## GENERAL MEETING OF THE BOARD OF DIRECTORS OF THE CENTRAL TEXAS REGIONAL MOBILITY AUTHORITY

#### **RESOLUTION NO. 10-55**

### Adoption of 2010-2011 Fiscal Year Budget

WHEREAS, the Central Texas Regional Mobility Authority ("CTRMA") was created pursuant to the request of Travis and Williamson Counties and in accordance with provisions of the Transportation Code and the petition and approval process established in 43 Tex. Admin. Code § 26.01, et. seq. (the "RMA Rules"); and

WHEREAS, prudent management and fiscal oversight are overriding objectives of the CTRMA Board of Directors; and

WHEREAS, it is necessary and desirable to develop and adopt a budget for CTMRA operations at the commencement of each fiscal year; and

WHEREAS, in Resolution No. 09-37, dated June 24, 2009, the Board of Directors adopted a budget for fiscal year 2009-2010 ("FY 2009-2010"); and

WHEREAS, FY 2009-2010 comes to a close on June 30, 20109; and

WHEREAS, the CTRMA Executive Director and staff have developed a budget for fiscal year 2010-2011 ("FY 2010-2011") attached hereto as <u>Attachment "A"</u> and recommend its approval by the CTRMA Board of Directors.

NOW THEREFORE, BE IT RESOLVED, that the CTRMA Board of Directors approves the budget for FY 2010-2011, attached hereto as <u>Attachment "A;"</u> and

BE IT FURTHER RESOLVED, that this budget may be amended from time-to-time with the approval of the Board of Directors.

Adopted by the Board of Directors of the Central Texas Regional Mobility Authority on the 30<sup>th</sup> day of June, 2010.

Submitted and reviewed by:

Andrew Martin

General Counsel for the Central

Texas Regional Mobility Authority

Approved:

Ray A. Wilkerson

Chairman, Board of Directors

Resolution Number 10-55

Date Passed 6/30/10

Attachment "A"
To Resolution 10-55
Budget for FY 2010-2011
in its Final Form

### **FY 2011 Proposed Budget Notes**

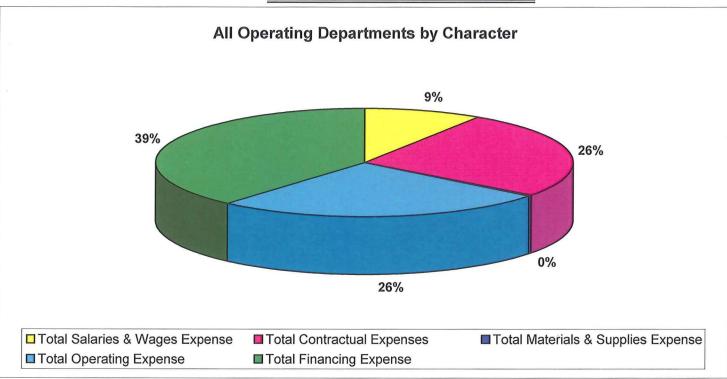
1. Actual Year to Date Revenue is as received May 31, 2010. Actual Year to Date Expenses reflects expenditures made through June 24, 2010.

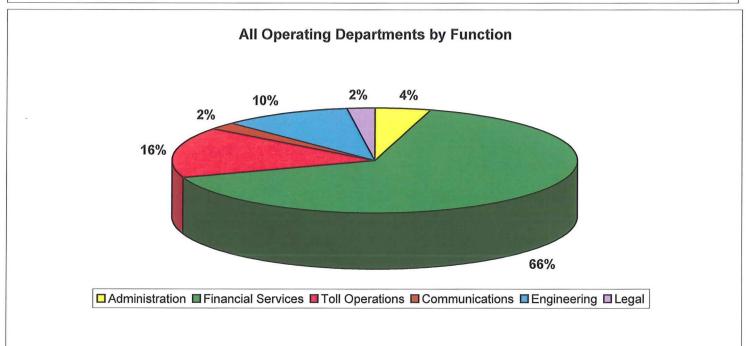
### 2. One revised position:

- A Project Coordinator position in the Administration
   Department has been revised to establish a new position:
   Director of Procurement And Contract Management
- 3. Interest Expense for the upcoming fiscal year excludes interest on the SIB Loan and 183A Extension bonds issued in March 2010. Interest expense and interest income are being capitalized as part of the cost of the project while construction is in progress. This results in a decrease of \$6,253,743 in the overall proposed 2011 budget.
- 4. Total toll revenue in FY 2010 was projected as \$20,183,500. Toll revenue received through April 30, 2010, is \$16,569,142: 82.09% of budgeted amount during 83.33% of the fiscal year. Toll Revenue projections for FY 2011 include the \$0.25 toll increase in effect since January, 2010 but do not anticipate an increase in toll rates in January, 2011.
- 5. Interest Income is projected to decrease by \$840,000 because:
  - Anticipated low interest rates over the next 12 months;
     and
  - Interest income generated by project funds is capitalized to the project.
- 6. The only changes made since the May 26, 2010 proposed budget are on page 32, the Capital budget. There is an addition of an upgrade to the accounting software and the proposed Manor Expressway budget.

# FY 2011 Proposed Operating Budget Central Texas Regional Mobility Authority

	Buaget	Budget	Increase
	FY 2011	FY 2010	(Decrease)
Total Salaries & Wages Expense	2,913,703	2,778,081	4.88%
<b>Total Contractual Expenses</b>	8,442,950	7,791,510	8.36%
Total Materials & Supplies Expense	120,500	127,350	-5.38%
Total Operating Expense	8,331,245	8,967,315	-7.09%
Total Financing Expense	12,443,280	18,818,743	-33.88%
	32,251,678	38,482,999	-16.19%





### **FY 2011 Proposed Budget Non Cash Expenditures**

Total FY 2010 Proposed Expenditure	32,251,678		
Non Cash Expenditures			
Amortization Expense		(1,225,000)	
Dep Exp- Furniture & Fixtures Dep Expense - Equipment Dep Expense - Autos & Trucks Dep Expense-Buildng & Toll Fac Dep Expense-Highways & Bridges Dep Expense-Communic Equip Dep Expense-Toll Equipment Dep Expense - Signs Dep Expense-Land Improvemts Depreciation Expense Total Depreciation Expense	19,000 15,000 4,000 177,000 5,000,000 197,000 465,000 135,000 52,000 410,000	(6,474,000)	
Bond issuance expense Operating		(620,280)	
Accreted interest TIFIA		(3,516,515)	
Accreted interest CABS		(899,355)	
Total Non Cash Expenditures		-	(12,735,150) 19,516,528
2011 Budgeted Revenues Total Non Cash Expenditures		22,096,600 (19,516,528)	

2,580,072

**Net Cash Inflow** 

## Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget All Operating Departments

	Budget FY 2010	Actual Year To Date 5/31/2010	Percent of Budget	Proposed FY 2011 Operating
Revenue				Page 4
Toll Revenue - TxTag Rev fnd	17,250,000	13,754,653	79.74%	17,000,000
Toll Revenue-HCTRA-183A	565,000	501,289	88.72%	540,000
Toll Revenue-NTTA-183A	306,000	322,237	105.31%	340,000
Total Toll Revenue -Toll Tags	0	0		
Video Tolls	1,250,000	2,573,838	205.91%	2,800,000
Fee Revenue	812,500	1,211,523	149.11%	1,350,000
Operating Revenue	0	0		
Interest Income	900,000	368,739	40.97%	60,000
Misc Revenue	0	0		6,600
Total Revenue	21,083,500	18,732,279	88.85%	22,096,600

### Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget All Operating Departments

	7 iii oporatiiig 20	Actual Year	Percent	Proposed
	Budget	To Date	of	FY 2011
	FY 2010			
	FY 2010	5/31/2010	Budget	Operating
				Page 5
Expenditures				
Salary & Wage Expense				
Regular	1,827,602	1,529,755	83.70%	1,898,467
Part Time	22,000	7,265	33.02%	14,000
Overtime	4,000	0		4,000
Contractual Employees	105,000	1,125	1.07%	105,000
TCDRS	273,122	213,896	78.32%	286,112
FICA	89,997	67,437	74.93%	97,484
FICA MED	27,602	21,557	78.10%	28,901
Health Insurance	200,700	134,461	67.00%	213,300
Life Insurance	6,215	5,252	84.51%	6,618
Auto Allowance	9,000	9,063	100.69%	9,000
Other Benefits	160,863	46,514	28.92%	167,143
Unemployment Taxes	1,980	927	46.81%	4,959
Salary Reserve	50,000	0		78,718
, , , , , , , , , , , , , , , , , , , ,		_		
Total Salaries & Wages	2,778,081	2,037,253	73.33%	2,913,703
Contractual Services				
Professional Services				
Accounting	9,000	10,169	112.99%	9,800
Auditing	45,000	44,557	99.02%	54,000
General Engineering Consultant	1,250,000	807,532	64.60%	1,600,000
General System Consultant	175,000	47,008	26.86%	175,000
Toll Collection Contract	0	7,287		0
Image Processing	540,000	587,534	108.80%	610,000
Facility maintenance	75,000	95,570	127.43%	90,000
Human Resources	15,000	2,767	18.45%	12,000
Legal	400,000	99,233	24.81%	400,000
Photography	15,000	8,290	55.26%	15,000
Traffic & Revenue Consultants	20,000	0,200	00.2070	0
Meeting Transcripts	1,000	0		0
mooting Transoripto	1,000	· ·		O .
Total Professional Services	2,545,000	1,709,947	67.19%	2,965,800

# Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget All Operating Departments Actual Year

	Actual Year		Percent	Proposed
	Budget	To Date	of	FY 2011
	FY 2010	5/31/2010	Budget	Operating
				Page 6
Other Contractual Services				
IT Services	75,000	58,327	77.77%	65,000
Graphic Design Services	15,000	9,995	66.63%	13,500
Website Maintenance	20,000	19,892	99.46%	45,000
Research Services	30,000	5,000	16.67%	20,000
Copy Machine	11,000	10,610	96.46%	13,500
Software Licenses	23,000	22,664	98.54%	23,000
ETC Maintenance Contract	1,288,000	1,013,937	78.72%	1,288,000
ETC Development	125,000	57,774	46.22%	125,000
ETC Testing	30,000	28,718	95.73%	30,000
Communications and Marketing	135,000	134,038	99.29%	170,000
Advertising	50,000	14,199	28.40%	25,000
Direct Mail	10,000	0		5,000
Video Production	10,000	1,884	18.84%	5,000
Television	5,000	0		5,000
Radio	20,000	-30	-0.15%	20,000
Other Public Relations	2,500	78	3.12%	2,500
Law Enforcement	230,000	185,462	80.64%	245,000
Special assignments	10,000	0		5,000
Traffic Management	72,000	64,633	89.77%	72,000
Emergency Maintenance	10,000	0		10,000
Roadway Maintenance Contract	200,000	224,670	112.34%	300,000
Landscape Maintenance	240,000	183,443	76.43%	200,000
Signal & Illumination Main	250,000	239,287	95.71%	250,000
Mowing and litter control	350,000	173,652	49.61%	300,000
Hazardous material cleanup	10,000	0	10.0170	10,000
Striping	30,000	22,367	74.56%	50,000
Graffitti removal	10,000	800	8.00%	10,000
Cell Phones	8,600	6,235	72.50%	7,500
Local phone service	22,000	11,299	51.36%	16,500
Long Distance	1,000	271	27.06%	750
Internet	6,060	4,326	71.38%	6,600
Fiber Optic System	63,000	34,351	54.53%	63,000
Other Communication Expense	2,150	897	41.71%	1,500
Subscriptions	2,250	679	30.19%	1,600
Memberships	24,900	11,063	44.43%	22,500
Continuing Education	2,000	1,350	67.50%	3,000
Professional Development	10,550	305	2.89%	5,000
Seminars and Conferences	32,500	20,635	63.49%	32,500
Staff-Travel	80,500	46,199	57.39%	81,500
TxTag Collection Fees	1,480,000	1,151,901	77.83%	1,767,200
Contractual Contingencies	249,500	382	0.15%	160,500
Total Other Contractual Services	5,246,510	3,761,292	71.69%	5,477,150
Total Other Contractual Services	0,240,010	5,101,232	71.0370	5,411,130
Total Contractual Evenence	7 704 640	E 474 000	70 220/	0 440 050
Total Contractual Expenses	7,791,510	5,471,238	70.22%	8,442,950

### Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget All Operating Departments

	Budget FY 2010	Actual Year To Date 5/31/2010	Percent of Budget	Proposed FY 2011 Operating
Materials and Supplies				Page 7
Books & Publications Office Supplies	13,100 16,000	10,461 4,401	79.86% 27.51%	12,800 12,000
Computer Supplies Copy Supplies Annual Report printing	4,500 2,000 10,000	7,611 387 8,734	169.13% 19.34% 87.34%	7,500 2,000 10,000
Other Printed Reports Direct Mail printing	20,500 10,000	11,920	58.14%	20,000 5,000
Office Supplies printed Operating Maintenance Supplies	1,000	840 0	84.04%	1,000
Promotional Items Displays	10,000 5,000	208 0	2.08%	10,000 5,000
ETC spare parts expense Tools & Equipment Misc Materials & Supplies	30,000 1,650 3,500	2,018 374 2,726	6.73% 22.67% 77.88%	30,000 1,500 3,700
Total Materials & Supplies Exp	127,350	49,679	39.01%	120,500

# Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget All Operating Departments Actual Year

