
Street Improvements Program for CCRTA Regional Entities	3,625,032	1,510,430	1,510,430	41.67%	100.00%
Total Expenses	51,022,267	20,517,396	21,259,277	40.21%	96.51%
Revenues Over Expenses - Operating Budget	626,829	(18,062)	(419,839)		
CIP BUDGET					
	2025 Adopted Budget	YTD 2025 Actual	YTD Baseline into Budget	% YTD Actual to Budget	% Actual to Baseline
	A	B	C = A / 12 * 5	B / A	C vs B
Funding Sources					
Transfer In	\$ 923,924	384,968	384,968	41.67%	100.00%
Grant Revenue	6,410,043	1,032,900	1,032,900	16.11%	0.00%
Total Funding Sources	7,333,967	1,417,868	1,417,868	19.33%	100.00%
Capital Expenditures					
Grant Eligible Costs	6,410,043	1,032,900	1,032,900	16.11%	0.00%
Depreciation Expenses	1,550,753	646,911	646,147	41.72%	100.12%
Total Expenditures	7,960,796	1,679,811	1,679,047	21.10%	100.05%
Funding Sources Over Expenditures	(626,829)	(261,943)	(261,179)	41.79%	100.29%
Revenues Over Expenses - Operating Budget	626,829	(18,062)	(419,839)		
Revenues Over Expenses - CIP Budget	(626,829)	(261,943)	(261,179)		
Revenues Over Expenses (including rounding)	\$ (0)	\$ (280,005)	\$ (681,018)		

CORPUS CHRISTI REGIONAL TRANSPORTATION AUTHORITY
Statement of Net Position
Month ended May 31, 2025, and year ended December 31, 2024

	Unaudited May 31 2025	Unaudited December 31 2024
ASSETS		
Current Assets:		
Cash and Cash Equivalents	\$ 27,074,957	\$ 28,661,486
Short Term Investments	9,350,693	12,945,085
Receivables:		
Sales and Use Taxes	6,990,625	7,042,268
Federal Government	1,304,633	239,980
Other	533,953	1,057,892
Inventories	776,413	785,915
Prepaid Expenses	2,468,312	662,739
Total Current Assets	48,499,586	51,395,366
Non-Current Assets:		
Restricted Cash and Cash Equivalents	575,308	575,308
Long Term Investments	5,500,000	5,500,000
Lease Receivable	1,448,273	1,448,273
Capital Assets:		
Land	5,191,477	5,191,477
Buildings	53,037,195	53,037,195
Transit Stations, Stops and Pads	33,462,556	33,462,556
Other Improvements	5,579,552	5,579,552
Vehicles and Equipment	65,441,341	65,441,341
Right-To-Use Leased Equipment	636,942	636,942
Right-To-Use Software Subscriptions	1,594,044	1,594,044
Construction in Progress	7,834,438	7,834,438
Current Year Additions	2,599,787	-
Total Capital Assets	175,377,333	172,777,545
Less: Accumulated Depreciation	(94,910,317)	(94,264,170)
Net Capital Assets	80,467,016	78,513,376
Total Non-Current Assets	87,990,598	86,036,957
TOTAL ASSETS	136,490,184	137,432,322
DEFERRED OUTFLOWS OF RESOURCES		
Deferred outflow related to pensions	6,088,027	6,088,027
Deferred outflow related to OPEB	95,005	95,005
Deferred outflow on extinguishment of debt	2,493,517	2,570,005
Total Deferred Outflows	8,676,549	8,753,037
TOTAL ASSETS AND DEFERRED OUTFLOWS	145,166,733	146,185,359

CORPUS CHRISTI REGIONAL TRANSPORTATION AUTHORITY

Statement of Net Position

Month ended May 31, 2025, and year ended December 31, 2024 (continued)

	Unaudited May 31 2025	Unaudited December 31 2024
LIABILITIES AND NET POSITION		
Current Liabilities:		
Accounts Payable	1,668,230	868,482
Current Portion of Long-Term Liabilities:		
Long-Term Debt	950,000	950,000
Compensated Absences	374,238	374,238
Software Subscription Liability	12,581	80,311
Lease Liability	110,839	110,839
Distributions to Regional Entities Payable	2,769,417	4,928,041
Other Accrued Liabilities	1,585,013	1,544,963
Total Current Liabilities	7,470,317	8,856,873
Non-Current Liabilities:		
Long-Term Liabilities, Net of Current Portion:		
Long-Term Debt	14,905,000	14,905,000
Compensated Absences	871,691	871,691
Software Subscription Liability	59,292	59,292
Lease Liability	168,074	168,074
Net Pension Liability	12,314,109	12,314,109
Net OPEB Obligation	793,733	793,733
Total Non-Current Liabilities	29,111,899	29,111,899
TOTAL LIABILITIES	36,582,216	37,968,772
DEFERRED INFLOWS OF RESOURCES		
Deferred inflow related to pensions	3,223,014	3,223,014
Deferred inflow related to OPEB	88,279	88,279
Deferred inflow related to leases	1,448,273	1,448,273
Total Deferred Inflows	4,759,566	4,759,566
TOTAL LIABILITIES AND DEFERRED INFLOWS	41,341,783	42,728,339
Net Position:		
Net Invested in Capital Assets	66,020,358	64,480,461
Restricted for FTA Interest	575,308	575,308
Unrestricted	37,229,284	38,401,251
TOTAL NET POSITION	\$ 103,824,950	\$ 103,457,020

Corpus Christi Regional Transportation Authority
Statement of Cash Flows (Unaudited)
For the month ended May 31, 2025

