

FISCAL YEAR
2024



OPERATING BUDGET



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

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Operating Budget Overview

This document contains revenue estimates and departmental spending plans for the fiscal year beginning July 1, 2023 and ending June 30, 2024. The estimated revenues of \$257.2 million includes Operating Revenue of \$231.1 million and Other Revenue of \$26.1 million. Total estimated operating expenses are \$168.7 million, inclusive of \$96 million of bond and loan debt service. After consideration of all other inflows and outflows, sufficient funds remain to meet the cash reserve requirements of the Board policy described in this section.

The CTRMA Strategic Plan. (see graphic below) serves as the guiding document in the operation of the CTRMA, providing a roadmap to help assure alignment with our mission to “implement innovative, multi-modal transportation solutions that reduce congestion and create transportation choices that enhance quality of life and economic vitality”.



Operating Budget Overview

Overview. This budget is influenced by several factors including our Strategic Plan, projects under development, under construction and under operation: the existing and projected growth in the region, the regional economic conditions and projections; and our goal to maintain and improve customer service levels. In addition to the department level budget estimates, this document includes the Authority's Operating Capital Budget, System Operating Budget and Debt Service Schedule for FY 2024.

The major initiatives anticipated in this budget are to:

- Champion regional coordination by partnering with major transportation providers to promote a coordinated mobility system;
- Research, develop and implement opportunities for improving tag revenue and pre-paid account revenue collections;
- Install key intelligent transportation system (ITS) assets to assist customers in making informed decisions and convey future planning efforts;
- Continue work towards a seamless toll experience using one transponder when traveling on toll roads throughout the United States;
- Complete migration to the data platform to minimize reliance on any one vendor for transaction and revenue processing and integrity;
- Expand violation enforcement to mitigate revenue loss and enhance collections;
- Evaluate back-office solutions for improvement of the video toll revenue collection program;

Each department has articulated a Strategic Plan connection between their initiatives and goals for the upcoming year in their narrative section.

Revenues

The revenue estimate for FY 2024 of \$257.2 million is an approximate 39% increase over the FY 2023 budget. The revenues were projected using the most recent System Transaction and Revenue (T&R) estimates, historic data, and recent transactions. The Authority believes these projections are reasonable. Included, are non-system revenues from MoPac Express of \$14.3 million, interest income, grant revenues, and miscellaneous revenue made up for the overhead remitted to CTRMA for the management and oversight of the Travis County road projects. (Note: the overall revenue estimate is not reflective of a possible FY 2024 Board approved toll rate increase.)

Expenses

Expense estimates for FY 2024 are \$168.7 million, representing a 19.7% increase over the FY 2023 budget. In addition to \$96 million in debt service, also included are loan payments to the Texas Department of Transportation and contribution amounts to the Capital Area Metropolitan Planning Organization Regional Infrastructure Fund.

Operating Budget Overview

Operating Capital Budget and Capital Improvement Program

The operating Capital Budget of \$31.9 million includes data platform system enhancements, roadway violator detection technology, a future headquarters property, safety technology and expansion of the traffic incident management center.

The Renewal and Replacement budget of \$36.4 million includes roadside systems (ETSC) implementation, existing system upgrades, metal beam guard fence improvements, a wall monitoring system, maintenance yard expansion and improvements, and other paving and safety improvements along the corridors.

The Capital Improvement Program schedule reflects current and future construction projects. Each of these projects are in various stages of planning, development, or construction, and may have various sources of funding.

Future Projections, Cash Flow and Debt Service Coverage

Cash flow is closely monitored as new projects are studied and vetted prior to becoming active projects. While the projected expenses in the budget exceed estimated revenues, when non-cash expenses are removed and other funding sources are considered, the current projections result in a net cash inflow sufficient to meet the Board cash reserve policy. The cash flow projections are utilized to anticipate cash flow requirements as well as ensure that we remain in compliance with trust indentures, debt service coverage requirements and cash reserve policies. The FY 2024 adopted budget provides for debt service coverage levels sufficient to meet the requirements of the trust indentures of 1.25 for Debt Service Senior Lien Bonds and 1.20 for Debt Service Subordinate Lien Bonds.