	Budget FY 2010	Actual Year To Date 5/31/2010	Percent of Budget	Proposed FY 2011 Operating
Operating Expenses				Page 8
Gasoline	4,500	3,356	74.59%	3,500
Mileage Reimbursement	13,100	4,513	34.45%	8,250
Toll Tag Expense	3,275	2,842	86.77%	4,375
Parking	37,900	25,819	68.12%	39,270
Meeting Facilities	1,050	0		1,000
Community Meetings/Events	5,000	500	10.00%	5,000
Meeting Expense	5,500	3,403	61.88%	5,600
Public Notices	3,300	268	8.12%	2,400
Postage	8,100	1,007	12.43%	6,000
Overnight Delivery Services	2,350	2,603	110.75%	3,750
Local Delivery Services	3,700	1,762	47.62%	3,650
Insurance Expense	140,300	75,122	53.54%	125,000
Repair and Maintenance General	500	333	66.66%	700
Repair and Maintenance-Vehicles	1,000	2,895	289.53%	2,900
Repair and Maintenance-Toll Equipment	15,000	1,030	6.87%	15,000
Rent	205,000	169,693	82.78%	212,000
Water	7,500	4,810	64.13%	7,500
Electricity	121,700	77,969	64.07%	121,100
Amortization Expense	1,397,000	1,120,195	80.19%	1,225,000
Dep Exp- Furniture & Fixtures	19,000	17,166	90.35%	19,000
Dep Expense - Equipment	16,440	13,180	80.17%	15,000
Dep Expense - Autos & Trucks	4,500	3,605	80.12%	4,000
Dep Expense-Buildng & Toll Fac	160,000	161,845	101.15%	177,000
Dep Expense-Highways & Bridges	5,504,000	4,552,865	82.72%	5,000,000
Dep Expense-Communic Equip	197,000	180,412	91.58%	197,000
Dep Expense-Toll Equipment	465,000	423,300	91.03%	465,000
Dep Expense - Signs	135,000	122,162	90.49%	135,000
Dep Expense-Land Improvemts	49,500	47,285	95.53%	52,000
Depreciation Expense-Computers	365,000	339,207	92.93%	410,000
Other Licenses	1,100	235	21.36%	250
Community Initiatives	75,000	35,000	46.67%	65,000
Total Operating Expense	8,967,315	7,394,385	82.46%	8,331,245

## Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget All Operating Departments

	Budget FY 2010	Actual Year To Date 5/31/2010	Percent of Budget		Proposed FY 2011 Operating Page 9
Financing Expenses					
Arbitrage Rebate Calculation	4,000	6,000	150.00%		6,000
Bond issuance expense Operating	718,000	264,303	36.81%		620,280
Loan Fees	11,000	11,500	104.55%		12,500
Bond Issusance expense	25,000	30,000	120.00%		30,000
Trustee Fees	2,000	0			2,000
Bank Fees Operating	25,000	5,865	23.46%		7,500
Interest Expense	18,003,743	10,957,671	60.86%		11,750,000
Contingency	30,000	0			15,000
<b>Total Financing Expense</b>	18,818,743	11,275,338	59.92%		12,443,280
Total Expenses	38,482,999	26,227,893	68.15%		32,251,678
Enterprise Net Income	-17,399,499	-7,495,614		\$ (1	0,155,077.96)
Budgeted Revenues				\$	22,096,600
Total Budgeted expenses Less budgeted non cash expenses	32,251,678 12,735,150				
Budgeted cash expenses	12,700,100				19,516,528
Budgeted Cash Inflow				\$	2,580,072

### **FY 2011 Administration Department**

The primary role of the Administration Department is the oversight and daily management of the Mobility Authority's projects and activities. In addition to the executive director, this department also houses administrative support staff consisting of the deputy executive director, office manager, senior administrative assistant and front desk receptionist. A previously budgeted position of Project Coordinator has been changed to Director of Procurement and Contract Management for FY 2011.

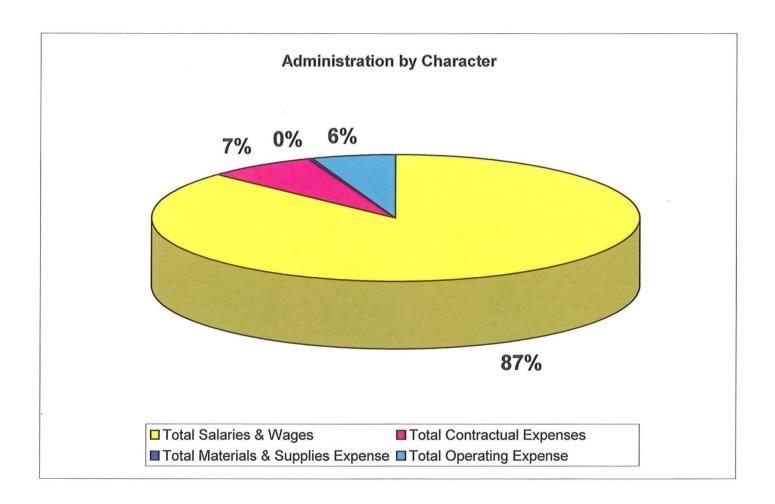
Under the direction of the executive director, this department is responsible for advancing the Mobility Authority's strategic mission and objectives. Serving as a direct liaison with governmental agencies and entities addressing transportation issues throughout the Central Texas region, the executive director serves as the primary communicator and provides information and available resources to assist in the development and implementation of the region's mobility plans and projects.

The administration department also provides front-line customer service to the general public and all customers and elected officials who contact the office. Community development and outreach is another critical function housed in this department. Through a strong presence in the communities we serve and involvement with transportation planning entities, the Mobility Authority is better able to respond and be involved in the decision-making process which ultimately impacts our operations, activities and future projects.

There will be an increase of \$114,319 in salaries and wages for fiscal year 2011 when compared to fiscal year 2010, mostly a result of the position reclassification and increased employee benefit costs. All other categorical expenses remain relatively the same when compared to the prior fiscal year.

## Central Texas Regionial Mobility Authority Administration Department

	FY 11	FY 10	Increase
	Proposed		(Decrease)
Total Salaries & Wages	1,207,434	1,093,115	10.46%
Total Contractual Expenses	103,250	110,900	-6.90%
Total Materials & Supplies Expense	3,500	3,500	0.00%
Total Operating Expense	76,700	86,700	-11.53%
Total Financing Expense	0	0	
Total Expenses	1,390,884	1,294,215	7.47%



### Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget Administration

	Aummstratio	711		
		<b>Actual Year</b>	Percent	Proposed
	Budget	To Date	of	FY 2011
	FY 2010	6/24/2010	Budget	Operating
Expenditures				Page 11
Salary & Wage Expense	Waterland Co. Control Co.	Compatible		
Regular	684,595	539,308	78.78%	739,692
Part Time	12,000	7,265	60.54%	14,000
Overtime	3,000	0		3,000
TCDRS	108,691	73,710	67.82%	119,394
FICA	36,490	20,588	56.42%	41,877
FICA MED	10,869	7,542	69.39%	12,084
Health Insurance	91,000	50,546	55.55%	97,000
Life Insurance	2,362	1,825	77.24%	2,483
Auto Allowance	9,000	9,063	100.69%	9,000
Other Benefits	84,415	14,155	16.77%	88,295
Unemployment Taxes	693	291	41.95%	1,890
Salary Reserve	50,000	0		78,718
Total Salaries & Wages	1,093,115	724,291	66.26%	1,207,434
Contractual Services				
331111111111111111111111111111111111111				
Professional Services				
Total Professional Services	0	0		0
Other Contractual Services				
Cell Phones	3,500	3,036	86.75%	3,500
Other Communication Expense	650	0		
Subscriptions	750	539	71.91%	750
Memberships	21,000	8,358	39.80%	19,000
Continuing Education	0	575		
Professional Development	5,000	305	6.10%	5,000
Seminars and Conferences	15,000	11,780	78.53%	15,000
Staff-Travel	50,000	27,895	55.79%	50,000
Contractual Contingencies	00,000			
	15 000	114	0.76%	10.000
	15,000	114	0.76%	10,000
Total Other Contractual Services	15,000 110,900	52,602	0.76% <b>47.43%</b>	10,000 103,250