	<u>5/31/2025</u>
Cash Flows From Operating Activities:	
Cash Received from Customers	\$ 78,178
Cash Received from Bus Advertising and Other Ancillary	66,303
Cash Payments to Suppliers for Goods and Services	(1,712,932)
Cash Payments to Employees for Services	(1,245,397)
Cash Payments for Employee Benefits	(252,792)
Net Cash Used for Operating Activities	<u>(3,066,639)</u>
Cash Flows from Non-Capital Financing Activities:	
Sales and Use Taxes Received	3,830,459
Grants and Other Reimbursements	152,453
Distributions to Subrecipient Programs	-
Distributions to Region Entities	-
Net Cash Provided by Non-Capital Financing Activities	<u>3,982,912</u>
Cash Flows from Capital and Related Financing Activities:	
Federal and Other Grant Assistance	35,590
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	(485,540)
Net Cash Used by Capital and Related Financing Activities	<u>(449,950)</u>
Cash Flows from Investing Activities:	
Investment Income	97,336
Purchases of Investments	(3,000,000)
Maturities and Redemptions of Investments	1,000,000
Premiums/Discounts on Investments	79,033
Net Cash Used by Investing Activities	<u>(1,823,631)</u>
Net decrease in Cash and Cash Equivalents	(1,357,308)
Cash and Cash Equivalents (Including Restricted Accounts), May 1, 2025	29,007,572
Cash and Cash Equivalents (Including Restricted Accounts), May 31, 2025	\$ <u><u>27,650,265</u></u>

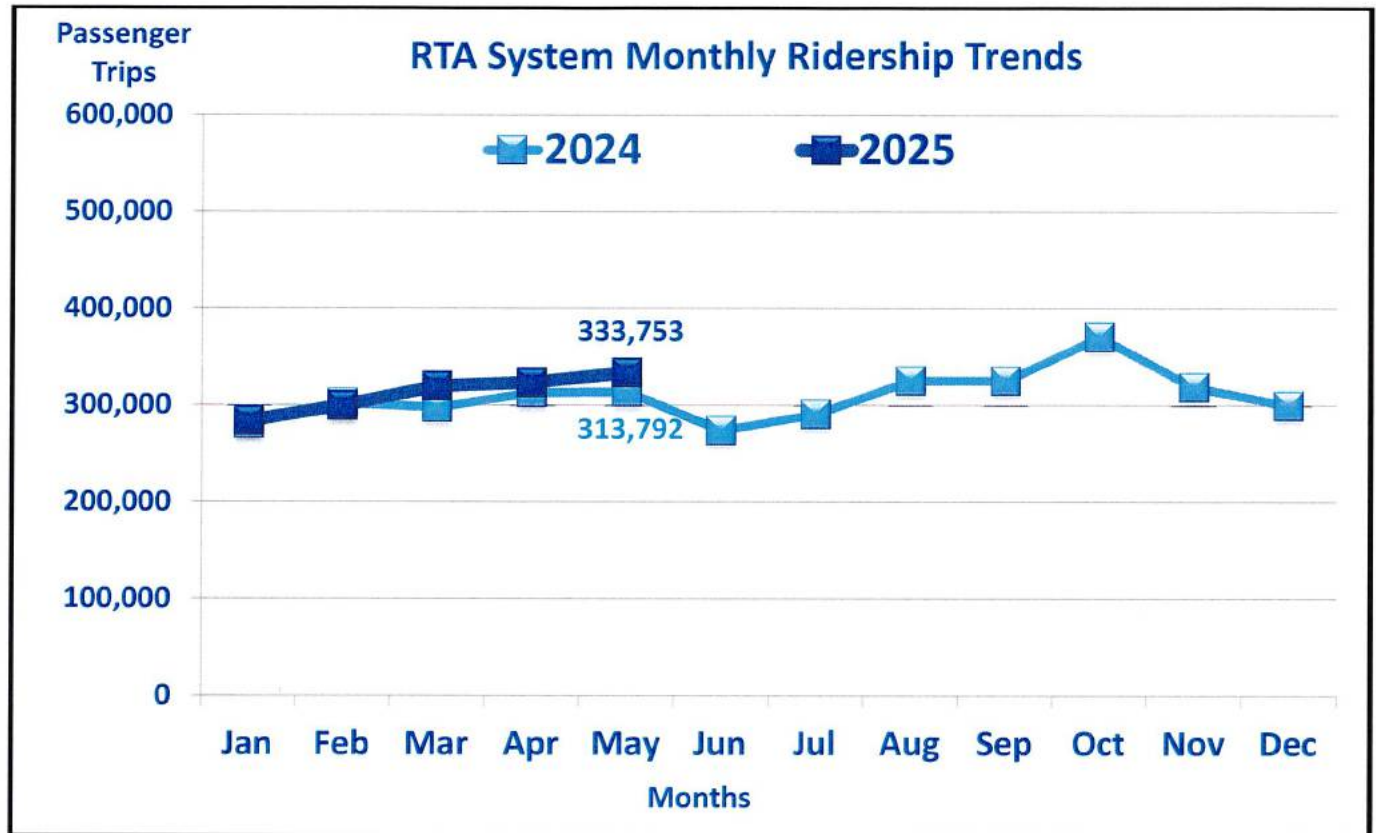
Subject: May 2025 Operations Report

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

May 2025 system-wide passenger trips totaled 333,753, which represents a 6.4% increase, compared to 313,792 passenger trips in May 2024 with 19,961 more trips provided this month.



