

Camino Real Regional Mobility Authority

BOARD RETREAT – JANUARY 2020

Agenda

Welcome/Introductions

Tracy Yellen/Board/Staff

Report on RMA history/accomplishments

Raymond Telles

Review of Survey Results/Key Findings

Tracy Yellen

Vision, Mission, Goals

Board Break-Out Groups

- Future Roles and Responsibilities
- Project Pipeline and Partnerships
- Organization (Resources, Governance, Communications)

Summary/Next Steps

Tracy Yellen

CRRMA HISTORY/ACCOMPLISHMENTS



CAMINO REAL
REGIONAL MOBILITY
AUTHORITY

CRRMA PRESENTATION

STRATEGIC PLANNING SESSION

Raymond L. Telles
January 8, 2020

Camino Real Regional Mobility Authority



CRRMA Board Strategic Planning Session

1. Regional Mobility Authorities, Generally
2. Camino Real Regional Mobility Authority
3. CRRMA Project Highlights
4. Questions

Camino Real Regional Mobility Authority



Regional Mobility Authorities – In General

- A regional mobility authority (RMA) is a political subdivision of the State of Texas, authorized by State legislation in 2001 (Chapter 370, Texas Transportation Code).
- RMAs were authorized by the legislature in order to support the local control over development of major transportation projects.
- There are currently nine (9) RMAs in Texas; the first was Central Texas RMA (Austin) in 2002; the newest is Webb County/Laredo in 2014. Each RMA is unique to their region, in terms of their focus.

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Regional Mobility Authorities – In General

RMAs are authorized to develop, operate and maintain transportation projects that improve regional/statewide transportation systems, including:

- highways, roadways and bridges (toll and non-toll);
- rail facilities (passenger or freight, facility or system);
- aerial cable car or tramway (CRRMA only);
- pedestrian and bicycle facilities;
- parking areas, structures and meters;
- border crossing inspection stations;
- mass transit systems;
- airports (subject to certain restrictions); and
- ferries, intermodal hubs, air quality initiatives and utility facilities.

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Regional Mobility Authorities – In General

In order to pursue transportation projects, RMAs were designed to be very flexible entities with a large range of abilities. For example, RMAs:

- have eminent domain powers in line with TxDOT;
- can cross jurisdictional lines easily;
- can enter into agreements with and utilize grants and loans from local, State and Federal governments;
- can issue bonds and implement tolls, fees and fares for use of transportation projects; and
- cannot tax, but can receive tax proceeds (or other assets) from taxing entities.

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CRRMA – Timeline of Major Events

- June 2006 TTC authorizes the creation of the CRRMA
- Mar 2007 City of El Paso passes resolution creating the CRRMA
- June 2007 CRRMA holds its first Board meeting
- Feb 2008 State Spur 601 Inner Loop bonds issued (\$233M)
- July 2008 2008 Comprehensive Mobility Plan adopted
- Dec 2008 Received Southwest Regional Deal of the Year Award
- May 2010 City of El Paso TRZs (#2 and #3) Created
- Aug 2010 SIB Loan for Americas Executed
- Feb 2012 SIB Loans for Zaragoza & Transmountain Executed
- May 2014 Vehicle Registration Fee Bonds 1 issued (\$72M)
- April 2017 Vehicle Registration Fee Bonds 2 issued (\$34.5M)

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CRRMA – Unique Characteristics

- Only RMA created solely by a municipality
- Due to location, the CRRMA is authorized to operate within the City of El Paso, County of El Paso and across jurisdictional lines into the State of New Mexico and the Country of Mexico (Int'l Bridges)
- Involved in over \$1 billion worth of major transportation projects
- Annual Operating Budget is approx. \$600,000 with 2 full time staff members; current project budget is approx. \$105,000,000
- Provided different roles in the various transportation projects pursued to date, including planning, financing, design, construction, operation and maintenance

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HIGHLIGHTS OF PAST, CURRENT AND PLANNED PROJECTS



State Spur 601 (Inner Loop)