Reserve Fund Policy

In 2010, the Board of the Mobility Authority approved the establishment of a reserve fund intended to ensure that the authority maintain adequate funds to satisfy its outstanding financial commitments and operational requirements in the event of unforeseen circumstances or events. The board recognizes that establishment and maintenance of sufficient reserve funds is of particular importance in light of the authority's dependence upon discretionary user fees as its primary revenue stream. The goal of the authority is to maintain twelve months of funds sufficient to pay, maintain, or satisfy all required debt service, debt service coverage, contractual financial commitments, and operational requirements (collectively, "Funding Requirements") as a reserve fund; provided, however, that the executive director shall have the authority to take action resulting in a reduction of the reserve fund to a minimum of nine months of funding sufficient to pay, maintain, or satisfy all Funding Requirements if he determines that such action is necessary, in the best interest of the authority, and will not adversely affect the authority's financial stability. The FY 2024 budget remains in compliance with the Board policy of maintaining unrestricted cash reserves to cover 12 months of cash expenses.

Consolidated Summary of Revenues and Expenses

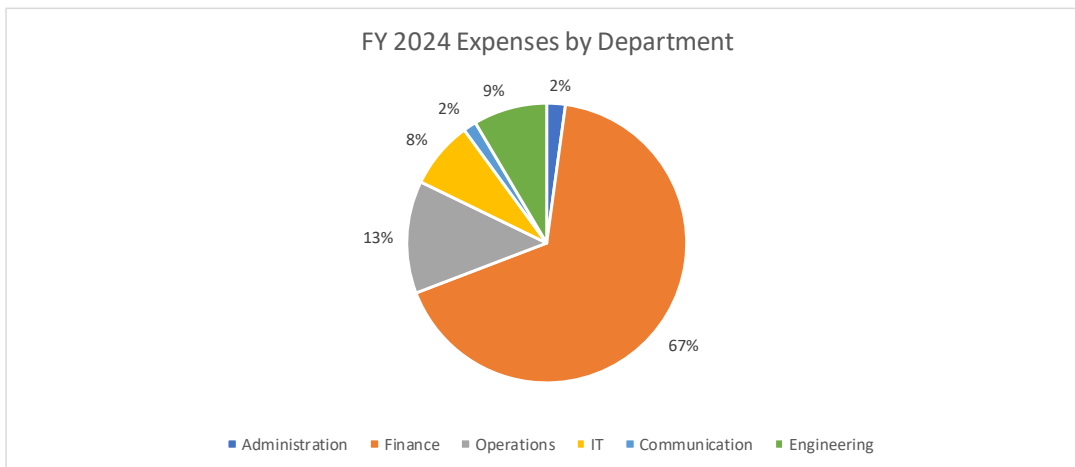
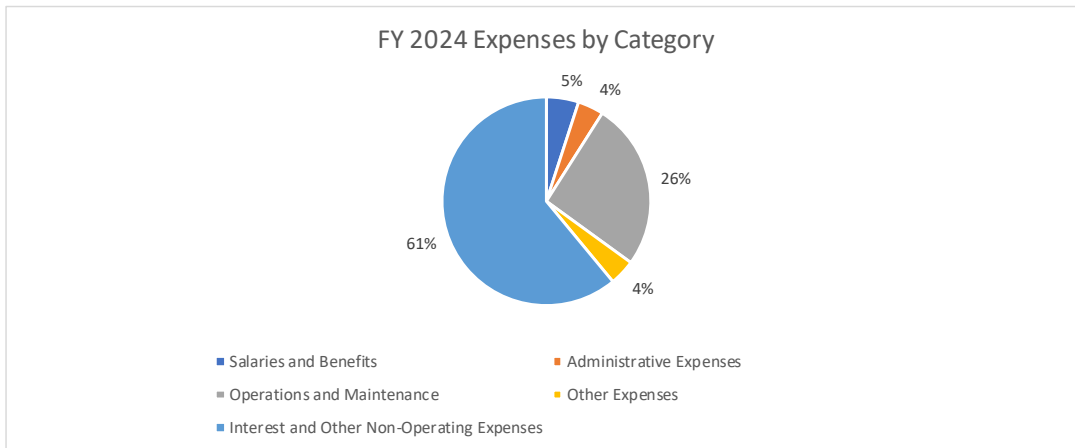
Central Texas Regional Mobility Authority
FY 2024 Consolidated Summary of Revenue, Expenses and Cash Flow