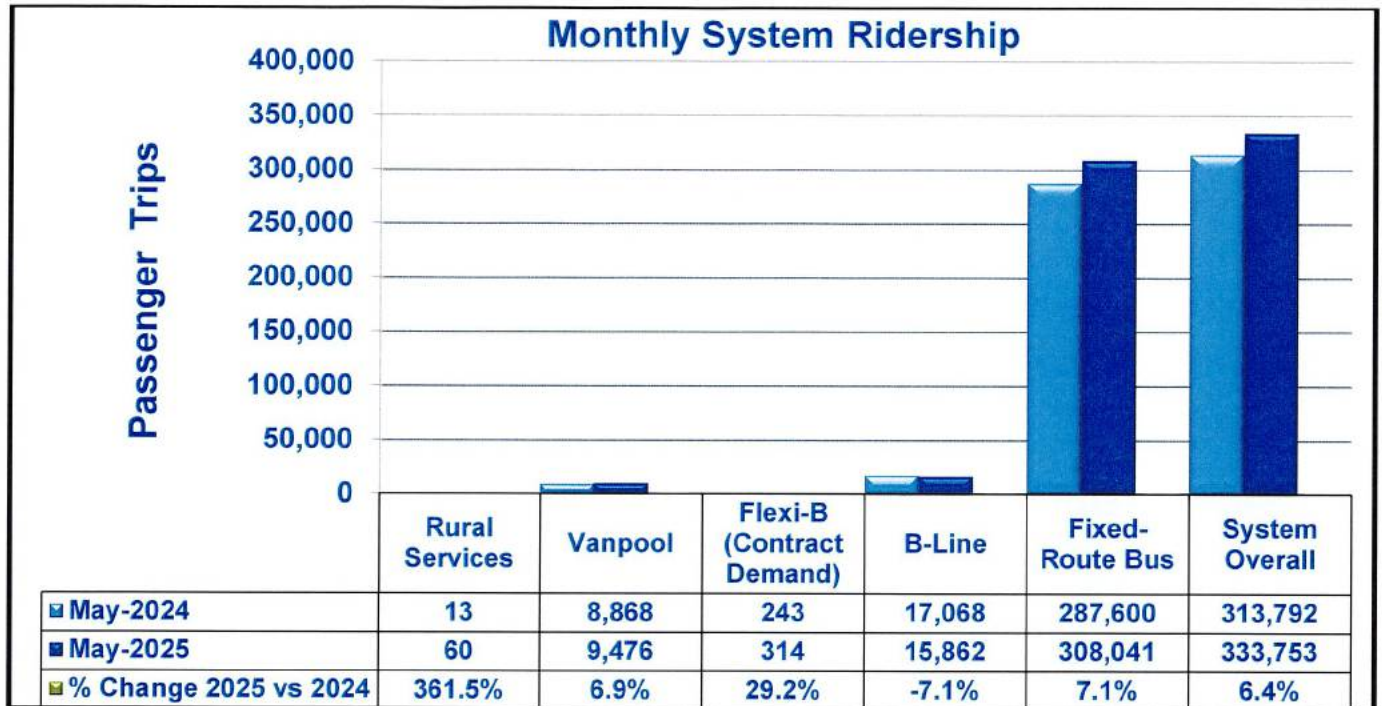
May 2025	May 2024	Variance
21 Weekdays	22 Weekdays	-1
5 Saturdays	4 Saturdays	+1
5 Sundays	5 Sundays	-
31 Days of operation	31 Days of operation	-

The average retail price for unleaded gas in Corpus Christi was \$2.68 per gallon compared to \$3.06 per gallon in May 2024¹. May rainfall was well below average at 1.58 inches. In comparison, May 2024 recorded 1.02 inches of rainfall, which was also well below the average rainfall of 3.38 inches.² The 89.9-degree average high temperature for May 2025 was above the normal average high temperature of 87.3 degrees.

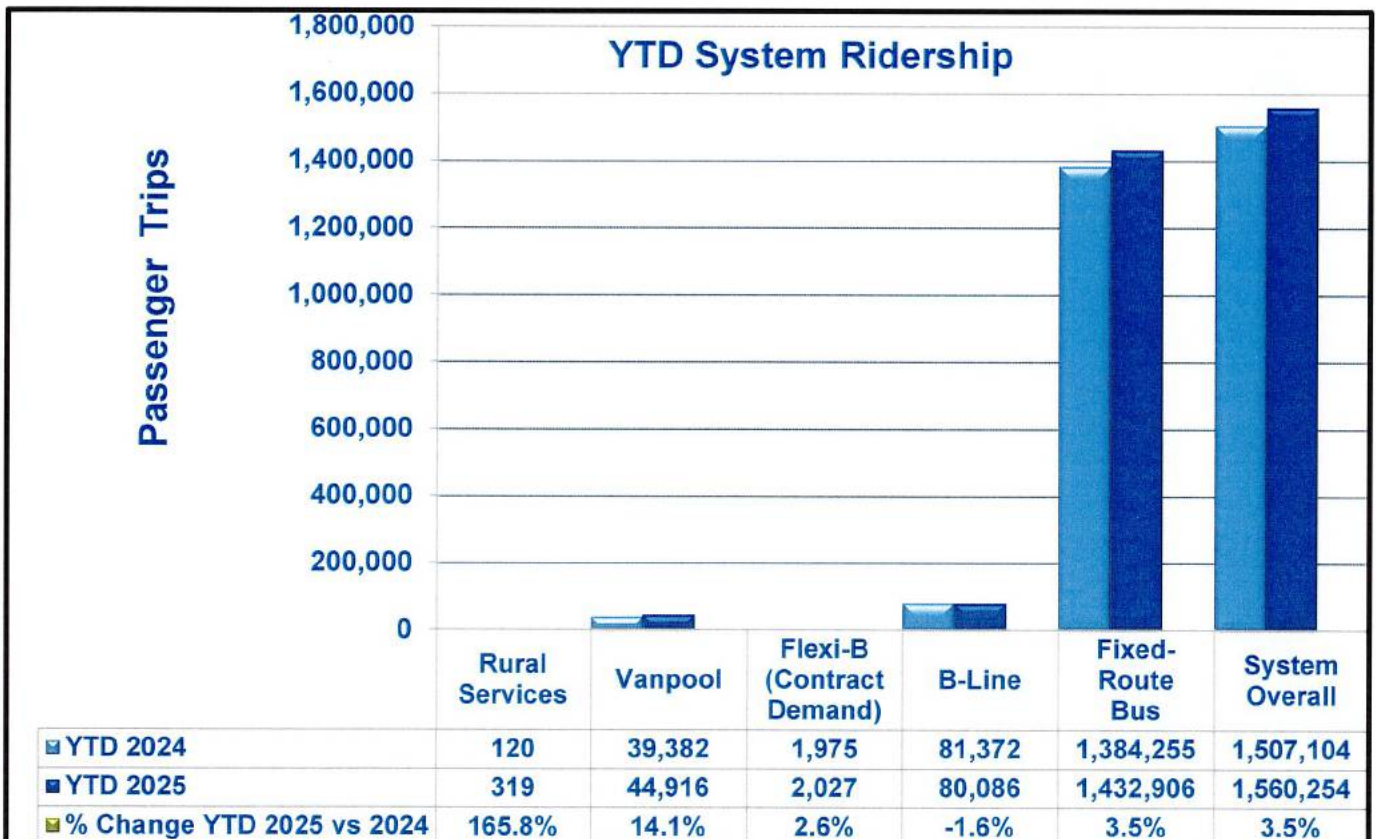
1. GasBuddy.com historical data at <http://www.gasbuddy.com>