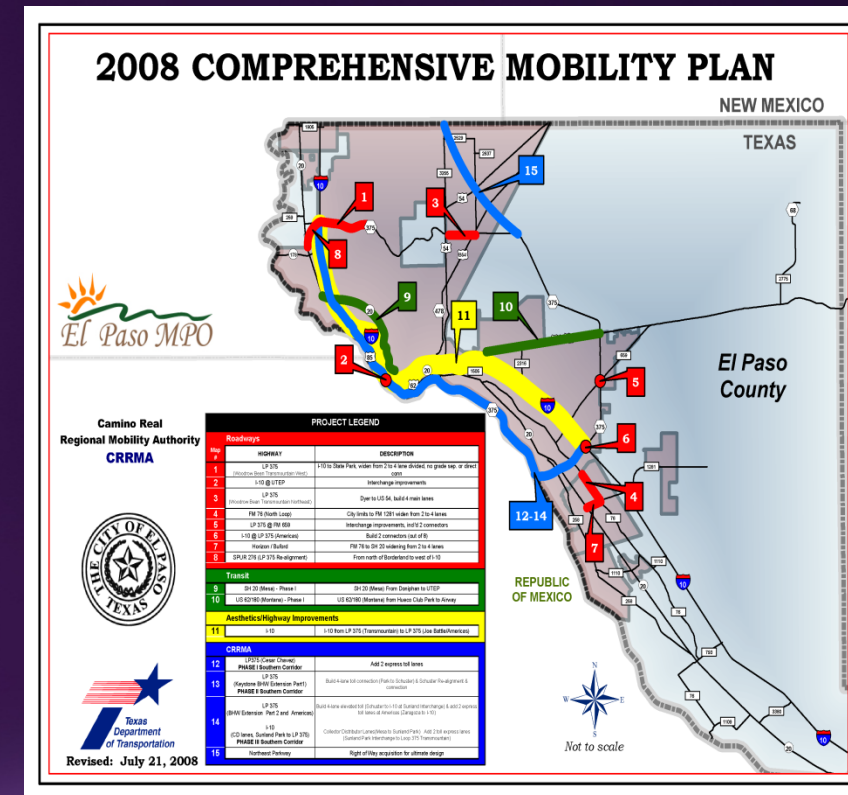
Pass-Through Tolling



- Inaugural CRRMA bond issuance of \$233,355,000
- First Texas bond issuance that was supported solely by Pass-Through Toll proceeds
- Innovative partnership that reduced project costs for an important regional, State and Federal priority (BRAC)

2008 El Paso Comprehensive Mobility Plan

- Over \$1 Billion in regional priorities identified by TxDOT, City of El Paso, MPO & CRRMA
- Plan included toll and non-toll roadways, bus rapid transit and pedestrian and aesthetic improvements
- CRRMA was involved in the César Chávez, Border West Expressway, Americas Interchange, Zaragoza DCs, I-10/Airway Aesthetics and Transmountain NE Projects