	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget
Revenues				
<i>Operating Revenue:</i>				
Tag Revenue	\$ 81,151,817	\$ 116,864,701	\$ 126,190,000	\$ 153,792,700
Video Tolls	\$ 24,308,922	\$ 44,959,803	\$ 38,128,000	\$ 64,352,000
Fee Revenue	\$ 9,859,905	\$ 12,987,462	\$ 15,882,000	\$ 12,962,900
Total Operating Revenue	\$ 115,320,645	\$ 174,811,965	\$ 180,200,000	\$ 231,107,600
<i>Other Revenue:</i>				
Interest Income	492,393	1,749,829	3,190,301	24,905,700
Grant Revenue	852,471	922,679	1,359,833	945,500
Miscellaneous Revenue	158,631	247,485	130,000	230,000
Total Other Revenue	\$ 1,503,496	\$ 2,919,994	\$ 4,680,134	\$ 26,081,200
Total Revenue	\$ 116,824,140	\$ 177,731,959	\$ 184,880,134	\$ 257,188,800
Expenses				
<i>Administrative, Operating and Financing</i>				
Salaries and Benefits	(7,100,009)	(5,362,347)	(6,774,544)	(7,633,210)
Administrative Expenses	(2,864,316)	(3,567,820)	(5,486,993)	(6,477,960)
Operations and Maintenance	(23,823,586)	(30,856,080)	(37,604,083)	(44,605,980)
Other Expenses	(984,937)	(4,967,147)	(5,997,000)	(6,085,000)
Interest and Other Non-Operating Expenses	(60,090,290)	(80,343,534)	(85,078,954)	(103,899,098)
Total Expenses	\$ (94,863,137)	\$ (125,096,929)	\$ (140,941,574)	\$ (168,701,248)
<i>Plus: Non Cash Expenses</i>				
Bond Issuance Expense	10,790,299	1,227,474	1,250,000	1,250,000
Total Non Cash Expenses	\$ 10,790,299	\$ 1,227,474	\$ 1,250,000	\$ 1,250,000
<i>Net Operating Cash Inflows</i>				\$ 89,737,552
Cash Inflows(Outflows)				
Estimated MoPac General Fund Balance - June 30, 2023		14,475,000		
MoPac Operating Capital Budget		1,869,500		
Regional Infrastructure Fund Payment		(6,000,000)		
Estimated MoPac General Fund Balance - June 30, 2024				10,344,500
Operating Capital Budget				(66,450,200)
Debt Service - Principal Due				(26,768,525)
Capitalized Interest				19,171,200
Subtotal				(63,703,025)
Net Cash Flow FY 2024				\$ 26,034,528
Estimated General Fund Balance - June 30, 2023				160,000,000
Estimated General Fund Balance - June 30, 2024				186,034,528
Board Operating Cash Reserve Policy FY 2024				(168,701,248)
Designated for Allocation to Future Debt Service/Reserve Policy				\$ 17,333,280

Consolidated Summary of Revenues and Expenses

Summary of Expenses:

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2024 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 7,100,009	\$ 5,362,347	\$ 6,774,544	\$ 7,633,210	12.67%
Administrative Expenses	2,864,316	3,567,820	5,486,993	6,477,960	18.06%
Operations and Maintenance	23,823,586	30,856,080	37,604,083	44,605,980	18.62%
Other Expenses	984,937	4,967,147	5,997,000	6,085,000	1.47%
Interest and Other Non-Operating Expenses	60,090,290	80,343,534	85,078,954	103,899,098	22.12%
Total Expenses	\$ 94,863,137	\$ 125,096,929	\$ 140,941,574	\$ 168,701,248	19.70%



Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority
FY 2024 Revenue and Expense by Line Item
All Departments

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Revenue					
Operating Revenue					
Tag Revenue	81,151,817	116,864,701	126,190,000	153,792,700	21.87%
Video Tolls	24,308,922	44,959,803	38,128,000	64,352,000	68.78%
Fee Revenue	9,859,905	12,987,462	15,882,000	12,962,900	-18.38%
Total Operating Revenue	115,320,645	174,811,965	180,200,000	231,107,600	28.25%
Other Revenue					
Interest Income	492,393	1,749,829	3,190,301	24,905,700	680.67%
Grant Revenue	852,471	922,679	1,359,833	945,500	-30.47%
Miscellaneous	158,631	226,580	130,000	230,000	76.92%
Gain/Loss on Sale of Asset	-	20,905	-	-	0.00%
Total Other Revenue	1,503,496	2,919,994	4,680,134	26,081,200	457.27%
Total Revenue	\$ 116,824,140	\$ 177,731,959	\$ 184,880,134	\$ 257,188,800	39.11%
Expenses					
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	5,361,828	3,804,541	4,621,321	4,871,463	5.41%
Salary Reserve	-	-	80,000	80,000	0.00%
Total Salaries	5,361,828	3,804,541	4,701,321	4,951,463	5.32%
Benefits					
TCDRS	799,607	739,110	1,046,269	1,591,401	52.10%
FICA	206,364	200,208	232,304	249,197	7.27%
FICA MED	64,648	56,356	67,009	70,636	5.41%
Health Insurance Expense	459,928	387,467	580,271	584,446	0.72%
Life Insurance Expense	9,172	5,807	5,972	3,816	-36.11%
Auto Allowance Expense	6,375	10,413	10,200	10,200	0.00%
Other Benefits	186,859	154,071	126,590	166,291	31.36%
Total Benefits	1,732,952	1,553,431	2,068,615	2,675,987	29.36%
Payroll Taxes					
Unemployment Taxes	5,230	4,375	4,608	5,760	25.00%
Total Payroll Taxes	5,230	4,375	4,608	5,760	25.00%
Total Salaries and Benefits	7,100,009	5,362,347	6,774,544	7,633,210	12.67%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority
FY 2024 Revenue and Expense by Line Item