2. <https://etweather.tamu.edu/rainhistory>

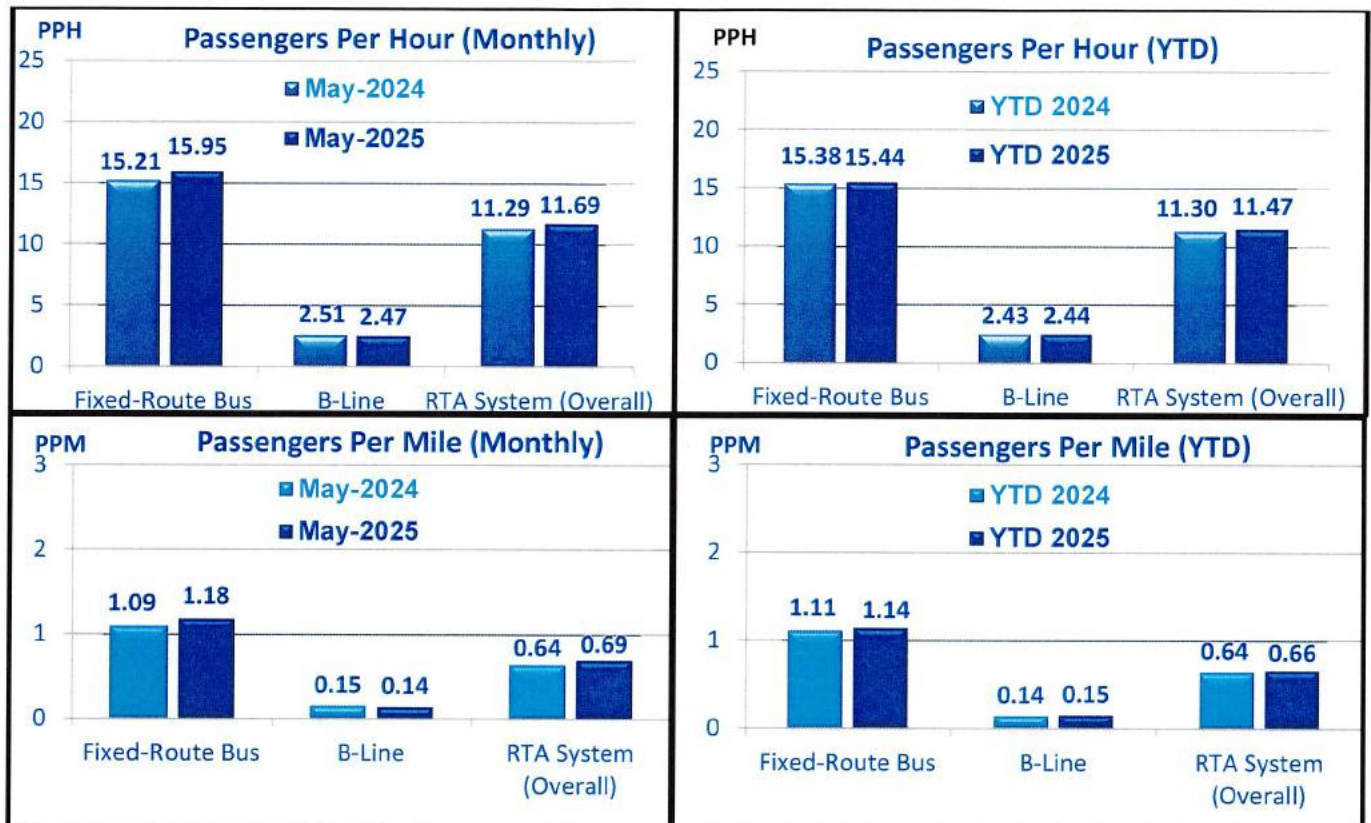
The chart below shows monthly ridership results for all services. CCRTA recorded 19,961 more passenger trips in May 2025 resulting in a 6.4% increase compared to May 2024.



The chart below shows YTD ridership results for all services. 53,150 more trips compared to 2024.