2008 El Paso CMP Americas Interchange



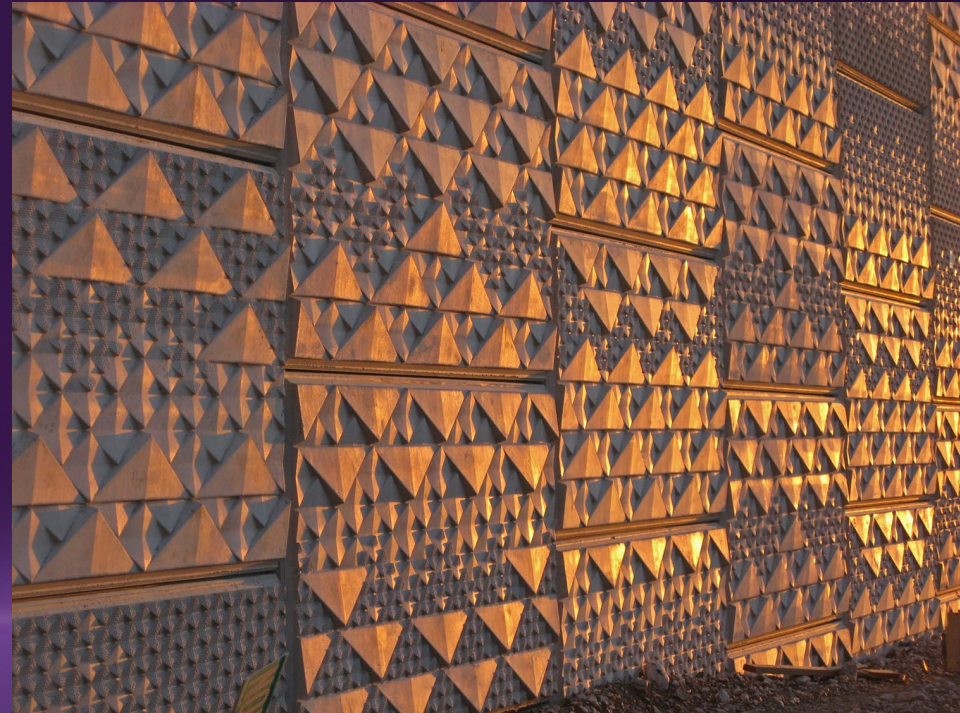
2008 El Paso CMP

Zaragoza Direct Connectors



2008 El Paso CMP

Transmountain NE Aesthetics



2008 El Paso CMP

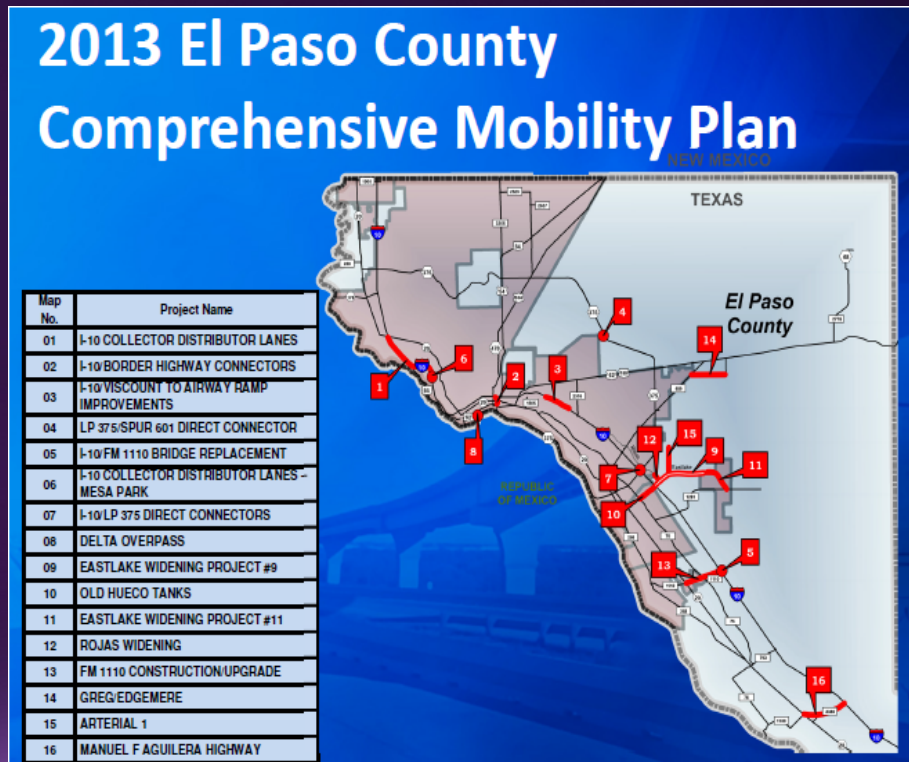
I-10/Airway Aesthetics



2013 El Paso County Comprehensive Mobility Plan

Optional Vehicle Registration Fees

- Over \$400 Million in regional priorities identified by TxDOT, El Paso County and CRRMA
- County imposed a \$10 vehicle registration fee (VRF) that was pledged to the CRRMA
- VRF pledge was used by CRRMA for two bond issuances (\$72M & \$36M) to develop 10+ previously unfunded regional priorities



2013 El Paso County Comprehensive Mobility Plan



SunCycle – El Paso Bike Share



SUBSCRIBE!



RIDE!



HYDRATE!



El Paso Streetcar Project



El Paso Streetcar Project



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CRRMA – Current & Planned Projects

CRRMA is currently involved in approx. \$105M of transportation projects in the region, ranging from heavy highway to hike and bike to aviation and airfield projects, with additional projects in development.

Vista del Sol
Eastlake Phase 1
Darrington Road
Pellicano
Mission Ridge Phase 2
John Hayes
OT Smith Hike & Bike Trail
County Transportation Plan

Fabens Airport Hangars
Fabens Airport Zoning
Loop 375 Americas Managed Lanes
Loop 375 Frontage Roads
Loop 375 Widening
Bike Share
Winn Road
Mobility Plan, v2019

Questions?