110,900

52,602

47.43%

103,250

**Total Contractual Expenses** 

### Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget Administration

	Budget FY 2010	Actual Year To Date 6/24/2010	Percent of Budget	Proposed FY 2011 Operating
Materials and Supplies				Page 12
Books & Publications	1,500	160	10.63%	1,300
Computer Supplies	0	119		
Tools & Equipment	1,000	0		1,000
Misc Materials & Supplies	1,000	1,190	119.00%	1,200
Total Materials & Supplies Exp	3,500	1,468	41.96%	3,500
Operating Expenses				
Mileage Reimbursement	2,500	1,427	57.08%	2,500
Toll Tag Expense	150	325	216.75%	700
Parking	700	143	20.41%	700
Meeting Facilities	50	0		
Meeting Expense	4,000	2,389	59.72%	4,000
Public Notices	0	200		200
Postage	1,500	229	15.27%	1,000
Overnight Delivery Services	500	258	51.64%	500
Local Delivery Services	1,500	1,679	111.91%	1,600
Insurance	300	0		
Repair and Maintenance	500	218	43.60%	500
Community Initiatives	75,000	35,000	46.67%	65,000
Total Operating Expense	86,700	41,868	48.29%	76,700
Financing Expenses				
Total Financing Expense	0	0		0
Total Expenses	1,294,215	820,229	63.38%	1,390,884

### **FY 2011 Financial Services Department**

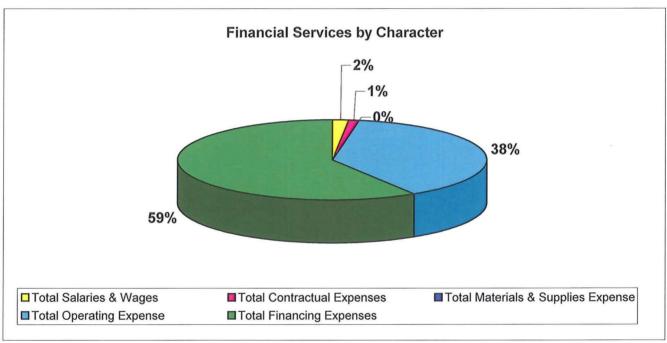
The FY 2011 operating budget for Financial Services is decreasing \$7,011,476 mainly as a decrease in interest expense from the new bonds issued for the 183A Extension project which is being capitalized.

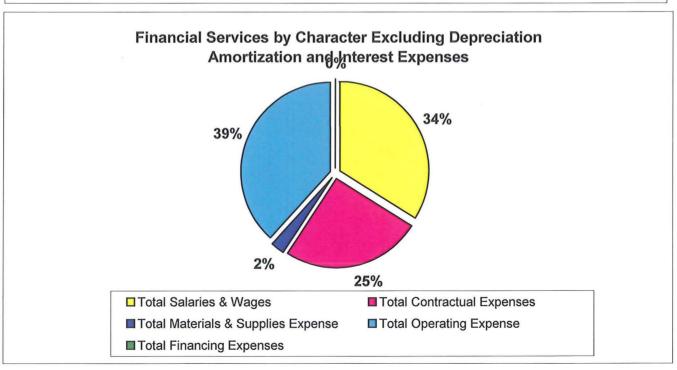
The goal of Financial Services is to maintain the fiscal integrity of the Authority and insure that there are adequate resources to accomplish the Authority's mission.

## Central Texas Regionial Mobility Authority Financial Services Department

Total Salaries & Wages
<b>Total Contractual Expenses</b>
<b>Total Materials &amp; Supplies Expense</b>
Total Operating Expense
Total Financing Expenses
Total Expenses

FY 11	FY 10	Increase
Proposed		(Decrease)
337,633	348,696	-3.17%
253,400	257,260	-1.50%
23,500	24,100	-2.49%
8,081,875	8,702,365	-7.13%
12,443,280	18,818,743	-33.88%
21,139,688	28,151,164	-24.91%





	Budget FY 2010	Actual Year To Date 4/30/2010	Percent of Budget	Proposed FY 2011 Operating
Revenue	000 000	269 720	40.070/	Page 14
Interest Income	900,000	368,739	40.97%	60,000
Total Revenue	900,000	368,739	40.97%	60,000

	Budget FY 2010	Actual Year To Date 4/30/2010	Percent of Budget	Proposed FY 2011 Operating
Expenditures	F1 2010	4/30/2010	buaget	Page 15
Salary & Wage Expense				
Regular	255,557	245,730	96.15%	254,193
Part Time	10,000	243,730	30.1370	204,100
TCDRS	37,056	34,149	92.15%	36,858
FICA	11,701	10,577	90.39%	11,213
FICA MED	3,851	3,547	92.10%	3,686
Health Insurance	12,200	11,511	94.35%	12,800
Life Insurance	869	848	97.55%	915
Other Benefits	17,165	8,817	51.37%	17,428
Unemployment Taxes	297	98	32.94%	540
Total Salaries & Wages	348,696	315,276	90.42%	337,633
Contractual Services				
Professional Services				
Accounting	9,000	10,165	112.94%	9,800
Auditing	45,000	44,557	99.02%	54,000
Human Resources	15,000	2,767	18.45%	12,000
Legal	0	28,500	, , , , , ,	,
Total Professional Services	69,000	85,989	124.62%	75,800
0/1-0-1-1-10-1				
Other Contractual Services	75.000	50.007	77 770/	05.000
IT Services	75,000	58,327	77.77%	65,000
Copy Machine Software Licenses	11,000 23,000	10,610 16,669	96.46% 72.48%	13,500 23,000
Cell Phones	1,400	550	39.29%	600
Local phone service	10,000	4,029	40.29%	6,500
Long Distance	1,000	271	27.06%	750
Internet	4,560	3,151	69.09%	4,800
Other Communication Expense	1,500	897	59.78%	1,500
Subscriptions	300	140	46.67%	350
Memberships	1,000	420	42.00%	600
Seminars and Conferences	3,500	3,280	93.71%	3,500
Staff-Travel	6,000	5,736	95.61%	7,500
Contractual Contingencies	50,000	0		50,000
Total Other Contractual Services	188,260	104,080	55.29%	177,600
Total Contractual Expenses	257,260	190,068	73.88%	253,400