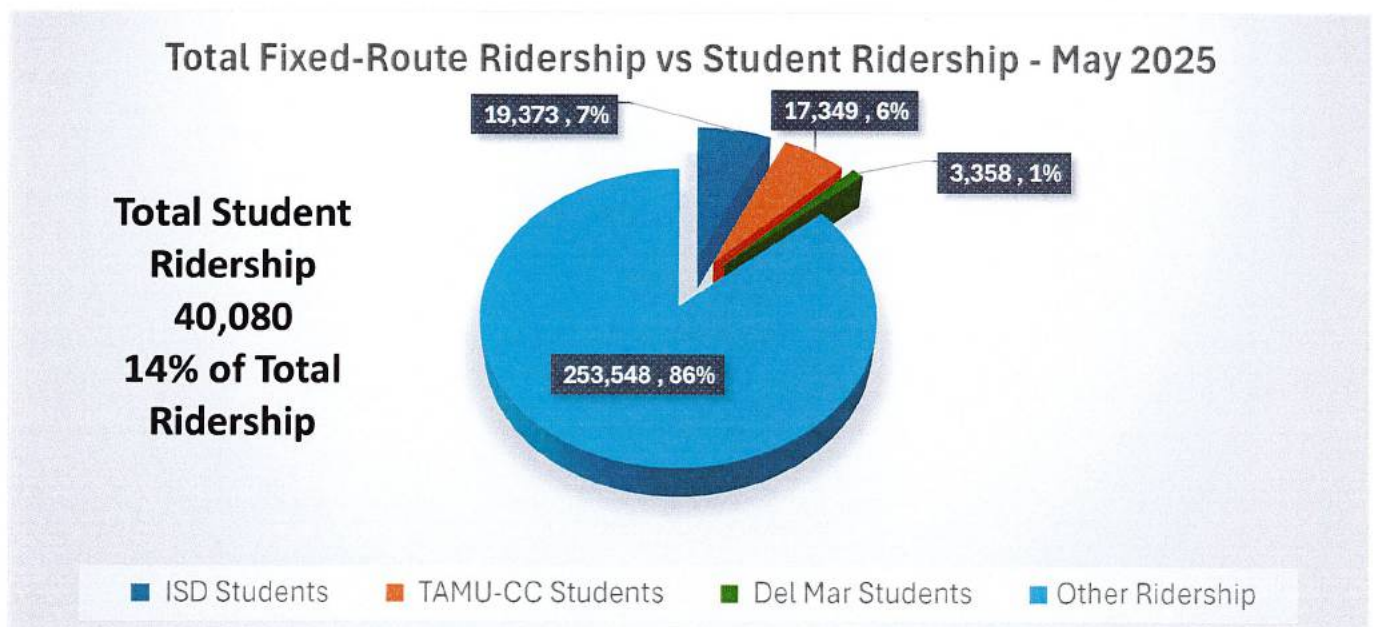


The following four charts are system-wide productivity for the month of May 2025 vs. May 2024 and YTD figures.



Student Ridership

The following chart illustrates total fixed route ridership vs student ridership for the month of May 2025. The total ridership number in this graph does not include special movement ridership.



Bus Routes and Bus Stops Impacted by City of Corpus Christi and TxDOT Construction Projects

<p>On Detour</p>	<ul style="list-style-type: none"> • IH-37 @ Harbor Bridge Reconstruction: Began May 31, 2024. <ul style="list-style-type: none"> ➤ Routes 27 Express, 51, 54, 78 & 95 • Carroll @ Gollihar (outbound only): Began July 2024. <ul style="list-style-type: none"> ➤ Route 17 (2 stops impacted with traffic control plan (TCP) placement) • Comanche St. (Carancahua-Alameda): Began early 2024. <ul style="list-style-type: none"> ➤ Route 21 (2 stops impacted) • Everhart Rd. (SPID-S. Staples): Project began September 2023. <ul style="list-style-type: none"> ➤ Route 19 (Detoured) along McArde between Weber & Everhart with 11 stops closed, Route 32 (Detoured) 3 stops closed on Everhart, Route 37 (Detoured) 4 stops closed on Everhart impacted. • Bear Ln. (Utility Replacement): Road repair began June 2024. <ul style="list-style-type: none"> ➤ Route 16 (1 stop currently not serviceable at the Coastal Bend Food Bank) • Brownlee Blvd. (Morgan-Staples): Began October 2024. <ul style="list-style-type: none"> ➤ Routes 17, 19 & 83 7 stops impacted, 7 more in future as project progresses) • Alameda St. (Louisiana-Texan Trail): Work on project began Fall 2023. <ul style="list-style-type: none"> ➤ Route 17 (12 of 19 total stops are currently impacted) • Nueces Bay Blvd. (Leopard-Broadway): Began October 2024. <ul style="list-style-type: none"> ➤ Routes 12, 19 & 83 4 stops impacted)
<p>Detours Expected</p>	<ul style="list-style-type: none"> • Beach Ave. (North Beach): To Begin July 2025 <ul style="list-style-type: none"> ➤ Route 78 (2 stops impacted) • North Beach Primary Access Road (HWY 181): To Begin July 2025 <ul style="list-style-type: none"> ➤ Route 78 (No stops impacted) • Alameda St. (Everhart-Airline): Project in design (100%) <ul style="list-style-type: none"> ➤ Route 5 (13 stops may be impacted) • Alameda St. (Texan Trail-Doddridge): Project in design (100%) <ul style="list-style-type: none"> ➤ Route 5 (11 stops may be impacted) • Carroll Ln. (SH-358 to Holly) Project in design (90%) <ul style="list-style-type: none"> ➤ Routes 15 & 17 (4 stops may be impacted) • Holly Rd. (Ennis Joslin-Paul Jones) Project in design (90%) <ul style="list-style-type: none"> ➤ Route 93 (No stops impacted) • Park Road 22 (Compass Dr.): Project in design (30%) <ul style="list-style-type: none"> ➤ Route 65 (1 stop may be impacted) • Upper/Mid./Lower Broadway: Project in design (30%) <ul style="list-style-type: none"> ➤ Routes 6, 76, 78 (no stops impacted)

For May 2025, there were 10 impacted fixed routes out of 32 fixed route services in operation. This equates to approximately 31% of CCRTA services. Impacted bus route services include:
12, 16, 17, 19, 21, 27(Express), 32, 37, 78 & 83.
(46) Closed or impacted stops in May.