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SURVEY RESULTS/KEY FINDINGS

ACCOMPLISHMENTS

- Street cars, under budget
- Bicycle – Horizon section
- CMP projects in partnership with the County
- Eastern expansion and removal of tolls
- Reestablishment of professional credibility
- Borderwest Expressway
- Border Highway Extension
- Completed 2008 Mobility plan on time and budget
- Spur 601, 375 loop connection

Stakeholders

- Construction of new tollroad
- Construction/funding of Airway lights project
- Construction of first phase of toll road from downtown east
- Successful implementation of 2013 county comprehensive mobility plan
- Completion of streetcar despite \$3M phishing event
- Good management of project funds from Day 1
- Surviving without formal, steady source of funding to operate
- Optional VRF project partnership with County
- Regional Partnership Development
- Trolley, Sun Cycle, Completion of 375 Loop Chavez Building
- Borderwest

WHERE TO IMPROVE

- 1-10 Tollway
- Vigorously take initiative to education regional partnership of RMA capabilities
- Allowing theft of funds, together with city
- Getting new partners to work more closely with RMA and delegate construction projects

Stakeholders

- Develop and aggressively pursue a medium and long-term plan to ensure CRRMA's financial viability
- Pursue new relationships with regional business and professional groups in El Paso
- Data analytics education planning
- Financial controls in partnership with the City of El Paso
- Diversity board for broader geographic representation

TOP PRIORITIES NEXT 3-5 YEARS

- Eliminate tollway
- TxDOT Projects
- Seek meaningful transportation projects in partnership with TxDOT, City, County and other regional municipalities
- Proposal to design/build NE Parkway using Spur 601 model
- Proposal to manage El Paso Ports of Entry/International Bridges
- 1-10 Deck Plaza project
- Next Regional Mobility Plan
- Ways for bikers, walkers and runners to get around more safely
- Complete Borderland Expressway
- Do whatever necessary to relieve congestion caused by rebuilding of 1-10
- Work with City/County to rebuild/renovate streets and thoroughfares; affects LMI population disproportionately
- Develop communications strategy to clearly articulate RMA value
- Develop projects to give RMA steady income
- Complete regional transportation projects
- Explore non-conventional projects

Stakeholders

- Efforts to get people to use new southern relief route and divert more commercial truck traffic to it
- Potential relief route to NE near Anthony Gap
- Dedicated commercial trucking crossing for international bridge
- Strategic plan
- Patient funding to invest in personnel to aggressively market CRRMA services
- Performance feedback for network
- Increase scope by increasing awareness
- Establish formal bi-national partnership with Mexican transportation agencies
- Advocate for increased local control to establish innovative funding sources
- Continue developing transparent financial reporting
- Cross train staff
- Improve training opportunities for board
- Aggressively seek funding and partners outside of normal channels
- Pedestrian transportation initiatives
- Bridges
- Light rail

ADDITIONAL OPPORTUNITIES

Stakeholders

- Dedicated commercial trucking crossing for international bridge
- Establish El Paso region main operator of electronic collection services (highway tolls, parking fees, international bridges)
- Different funding opportunities
- Pursue innovative 3P mechanisms to expand potential activities
- Ability to issue debt to be paid back with corresponding medium and long-term funding mechanisms is powerful
- Exploration with State Infrastructure Bank to create funding options for local and smaller governmental entities for construction dollars
- Port Authority and infrastructure improvements
- Tolling bridges

CHALLENGES

- TxDOT slow response
- Resistance to change/hesitany to relinquish control
- Right of way/road space
- Expense
- Fear of innovation, lack of imagination, avoidance of criticism
- Leadership and political issues

STAKEHOLDERS

- Leadership changes in agency
- Inability to generate sufficient revenue from new toll roads
- Potential directives or regulations at state leadership level
- Funding
- Politics
- Staff availability
- Marketing/awareness to greater community
- Financing
- Board vision and leadership
- Limited staff
- Alignment with new transportation coalition and MPO political environment

Current CRRMA Goals

Develop public awareness, public interest and public participation in the CRRMA

- 3 Stakeholders: 4, 3

Develop the CRRMA into a truly regional agency

- 4 Stakeholders: 3, 4

Identify and pursue innovative funding alternatives

- 4 Stakeholders: 4, 5

Identify and expedite the completion of needed mobility projects

- 4 Stakeholders: 5, 4

Support regional businesses and regional economic development

- 4 Stakeholders: 4, 5

Pursue multimodal solutions to the region's mobility issues

- 3 Stakeholders: 4, 3

CRRMA Understanding

I understand the mission and purpose of the CRRMA.

- 5, 4 Stakeholders: 5, 4

The community understands the work of the CRRMA.

- 2 Stakeholders: 2, 1

CRRMA provides a vital service to the community.

- 5 Stakeholders: 5, 4

CRRMA has effective partnerships in the community.

- 5 Stakeholders: 4, 5

CRRMA has been able to effectively leverage resources to improve regional mobility.