All Departments

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Administrative					
Administrative and Office Expenses					
Accounting	9,049	8,230	9,500	9,500	0.00%
Auditing	135,475	143,975	190,000	245,000	28.95%
Financial Advisors	-	141,373	108,000	162,000	50.00%
Human Resources	9,976	28,152	30,000	37,500	0.00%
Legal	-	67,171	70,000	70,000	0.00%
IT Services	189,504	136,745	350,000	365,000	4.29%
Internet	-	-	150	150	0.00%
Software Licenses	297,478	453,002	557,500	1,167,000	109.33%
Cell Phones	20,548	20,458	24,200	27,800	14.88%
Local Telephone Service	89,352	91,281	10,000	2,000	-80.00%
Overnight Delivery Services	66	81	250	250	0.00%
Local Delivery Services	12	18	-	-	0.00%
Copy Machine	16,536	13,992	15,500	10,000	0.00%
Repair & Maintenance-General	5,776	2,273	8,000	10,000	25.00%
Meeting Facilities	-	1,300	-	2,000	0.00%
Meeting Expense	1,676	5,053	12,750	13,750	7.84%
Toll Tag Expense	1,500	2,020	3,000	3,000	0.00%
Parking / Local Ride Share	49	113	2,800	3,550	26.79%
Mileage Reimbursement	279	342	3,950	4,350	10.13%
Insurance Expense	522,056	538,353	651,250	651,000	-0.04%
Rent Expense	554,627	657,199	731,203	562,540	-23.07%
Building Parking	251	1,763	3,500	3,500	0.00%
Legal Services	278,371	369,983	443,000	488,000	10.16%
Total Administrative and Office Expenses	2,132,581	2,682,875	3,224,553	3,837,890	19.02%
Office Supplies					
Books & Publications	4,307	3,643	3,250	5,090	56.62%
Office Supplies	4,119	1,436	7,750	8,250	6.45%
Misc Office Equipment	7,591	732	4,500	4,500	0.00%
Computer Supplies	47,240	236,029	221,950	202,100	-8.94%
Copy Supplies	496	117	-	1,000	0.00%
Other Reports-Printing	-	-	5,000	1,500	-70.00%
Office Supplies-Printed	170	171	3,100	2,000	-35.48%
Postage Expense	441	582	550	550	0.00%
Total Office Supplies	64,365	242,710	246,100	224,990	-8.58%
Communications and Public Relations					
Graphic Design Services	-	-	75,000	75,000	0.00%
Website Maintenance	35,036	56,591	111,500	464,000	316.14%
Research Services	142,046	10,109	140,000	150,000	7.14%
Communications and Marketing	126,901	16,527	400,000	400,000	0.00%
Advertising Expense	192,219	324,813	500,000	500,000	0.00%
Direct Mail	-	32,500	65,000	40,000	-38.46%
Video Production	19,526	16,526	82,500	160,000	93.94%
Photography	-	424	25,000	25,000	0.00%
Radio	-	-	50,000	50,000	0.00%
Other Public Relations	10,576	-	2,500	22,500	800.00%
Promotional Items	1,260	6,491	20,000	20,000	0.00%
Annual Report printing	553	780	1,500	1,300	-13.33%
Direct Mail Printing	770	-	26,000	17,500	-32.69%
Other Communication Expenses	3,342	14,849	15,000	15,000	0.00%
Total Communications and Public Relations	532,229	479,609	1,514,000	1,940,300	28.16%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority
FY 2024 Revenue and Expense by Line Item