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

Schedule Adherence	Standard	Feb-25	Mar-25	Apr-25	May-25	4-Month Average
Early Departure	<1%	0.0%	0.5%	0.2%	0.0%	0.2%
Departures within 0-5 minutes	>85%	92.9%	90.8%	93.4%	91.0%	0.0%
Monthly Wheelchair Boardings	No standard	5,350	4,668	4,437	4,511	4,742
Monthly Bicycle Boardings	No standard	6,883	7,729	7,574	8,316	7,626

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

In May 2025, B-Line service performance metrics are listed below.

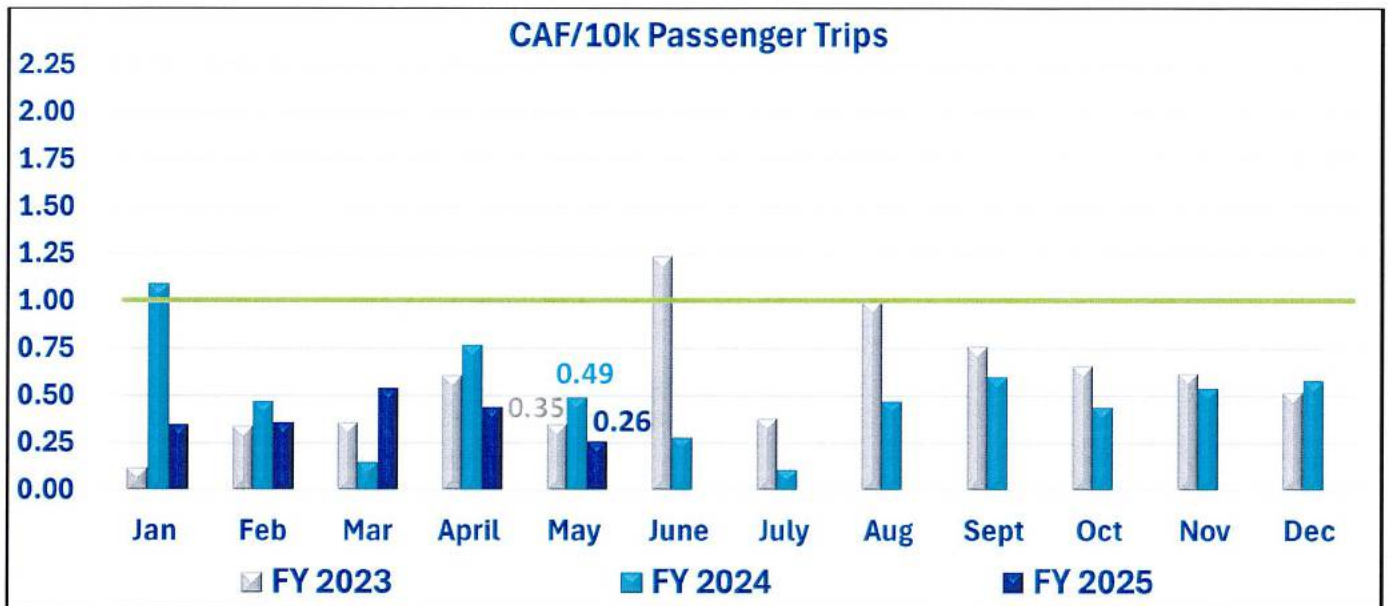
Metric	Feb-25	Mar-25	Apr-25	May-25	(4) Month-Ave.
Passengers per Hour	2.43	2.45	2.52	2.47	2.47
On-time Performance	91.4%	89.4%	88.0%	81.2%	87.5%
Denials	0.00%	0.00%	0.00%	0.00%	0.0%
Miles Between Road Calls	34,080	25,956	31,170	23,042	28,562
Monthly Wheelchair Boardings	4,766	5,236	5,769	3,718	4,872

- Productivity: **2.47** Passengers per Hour (PPH) did not meet the contract standard of 2.50 PPH.
- On-time Performance: **81.2%** 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): **23,042** did meet the contract standard of 12,250 miles.
- Ridership Statistics: **10,944** ambulatory boardings; **3,718** wheelchair boardings