		<b>Actual Year</b>	Percent	Proposed
	Budget	<b>To Date</b>	of	FY 2011
	FY 2010	4/30/2010	Budget	Operating
Materials and Supplies				Page 16
Office Supplies	15,000	4,601	30.67%	12,000
Computer Supplies	4,500	7,517	167.04%	7,500
Copy Supplies	2,000	387	19.34%	2,000
Other Printed Reports	500	0		
Office Supplies printed	1,000	840	84.04%	1,000
Maintenance Supplies	100	0		,
Misc Materials & Supplies	1,000	1,000	100.00%	1,000
Total Materials & Supplies Exp	24,100	14,345	59.52%	23,500
Total materials & Supplies Exp	24,100	14,343	39.32 /0	23,300
Operating Expenses				
Miloago Poimhurcomont	600	308	51.26%	500
Mileage Reimbursement	75	7	8.68%	75
Toll Tag Expense Parking	36,500	25,819	70.74%	38,400
	750	643	85.73%	750
Meeting Expense		0	03.73%	750
Postage	1,500 1,000		224.32%	2,500
Overnight Delivery Services	1,000	2,243 13	224.32%	2,500 50
Local Delivery Services	140,000	638	0.46%	125,000
Insurance Expense				
Rent	205,000	169,693	82.78%	212,000
Electricity	4,200	3,807	90.65%	3,600
Amortization Expense	1,397,000	1,120,195	80.19%	1,225,000
Dep Exp- Furniture & Fixtures	19,000	17,166	90.35% 80.17%	19,000
Dep Expense - Equipment	16,440	13,180		15,000
Dep Expense - Autos & Trucks	4,500	3,605	80.12%	4,000
Dep Expense-Building & Toll Fac	160,000	161,845	101.15%	177,000
Dep Expense-Highways & Bridges	5,504,000	4,552,865	82.72%	5,000,000
Dep Expense-Communic Equip	197,000	180,412	91.58%	197,000
Dep Expense-Toll Equipment	465,000	423,300	91.03%	465,000
Dep Expense - Signs	135,000	122,162	90.49%	135,000
Dep Expense-Land Improvemts	49,500	47,285	95.53%	52,000
Depreciation Expense-Computers	365,000	339,207	92.93%	410,000
Other Licenses	300	0		
Total Operating Expense	8,702,365	7,184,394	82.56%	8,081,875

	Budget FY 2010	Actual Year To Date 4/30/2010	Percent of Budget	FY 2011 Operating Page 17
Financing Expenses				
Arbitrage Rebate Calculation	4,000	6,000	150.00%	6,000
Bond issuance expense Operating	718,000	640,737	89.24%	620,280
Loan Fees	11,000	11,500	104.55%	12,500
Rating Agency Expense	25,000	30,000	120.00%	30,000
Trustee Fees	2,000	0		2,000
Bank Fees Operating	25,000	714	2.85%	7,500
Interest Expense	18,003,743	10,957,671	60.86%	11,750,000
Contingency	30,000	0		15,000
Total Financing Expense	18,818,743	11,646,621	61.89%	12,443,280
Total Expenses	28,151,164	19,350,705	68.74%	21,139,688

### **FY2011 Communication and Marketing Department**

For the second year in a row, the Communication and Marketing Department has reduced its budget while reallocating line item budgets to priority areas. The FY 2011 budget is targeted to activities across all functional areas within the agency. While the budget amount doesn't reflect it, the Communication and Marketing Department has been taking on significant additional activities over the past year and that trend is expected to continue in FY 2011.

To effectively manage the agency's growing portfolio of projects, the Communication and Marketing Department has allocated resources to support public involvement activities related to construction of the 183A Northern Extension and the Manor Expressway. The Department is also planning to implement public outreach activities in support of the MoPac Improvement Project.

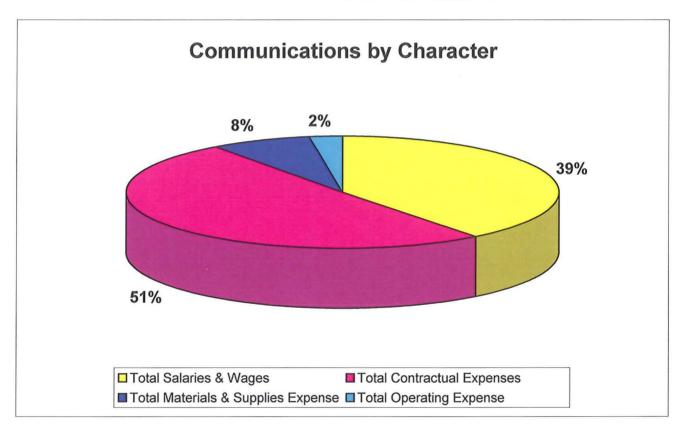
The FY 2011 budget also includes resources necessary to effect an upgrade to the mobilityauthority.com web site to keep pace with emerging technologies and software. In addition, this budget will fund the Department's ongoing support of customer service functions related to the Mobility Authority's Pay by Mail and violation enforcement programs.

Development of communication tools is a major activity for the Communication and Marketing Department and the FY 2011 budget will fund production/printing of the annual report, an updated economic development pamphlet, FY 2011 budget book, project fact sheets, e-newsletters, maps, Mobility Matters blog and all other communication materials required by the agency.

In recent years, the Department has reduced the amount of money allocated for traditional advertising. However, funding still remains for participation in and/or sponsorship of various community events. A limited amount of money has also been allocated to support continued advertising in special community publications such as Chamber of Commerce maps and newcomer guides.

## Central Texas Regionial Mobility Authority Communications Department

	FY 11	FY 10	Increase
	Proposed		(Decrease)
Total Salaries & Wages	262,411	261,530	0.34%
Total Contractual Expenses	337,600	334,600	0.90%
Total Materials & Supplies Expense	50,000	56,100	-10.87%
Total Operating Expense	16,300	16,900	-3.55%
Total Financing Expenses	0	0	
Total Expenses	666,311	669,130	-0.42%



# Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget Communications Actual Year Percent Proposed

	Budget FY 2010	Actual Year To Date 6/24/2010	Percent of Budget	Proposed FY 2011 Operating
Expenditures				Page 19
Salary & Wage Expense				. a.g c
Regular	188,123	165,750	88.11%	186,775
TCDRS	25,828	23,263	90.07%	25,632
FICA	10,473	9,238	88.21%	10,538
FICA MED	2,728	2,304	84.45%	2,708
Health Insurance	21,500	17,207	80.03%	23,000
Life Insurance	606	575	94.91%	636
Other Benefits	11,975	8,634	72.10%	12,311
Unemployment Taxes	297	86	28.93%	810
Total Salaries & Wages	261,530	227,056	86.82%	262,411
Contractual Services				
Professional Services				
Photography	15,000	8,290	55.26%	15,000
Total Professional Services	15,000	8,290	55.26%	15,000
Other Contractual Services				
Graphic Design Services	15,000	8,075	53.83%	10,000
Website Maintenance	20,000	19,892	99.46%	45,000
Research Services	30,000	5,000	16.67%	20,000
Communications and Marketing	135,000	134,038	99.29%	170,000
Advertising	50,000	15,117	30.23%	25,000
Direct Mail	10,000	0		5,000
Video Production	10,000			5,000
Television	5,000	0		5,000
Radio	20,000	0		20,000
Other Public Relations	2,500	78	3.12%	2,500
Cell Phones	600	550	91.67%	600
Subscriptions	500	0		500
Memberships	1,000	1,285	128.50%	1,000
Professional Development	5,000	0		
Seminars and Conferences	5,000	1,445	28.90%	5,000
Staff-Travel	10,000	3,731	37.31%	8,000
Total Other Contractual Services	319,600	189,210	59.20%	322,600
Total Contractual Expenses	334,600	197,500	59.03%	337,600

### Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget Communications

	Budget FY 2010	Actual Year To Date 6/24/2010	Percent of Budget	Proposed FY 2011 Operating
Materials and Supplies				Page 20
Books & Publications	100	0		90 _0
Office Supplies	1,000	0		
Annual Report printing	10,000	8,734	87.34%	10,000
Other Printed Reports	20,000	11,970	59.85%	20,000
Direct Mail printing	10,000	0		5,000
Promotional Items	10,000	208	2.08%	10,000
Displays	5,000	0		5,000
Total Materials & Supplies Exp	56,100	20,911	37.27%	50,000
Operating Expenses				
Mileage Reimbursement	2,000	673	33.66%	1,500
Toll Tag Expense	200	36	17.99%	200
Parking	200	12	6.00%	100
Meeting Facilities	1,000	0		1,000
Community Meeting/Events	5,000	500	10.00%	5,000
Meeting Expense	500	173	34.69%	500
Public Notices	2,000	0		2,000
Postage	5,000	778	15.57%	5,000
Overnight Delivery Services	500	0		500
Local Delivery Services	500	70	14.04%	500
Total Operating Expense	16,900	2,243	13.27%	16,300
Financing Expenses				
Total Financing Expense	0	0		0.00
Total Expenses	669,130	447,710	66.91%	666,311

### **FY2011 Operations Department**

CTRMA completed two full years of operations in fiscal year 2010 and, with it, a long list of achievements:

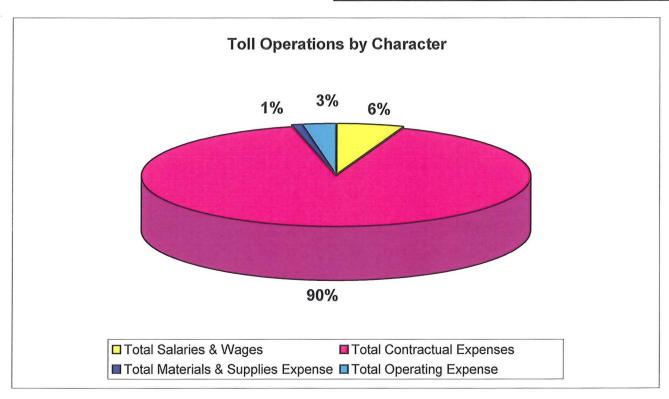
- An independent audit of our Electronic Toll Collection (ETC) system was performed in the fall of 2009. Once again, the system met or exceeded the original 99.9% accuracy specifications in all key areas.
- CTRMA continues to be the only agency in the country to use a collections firm as our payment processor. This partnership has resulted in over \$5 million in Pay By Mail revenue since the program's initiation in May 2008.
- We have maintained an audited violation (leakage) rate of approximately 3%, which is commendable for a cashless system.

While we are able to reduce the operations budget in some areas, a 7% overall increase is projected for fiscal year 2011. This increase is attributable to the greater volume of image processing (\$70,000) and the 8% surcharge paid to TxTag for each toll tag transaction (\$287,200) as a result of increased traffic on 183A.

The successes we continue to experience are attributable to our contractors, as well as our innovativeness and sound business practices. These operational practices have resulted in CTRMA's recognition throughout the industry. We continue to receive requests for information from around the country and remain committed to sharing our experiences and helping other agencies as opportunities arise.

## Central Texas Regionial Mobility Authority Toll Operations Department

	FY 11	FY 10	Increase
	Proposed		(Decrease)
Total Salaries & Wages	275,948	272,391	1.31%
Total Contractual Expenses	4,557,600	4,214,300	8.15%
Total Materials & Supplies Expense	31,000	31,000	0.00%
Total Operating Expense	143,200	148,700	-3.70%
Total Financing Expenses	0	0	
Total Expenses	5,007,748	4,666,391	7.32%



### Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget Toll Operations

	Budget FY 2010	Actual Year To Date 4/30/2010	Percent of Budget	Proposed FY 2011 Operating
Revenue				Page 22
Toll Revenue-TxTag-183A	17,250,000	13,754,653	79.74%	17,000,000
Toll Revenue-HCTRA-183A	565,000	501,289	88.72%	540,000
Toll Revenue-NTTA-183A	306,000	322,237	105.31%	340,000
Video Tolls	1,250,000	2,573,838	205.91%	2,800,000
Fee Revenue	812,500	1,211,523	149.11%	1,350,000
Misc Revenue	0	0		6,600
Total Revenue	20,183,500	18,363,540	90.98%	22,036,600

### Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget Toll Operations

	Budget FY 2010	Actual Year To Date 4/30/2010	Percent of Budget	Proposed FY 2011 Operating
Expenditures	F1 2010	4/30/2010	Duuget	Page 23
Expellultures				Fage 23
Salary & Wage Expense				
Regular	200,296	188,123	93.92%	201,631
TCDRS	29,043	26,357	90.75%	29,236
FICA	9,746	9,042	92.78%	10,006
FICA MED	2,904	2,637	90.81%	2,924
Health Insurance	16,000	14,951	93.45%	17,000
Life Insurance	681	653	95.84%	726
Other Benefits	13,523	9,852	72.85%	13,885
Unemployment Taxes	198	87	43.94%	540
Total Salaries & Wages	272,391	251,702	92.40%	275,948
Contractual Services				
Professional Services				
General Engineering Consultant	50,000	627	1.25%	50,000
General System Consultant	175,000	47,008	26.86%	175,000
Toll Collection Contract	0	7,287	20.0070	170,000
Image Processing	540,000	587,534	108.80%	610,000
Total Professional Services	765,000	642,456	83.98%	835,000
Other Contractual Services				
Graphic Design Services	0	1,920		3,500
ETC Maintenance Contract	1,288,000	1,013,937	78.72%	1,288,000
ETC Development	125,000	57,774	46.22%	125,000
ETC Testing	30,000	28,718	95.73%	30,000
Advertising	0	146		
Law Enforcement	230,000	185,462	80.64%	245,000
Special assignments	10,000	0		5,000
Traffic Management	72,000	64,633	89.77%	72,000
Cell Phones	800	550	68.75%	600
Local phone service	12,000	7,270	60.59%	10,000
Internet	1,500	1,175	78.35%	1,800
Fiber Optic System	63,000	34,351	54.53%	63,000
Subscriptions	500	0		
Memberships	1,000	1,000	100.00%	1,000
Seminars and Conferences	3,500	1,655	47.29%	3,500
Staff-Travel	7,000	1,580	22.57%	7,000
TxTag Collection Fees	1,480,000	1,151,901		1,767,200
Contractual Contingencies	125,000	114	0.09%	100,000
Total Other Contractual Services	3,449,300	2,552,186	73.99%	3,722,600
Total Contractual Expenses	4,214,300	3,194,642	75.80%	4,557,600
•				

### Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget Toll Operations

	Budget FY 2010	Actual Year To Date 4/30/2010	Percent of Budget		Proposed FY 2011 Operating
<b>Materials and Supplies</b>					Page 24
ETC spare parts expense Misc Materials & Supplies	30,000 1,000	2,018 0			30,000 1,000
Total Materials & Supplies Exp	31,000	2,018	6.51%		31,000
Operating Expenses					
Mileage Reimbursement	6,000	1,142	19.03%	\$	2,000.00
Toll Tag Expense	2,000	351	17.57%	\$	1,000.00
Parking	300	24	8.00%		
Meeting Expense	100	122	122.25%		200
Postage	100	0			
Overnight Delivery Services	100	0			
Local Delivery Services	100	0			
Repair and Maintenance-Toll Equipment	15,000	1,030			15,000
Water	7,500	4,810	64.13%		7,500
Electricity	117,500	74,162	63.12%	\$	117,500.00
Total Operating Expense	148,700	81,641	54.90%		143,200
Financing Expenses					
Total Expenses	4,666,391	3,530,004	75.65%	_	5,007,748

### **Engineering Department FY 2011 Budget**

Major elements of work in the Engineering Division's FY 2011 Budget include

- Continued support for oversight of maintenance and warranty work on 183A, as well as coordination with local governments and developers along the corridor
- Oversight for implementation of 183A Extension and Manor Expressway Direct Connectors
- Oversight for Development of MoPac Improvement Project
- Maintenance and support of CTRMA project "dashboard"
- Deployment and support of the Enterprise Document Management System

Overall, the proposed Engineering budget increases by 12% when compared to FY 2010. This is attributable to an increase of \$45,935 in salaries and wages due to the salary reclassification of an existing vacant Engineer I position to properly reflect market rates, and a net increase of \$320,350 in contractual expenses related to anticipated increases in maintenance contracting and GEC operations. The anticipated increases in GEC operations include financial team support, contract management support and facilities and toll operations support.