All Departments

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Employee Development					
Subscriptions	1,767	123	50,700	750	-98.52%
Agency Memberships	41,106	37,320	78,550	88,440	12.59%
Continuing Education	695	1,729	4,800	14,800	208.33%
Professional Development	-	240	19,150	20,150	5.22%
Other Licenses	758	554	1,900	2,500	31.58%
Seminars and Conferences	(6,731)	7,943	118,500	104,100	-12.15%
Travel	-	22,310	93,500	110,500	18.18%
Total Employee Development	37,595	70,218	367,100	341,240	-7.04%
Financing and Banking Fees					
Trustee Fees	58,263	57,038	60,000	62,000	3.33%
Bank Fee Expense	1,309	3,220	3,240	3,240	0.00%
Continuing Disclosure	3,500	6,184	7,000	7,000	0.00%
Arbitrage Rebate Calculation	9,975	13,967	15,000	16,300	8.67%
Rating Agency Expense	24,500	12,000	50,000	45,000	-10.00%
Total Financing and Banking Fees	97,546	92,408	135,240	133,540	-1.26%
Total Administrative	2,864,316	3,567,820	5,486,993	6,477,960	18.06%
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC-Trust Indenture Support					
GEC 1.1 Annual O&M Budget Development	37,909	27,414	48,997	48,997	0.00%
GEC 1.2 Annual Facility Inspections	356,142	366,685	700,000	1,067,398	52.49%
GEC 1.3 Toll Rate Schedule Prep	-	-	15,000	15,000	0.00%
GEC-Financial Planning Support					
GEC 2.1 Program Funding Support	112,228	229,254	275,000	275,000	0.00%
GEC-Toll Ops Support					
GEC 3.1 Operations Center Support	14,246	-	140,000	314,000	124.29%
GEC 3.2 Toll Operations Support	245,742	794,422	2,410,000	1,270,000	-47.30%
GEC-Roadway Ops Support					
GEC 4.1 Driveway and Utility Permitting	32,772	25,219	40,000	50,000	25.00%
GEC 4.3 Maintenance Contract Support/Oversight	617,135	481,590	696,139	535,500	-23.08%
GEC 4.4 Traffic Data Gathering and Analysis	31,422	341,760	625,000	970,000	55.20%
GEC 4.7 Warranty	-	-	50,000	50,000	0.00%
GEC-Technology Support					
GEC 5.1 Technology Development	666,424	538,273	629,369	654,526	4.00%
GEC 5.2 Technology Maintenance	-	-	25,000	25,000	0.00%
GEC-Public Information Support					
GEC 6.2 Public Information - Non Project	98,066	179,929	200,000	200,000	0.00%
GEC-General Support					
GEC 7.1 Program Management	69,444	70,513	155,000	155,000	0.00%
GEC 7.2 Technical Resource Support	13,274	31,631	40,000	40,000	0.00%
GEC 7.3 Study and Report Review	2,593	215,342	15,000	15,000	0.00%
GEC 7.4 Agency Coordination - Non Project	475,701	510,266	550,000	550,000	0.00%
GEC 7.5 Other Initiatives - Non Project	136,022	271,457	600,000	871,820	45.30%
General System Consultant	505,924	1,212,254	1,159,640	1,381,000	19.09%
Traffic Modeling	212,865	41,834	150,000	125,000	-16.67%
Traffic and Revenue Consultant	446,543	562,946	500,000	1,010,000	102.00%
Total Operations and Maintenance Consulting	4,074,452	5,900,790	9,024,145	9,623,241	6.64%