- 5, 4 Stakeholders: 5, 4

CRRMA effectively manages contractor relationships.

- 5 Stakeholders: 5, 4

CRRMA makes a measurable impact on regional mobility.

- 5, 4 Stakeholders: 5, 4

CRRMA More Effective

- We have a new and dynamic board, innovative and responsive to the community
- Expand reaching by adding staff if needed along with effective use of consultants to achieve an increased set of projects
- Squeezing all we can out of governing state legislation through hard work and innovation. With the fewest resources of peers, we should be the most innovative.
- Leverage three states, two nations
- More awareness and support for RMA to assume greater role
- City should recognize capabilities and utilize RMA more effectively to manage projects
- More money

STAKEHOLDERS

- Residents confused about new toll road and too stubborn to use it; identify key opportunities for users and market it
- Develop strategic plan that identifies opportunities to make the agency sustainable and more relevant with a steady source or revenue that would allow CRRMA to hire sufficient staff
- Greater engagement with regional governments including the development of project-based formal relationships in lieu of general awareness
- Increase public awareness of RMA projects and successes
- Consider future impact of driverless vehicles and impact on alternative mobility
- More mass transit
- Mr. Telles gets high marks for leadership and professionalism.
- Mr. Telles has done an excellent job in managing the only municipally-created RMA in Texas. He delivers projects on time and under budget.

Your Board Experience

Board receive regular reports on budget, finances, program performances and other important matters

- 4, 5

Board helps set organizational goals.

- 4

Board effectively represents the organization to the community.

- 3

Board meetings are productive and focus on progress on important organizational and programmatic matters.

- 4

Monthly board meetings are sufficient.

- 5, 4

Board regularly monitors and evaluates progress toward strategic goals and program performance.

- 4

Board regularly evaluates the Executive Director.

- 5, 4, 3

All necessary skills, stakeholders and diversity are represented on the board.

- 4, 3

Specific board committees help address the needs of the organization.

- 4, 3

Your Board Experience

I prepare for board meetings by reading agendas, minutes and supporting materials.

- 5, 4

I take advantage of opportunities to inform other groups about CRRMA.

- 5, 4

I keep the Chairman and/or Executive Director informed of any personal, community or other issues concerning CRRMA that need attention.

- 5, 3

I respond timely to CRRMA requests for information or communications.

- 4, 3

I have sufficient understanding and information about the organization and its programs.

- 4, 5

The staff communicates with me effectively.

- 5, 4

Improve Board Experience

- Time and experience
- Tenure helps. Learning curve.
- Having a strategy for the next 5-10 years that allows board to be relevant

VISION

- CRRMA's vision is to become an active and effective partner with other local and regional entities interested in alleviating the mobility concerns of the region through the development of innovative and sustainable multi-modal solutions
 - *Quality of life*
 - *Strategic leadership and support to enhance the region's ability to develop a world-class innovate and sustainable multi-model solutions*

MISSION

- CRRMA's mission is to assist in the establishment of a comprehensive transportation system to directly benefit the traveling public within the El Paso region through the development of additional transportation alternatives within the region
 - Region is redundant, use borderland
 - To assist in executing multi-modal transportation infrastructure to expedite projects throughout the region and develop creative transportation alternatives
 - Consider recognizing funding/financial

VALUES

- Continued open communications
- Objectivity in financial assessment of and design of mobility options
- Deliver value to the community
- Professionalism, competence and trust
- Ethical conduct, honesty and integrity of operations
- Care and consideration for population and diverse circumstances and needs
- Commitment, collaboration, competency, honest and truthful
- Aspire to live by values that include honesty, willingness to challenge conventional thinking, desire to listen to different ideas and willingness to move from settled positions

GUIDING PRINCIPLES

- No future tolling of existing vehicular travel lanes of non-toll roadways
 - Prohibited by law? Our decision?
- Acceleration of projects concerning trade corridor improvements
 - Promoting not accelerating
 - What is this specifically? Different than mobility improvements?
- Promoting of projects that offer an alternative to traditional auto transit
 - Provided they are economically feasible and can improve mobility and relieve congestion
 - Too narrow. Should be the betterment of projects that enhance regional transportation effectiveness
 - Need to be realistic
- Transparency in deliberations through the televising of CRRMA meetings
 - Neutral, good

GOALS

- Future Roles and Responsibilities
- Project Pipeline and Partnerships
- Organization (Resources, Governance, Communications)

SUMMARY/NEXT STEPS