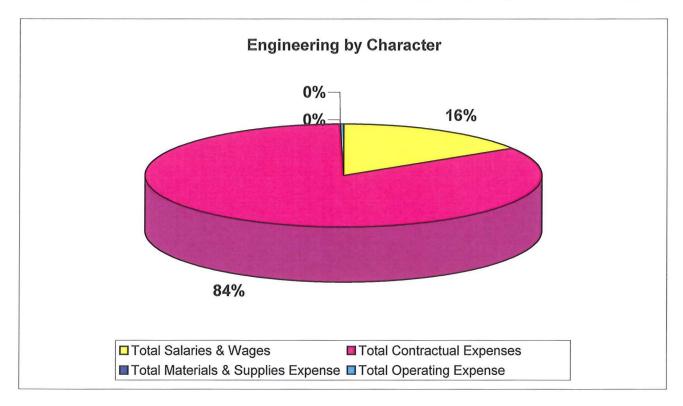
Future cost savings and efficiencies for tracking project progress and expenditures will be achieved with the CTRMA Dashboard. Existing work flows were used to automatically populate status update pages on the internet application available to all Board Members, as well as internal staff and our General Engineering Consultants.

Additional savings in time and organizational efforts will be realized through the continued implementation of the Enterprise Document Management System (EDMS). A single internet based application acting as a central, searchable repository for paper documents will greatly enhance our ability to manage day to day document filing and retrieval. Existing work flow processes have been programmed into EDMS, which should help document existing business practices and make them more efficient.

## Central Texas Regionial Mobility Authority Engineering Department

Total Salaries & Wages
Total Contractual Expenses
<b>Total Materials &amp; Supplies Expense</b>
Total Operating Expense
Total Financing Expenses
Total Expenses

FY 11	FY 10	Increase
Proposed		(Decrease)
539,671	493,736	9.30%
2,781,100	2,460,750	13.02%
1,000	1,150	-13.04%
10,270	8,900	15.39%
0	0	
3.332.041	2.964.536	



### Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget Engineering

	Lingingering	Actual Year	Percent	Proposed
	Budget	To Date	of	FY 2011
	FY 2010	6/24/2010	Budget	112011
Expenditures	1 1 2010	0/24/2010	Duuget	Dogo 26
Expenditures				Page 26
Salamy & Waga Evnance				
Salary & Wage Expense	204.000	204 240	74 000/	247 066
Regular	284,098	204,210	71.88%	317,866
Contractual Employees	105,000	1,125	1.07%	105,000
TCDRS	41,194	28,583	69.39%	46,091
FICA	12,279	10,512	85.61%	14,666
FICA MED	4,119	2,914	70.74%	4,609
Health Insurance	26,500	17,512	66.08%	28,000
Life Insurance	966	708	73.31%	1,144
Other Benefits	19,283	2,994	15.53%	21,657
Unemployment Taxes	297	90	30.30%	639
Total Salaries & Wages	493,736	268,647	54.41%	539,671
3				
Contractual Services				
Professional Services				
General Engineering Consultant	1,200,000	795,470	66.29%	1,550,000
Facility maintenance	75,000	95,570	127.43%	90,000
Traffic & Revenue Consultants	20,000	0	127.4070	30,000
Total Professional Services	1,295,000	891,040	68.81%	1,640,000
i otta i i orosonomi osi vioco	1,200,000	001,040	00.0170	1,040,000
Other Contractual Services				
Emergency Maintenance	10,000	0		10,000
Roadway Maintenance Contract	200,000	232,094	116.05%	300,000
Landscape Maintenance	240,000	183,443	76.43%	200,000
Signal & Illumination Main	250,000	239,287	95.71%	250,000
Mowing and litter control	350,000	173,652	49.61%	300,000
Hazardous material cleanup	10,000	0	43.0170	10,000
Striping	30,000	22,367	74.56%	50,000
Graffitti removal	10,000	800	8.00%	10,000
			89.92%	
Cell Phones	1,500	1,349	09.92%	1,600
Continuing Education	0	775		1,000
Professional Development	250	0	70.000/	0.000
Seminars and Conferences	3,000	2,125	70.83%	3,000
Staff-Travel	4,000	5,299	132.46%	5,500
Contractual Contingencies	57,000	0		
Total Other Contractual Services	1,165,750	861,191	73.87%	1,141,100
Total Contractual Expenses	2,460,750	1,752,231	71.21%	2,781,100

### Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget Engineering

	Budget FY 2010	Actual Year To Date 6/24/2010	Percent of Budget	Proposed FY 2011
<b>Materials and Supplies</b>				Page 27
Tools & Equipment Misc Materials & Supplies	650 500	374 536	57.56% 107.16%	500 500
Total Materials & Supplies Exp	1,150	910	79.12%	1,000
Operating Expenses				
Gasoline Mileage Reimbursement Toll Tag Expense Parking Meeting Expense Public Notices Overnight Delivery Services Local Delivery Services Repair and Maintenance Repair and Maintenance-Vehicles Other Licenses	4,500 1,000 750 150 0 1,000 100 0 1,000 300	3,356 694 2,123 18 63 0 10 0 115 2,895 235	74.59% 69.45% 283.03% 12.00% 9.79%	3,500 1,000 2,300 20 100 200 2,900 250
Total Operating Expense	8,900	9,510	106.85%	10,270
Financing Expenses				
Total Financing Expense	0	0		0
Total Expenses	2,964,536	2,031,298	68.52%	3,332,041

### FY 2011 Legal Department

The FY 2011 Budget for the Legal Department includes salary and benefits for the general counsel and an administrative assistant and associated operational costs, including research services and materials, needed to provide "in-house" general legal services to the executive director, staff, and the Board of Directors. The budget also provides additional resources through outside legal counsel, when needed to supplement in-house legal resources, to assist with particular matters that involve specialized knowledge and expertise, and to represent the Mobility Authority in litigation where the Mobility Authority is or may become a party or participant.