Customer Programs Monthly Customer Assistance Form (CAF) Report

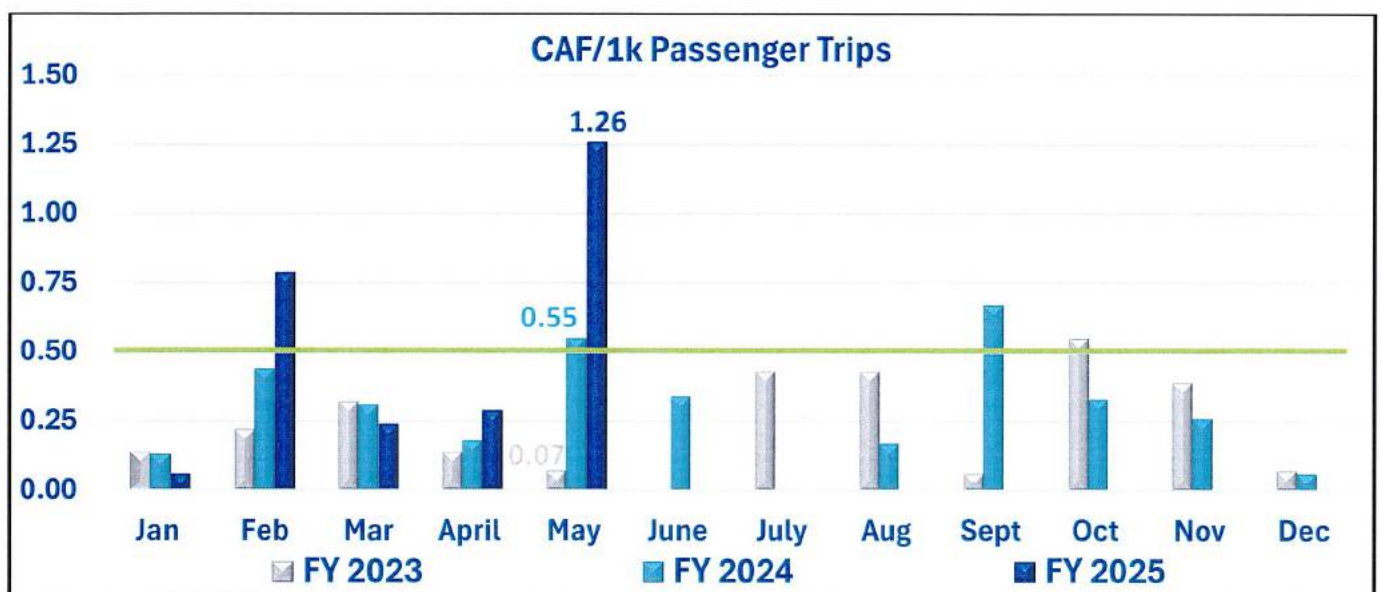
For the month of May 2025, Customer Service received and processed **81** Customer Assistance Forms (CAF's). A total of 54 or 66% were for CCRTA and Contract Fixed Route Services, of which **8** or 15% were verified as valid. This equates to approximately **0.26 CAFs per 10,000** passenger trips. CCRTA Fixed Route Services received four commendations this month.

Number of CAFs/10k for Fixed Route Services



For the month of May 2025, Customer Service received and processed **81** Customer Assistance Forms (CAF's). A total of 27 or 33% were for B-Line Services, of which **20** or 74% were verified as valid. This equates to approximately **1.26 CAFs per 1,000** passenger trips. B-Line Services received two commendations this month.

Number of CAFs/1k for B-Line Services



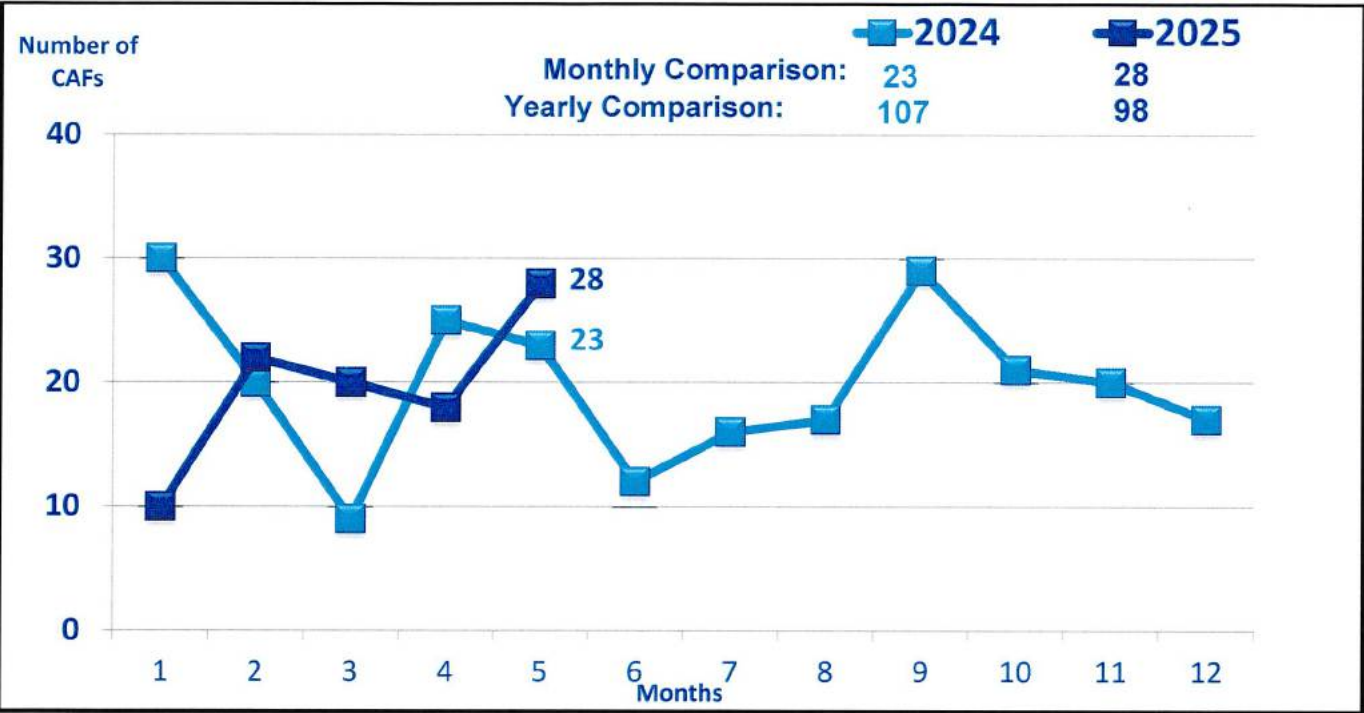
Route Summary Report:

Route	# of CAFs	Route	# of CAFs
#3 NAS Shuttle	2	#50 Calallen/NAS Ex (P&R)	
#4 Flour Bluff	3	#51 Gregory/NAS Ex (P&R)	
#5 Alameda	3	#54 Gregory/Downtown Express	
#5x Alameda Express		#60 Momentum Shuttle	
#6 Santa Fe/Malls		#65 Padre Island Connection	1
#12 Hillcrest/Baldwin		#76 Downtown Shuttle	
#15 Kostoryz/Carroll HS		#78 North Beach	1
#16 Morgan/Port	1	#83 Advanced Industries	
#17 Carroll/Southside		#90 Flexi-B Port Aransas	
#19 Ayers	3	#93 Flex	
#21 Arboleda		#94 Port Aransas Shuttle	
#23 Molina	3	#95 Port Aransas Express	
#24 Airline/Yorktown		B-Line (Paratransit) Services	26
#25 Gollihar/Greenwood		Transportation	
#26 Airline/Lipes		Service Development	4
#27 Leopard	2	Facilities Maintenance/Bus Stops	7
#28 Leopard/Navigation	1	IT/Electronics	1
#29 Staples	4	Safety & Security	8
#32 Southside	1	Vehicle Maintenance	
#34 Robstown North	1	Commendations	6
#35 Robstown South	1		
#37 Crosstown/TAMU-CC	2		
		Total CAFs	81

Processed CAF Breakdown by Service Type:

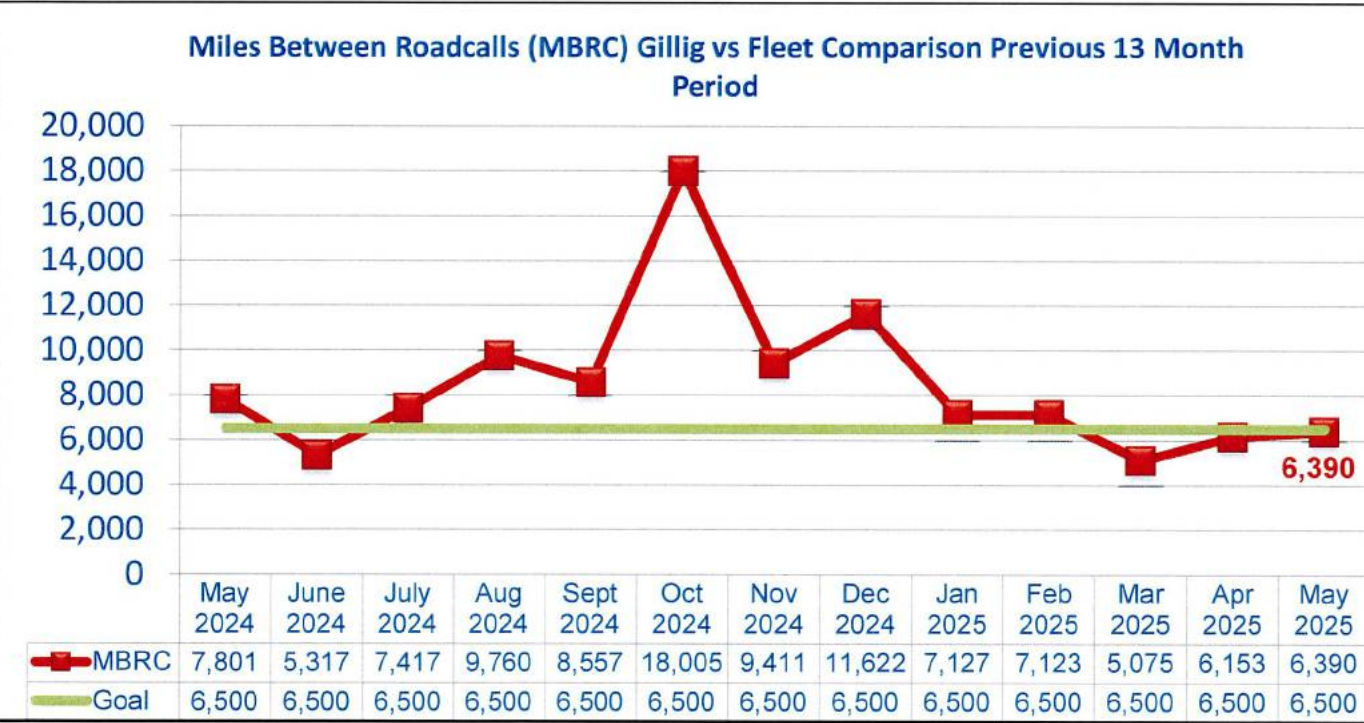
CAF Category	RTA Fixed Route	B-Line ADA Paratransit	Purchased Transportation	Totals
ADA	1			1
Service Stop Issues				
Driving Issues	2	2	4	8
Customer Services		1		1
Late/Early – No Show	2	19	2	23
Alleges Injury	2		1	3
Fare/Transfer Dispute	2			2
Heating/Cooling		1		1
Dispute Drop-off/Pickup	1			1
Rude	7		1	8
Left Behind/Passed Up	3		1	4
Inappropriate Behavior				
Policy		1		1
Incident at Stop				
Incident on Bus		1		1
Incident at Station	1			1
Securement/Tie-Down Issue				
Denial of Service				
Safety & Security	8			8
Facility Maintenance	7			7
Service Development	4			4
Transportation (other)				
Overcrowded Vehicle				
IT/Electronics	1			1
Vehicle Maintenance				
Commendations	4	2		6
Total CAFs	45	27	9	81

Customer Programs Validated & Verified (CAF's) Count



Vehicle Maintenance Department: Miles Between Road Calls Report

In May 2025, 6,390 miles between road calls (MBRC) were recorded as compared to 7,801 MBRC in May 2024. 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 8,443.



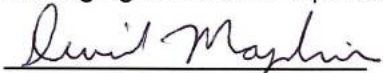
Board Priority

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 Majchszak
Chief Executive Officer