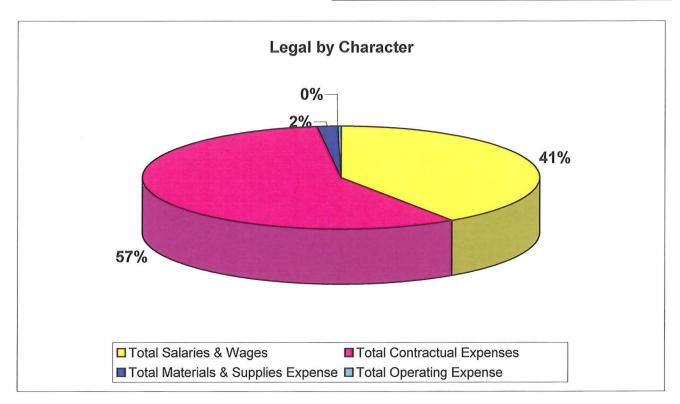
The overall FY 2011 operating budget for legal services is proposed to be \$737,564, a decrease of \$22,558 - relatively unchanged from the FY 2010 Budget. This budget is intended to ensure the Mobility Authority has the expert legal services needed to anticipate and respond to complex and sophisticated legal issues in a cost-effective manner.

The 82<sup>nd</sup> Texas Legislature will convene in January, 2011. Transportation and financing issues will, in all likelihood, receive focused attention from the Legislature. The proposed budget anticipates providing significant outside counsel resources to analyze and effectively respond to proposed legislative changes that may affect the Mobility Authority and its ability to carry out its mission.

## Central Texas Regionial Mobility Authority Legal Department

Total Salaries & Wages
Total Contractual Expenses
<b>Total Materials &amp; Supplies Expense</b>
Total Operating Expense
Total Financing Expenses
Total Expenses

FY 11	FY 10	Increase
Proposed		(Decrease)
290,605	308,613	-5.84%
410,000	413,700	-0.89%
11,500	11,500	0.00%
2,900	3,750	-22.67%
0	0	
715,005	737,563	-3.06%



# Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget Legal

Expenditures	Budget FY 2010	Actual Year To Date 6/24/2010	Percent of Budget	Proposed FY 2011 operating Page 29
Colony 9 Maga Europea				
Salary & Wage Expense Regular	214,933	186,634	86.83%	198,310
Overtime	1,000	0	00.0370	1,000
TCDRS	31,310	26,079	83.29%	28,900
FICA	9,308	7,481	80.37%	9,183
FICA MED	3,131	2,614	83.50%	2,890
Health Insurance	33,500	22,733	67.86%	35,500
Life Insurance	731	644	88.11%	714
Other Benefits	14,502	2,063	14.23%	13,568
Unemployment Taxes	198	275	139.08%	540
Total Salaries & Wages	308,613	248,523	80.53%	290,605
Contractual Services Professional Services				
Legal	400,000	70,733	17.68%	400,000
Meeting Transcripts	1,000	0		
Total Professional Services	401,000	70,733	17.64%	400,000.00
Other Contractual Services				
Cell Phones	800	200	25.00%	600
Subscriptions	200	0		
Memberships	900	0		900
Continuing Education	2,000	0		2,000
Professional Development	300	0		
Seminars and Conferences	2,500	350	14.00%	2,500
Staff-Travel	3,500	1,958	55.94%	3,500
Contractual Contingencies	2,500	155	6.20%	500
Total Other Contractual Services	12,700	2,663	20.97%	10,000
Total Contractual Expenses	413,700	73,396	17.74%	410,000

# Central Texas Regional Mobility Authority FY 2011 Proposed Operating Budget Legal

Materials and Supplies	Budget FY 2010	Actual Year To Date 6/24/2010	Percent of Budget	Proposed FY 2011 operating Page 30
Books & Publications	11,500	10,302	89.58%	11,500
Total Materials & Supplies Exp	11,500	10,302	89.58%	11,500
Operating Expenses				
Mileage Reimbursement Toll Tag Expense Parking Meeting Expense Public Notices Overnight Delivery Services Local Delivery Services Other Licenses	1,000 100 50 150 300 150 1,500	269 0 0 13 68 91 0	26.93% 8.66% 22.67% 60.97%	750 100 50 150 200 150 1,500
Total Operating Expense	3,750	442	11.78%	2,900
Financing Expenses				
Total Expenses	737,563	332,663	45.10%	715,005

## Central Texas Regional Mobility Authority Staffing

Starring						
Budgeted Positions	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11
Administrative						
Executive Director	1	1	1	1	1	1
Deputy Director	1		1	1	1	1
Assistant to Executive Director		1	1	1	1	1
Senior Administrative Assistant	1	1	1	1	1	1
Receptionist	1	1	1	1	1	1
<b>Economic/Business Development Director</b>	1	1	1	1	1	1
Project Coordinator					1	
<b>Director of Procurement &amp; Contract Mgt</b>						1
Intern	1	1	1	1		1
Financial						
CFO	1	1	1	1	1	1
Fiscal Analyst/Contract Manager	1	1	1	1	1	1
Intern	1	1	1	1	1	
Communications and Marketing						
Director	1	1	1	1	1	1
Communication and Marketing Specialist	1d	1	1	1	1	1
Intern			1	1	1	1
Director Toll Operations						
Director	1	1	1	1	1	1
Maintenance Manager		1	1	е		
Court Liaison				1f	1	1
Intern	1	1	1	1		
Engineering						
Director of Engineering	а	а	а	1	1	1
Maintenance Manager				1e	1	1
Engineer 1				1	1	1
Legal						
General Counsel	1	1b	1	1	1	1
Senior Administrative Assistant	1	1c	1	1	1	1
FTE Totals	12	13	15	17	18	18
. Ell 1 2		. •				

<sup>1</sup> Filled position

<sup>&</sup>lt;sup>a</sup> Director of Engineering is a contractual position in FY 06, FY 07. In FY 08 will transition to full time

<sup>&</sup>lt;sup>b</sup> General Council was in Administration Department in FY 06

<sup>&</sup>lt;sup>c</sup> Administrative Assistant was in Administration Department in FY 06

<sup>&</sup>lt;sup>d</sup> Position was budgeted 2/3 in Administration and 1/3 in Communications in FY 06

<sup>&</sup>lt;sup>e</sup> Maintenance Manager position moved to Engineering during FY 08

f Position was filled contractually in FY 08 by Washington Group

### Central Texas Regional Mobility Authority FY 2011 Capital Budget

### Operating

Software	\$5,000
Vehicles	\$25,000
Furniture and Fixtures	\$2,000
Computers	\$15,000
Upgrade to Navision (Accounting Software)	\$24,000
Leasehold Improvements	\$5,000

\$76,000

### Capital

The Central Texas Refgional Mobility Authority plans on issuing revenue bonds to plan and construct the following project during FY 2011:

### Manor Expressway

Engineering	\$ 33,900,000
Right of Way	\$ 82,400,000
Construction	\$ 339,600,000

\$ 455,900,000

Some of the bonds issued will be used to pay off interim financing

### **FY 2011 Proposed System Operating Budget**

### **System Operating Costs**

Toll Operations	Operating Expenses	5,007,748
Finance Department	Insurance Expense	125,000
Finance Department	Trustee Expense	2,000
Finance Department	Salaries .	168,817
Finance Department	Rent	212,000
Finance Department	Contractual	147,865
Finance Department	Materials and Supplies	17,250
Legal	Salaries	116,242
Legal	Contractual	210,000
Communications	Salaries	131,206
Communications	Contractual	127,500
Communications	Materials and Supplies	26,000
Engineering	Salaries	146,480
Engineering	Contractual	465,800
Administration	Salaries	556,354

**Total System Operating Costs** 

7,460,261