Consolidated Summary of Revenues and Expenses

FY 2024 Revenue and Expense by Line Item

All Departments

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Road Operations and Maintenance					
Roadway Maintenance	2,816,531	4,812,244	1,868,052	3,431,819	83.71%
Landscape Maintenance	2,189,365	1,928,983	2,949,320	2,789,256	-5.43%
Signal & Illumination Maint	-	-	-	25,000	0.00%
Maintenance Supplies-Roadway	95,980	103,703	300,000	400,000	33.33%
Tools & Equipment Expense	2,400	138	25,000	-	-100.00%
Gasoline	11,307	11,496	30,000	30,000	0.00%
Repair & Maintenance-Vehicles	6,123	4,300	10,000	10,000	0.00%
Natural Gas	3,201	5,137	2,500	2,500	0.00%
Electricity - Roadways	184,844	207,646	250,000	250,000	0.00%
Total Road Operations and Maintenance	5,309,751	7,073,648	5,434,872	6,938,575	27.67%
Toll Processing and Collection Expense					
Image Processing	2,375,578	3,855,545	4,208,340	3,000,000	-28.71%
Tag Collection Fees	5,993,382	8,997,038	8,453,846	11,500,000	36.03%
Court Enforcement Costs	-	-	10,000	10,000	0.00%
DMV Lookup Fees	-	-	200	-	0.00%
ETC Incentive	-	-	500,000	500,000	0.00%
Total Toll Processing and Collections	8,368,960	12,852,583	13,172,387	15,010,000	13.95%
Toll Operations Expense					
Generator Fuel	3,459	-	3,000	3,000	0.00%
Fire and Burglar Alarm	493	452	500	500	0.00%
Refuse	1,801	1,797	2,180	2,360	8.26%
Telecommunications	-	-	-	60,000	0.00%
Water - Irrigation	3,913	5,554	7,500	7,500	0.00%
Electricity	825	558	500	750	50.00%
ETC spare parts expense	161,341	(87,945)	200,000	100,000	-50.00%
Repair & Maintenance Toll Equip	-	54,037	50,000	50,000	0.00%
Law Enforcement	213,102	424,967	500,000	600,000	20.00%
ETC Maintenance Contract	3,894,435	3,215,993	6,000,000	6,450,000	7.50%
Transaction Processing Maintenance Contract	-	-	1,500,000	2,000,000	33.33%
ETC Toll Management Center System Operation	543,402	655,418	875,000	2,885,054	229.72%
ETC Development	1,245,965	730,355	559,000	650,000	16.28%
ETC Testing	1,687	27,872	275,000	225,000	-18.18%
Total Toll Operations	6,070,422	5,029,059	9,972,680	13,034,164	30.70%
Total Operations and Maintenance	23,823,586	30,856,080	37,604,083	44,605,980	18.62%
Other Expenses					
Special Projects and Contingencies					
HERO	147,829	147,829	149,000	200,000	34.23%
Special Projects	28,662	-	100,000	100,000	0.00%
71 Express Net Revenue Payment	125,812	4,553,499	5,000,000	5,000,000	0.00%
Customer Relations	-	-	3,000	10,000	233.33%
Technology Initiatives	165,179	41,395	75,000	185,000	146.67%
Other Contractual Svcs	497,455	224,425	370,000	390,000	5.41%
Contingency	20,000	-	300,000	200,000	-33.33%
Total Special Projects and Contingencies	984,937	4,967,147	5,997,000	6,085,000	1.47%
Total Other Expenses	984,937	4,967,147	5,997,000	6,085,000	1.47%
Non Operating Expenses					
Bond Issuance Expense	10,790,299	4,829,764	1,250,000	1,250,000	0.00%
Loan Fee Expense	28,000	39,500	14,500	40,000	175.86%
Interest Expense	49,207,941	75,421,600	83,664,454	95,964,098	14.70%
CAMPO RIF Payment	-	-	-	6,000,000	0.00%
Community Initiatives	64,050	52,670	150,000	645,000	330.00%
Total Non Operating Expense	60,090,290	80,343,534	85,078,954	103,899,098	22.12%
Total Expenses	94,863,137	125,096,929	140,941,574	168,701,248	19.70%
Net Income	21,961,003	52,635,030	43,938,560	88,487,552	101.39%

Administration

The primary role of the Administration Department is to manage the agency, its Departments, programs, and projects in alignment with the Strategic Plan. The Agency's mobility innovation efforts and general support for the Board of Directors is also included in this Department.

With the complexity of the Mobility Authority's roadway toll and technology systems, it is imperative that the toll and roadway systems have the capacity to effectively support both our existing and future facilities. Significant effort will be focused on the modernization of the toll and roadway technology systems and to deploy innovative mobility technologies. This is all part of an ongoing effort to maximize the safety and efficiency of our roadways using technology, to find new ways to communicate with our customers and key stakeholders, and to provide timely and relevant information needed for customers to make effective travel decisions.

Goals and Initiatives:

- Champion regional coordination by partnering with major regional mobility providers such as Travis/Williamson/Hays Counties, TxDOT, CAMPO, Capital Metro, City of Austin, and Capitol Area Council of Governments to promote a coordinated, regional mobility system.

Strategic Goals: Maintain and enhance our strategic partnerships to advance the common goals we share with our regional partner agencies.

- Help evaluate and deploy (in collaboration with the Operations Department) next generation of innovative technologies and mode choice (i.e. connected/automated vehicle systems, etc.) to maximize the safety and efficiency of Mobility Authority roadways.

Strategic Goals: Build, operate and maintain toll and non-toll roads that reduce congestion and connect our region in innovative and safe ways.

Make targeted investments in other transportation solutions that connect to our system and enhance quality of life.

Administration

- Explore research opportunities to evaluate customer interactions and behavior to enhance the customer's experience.

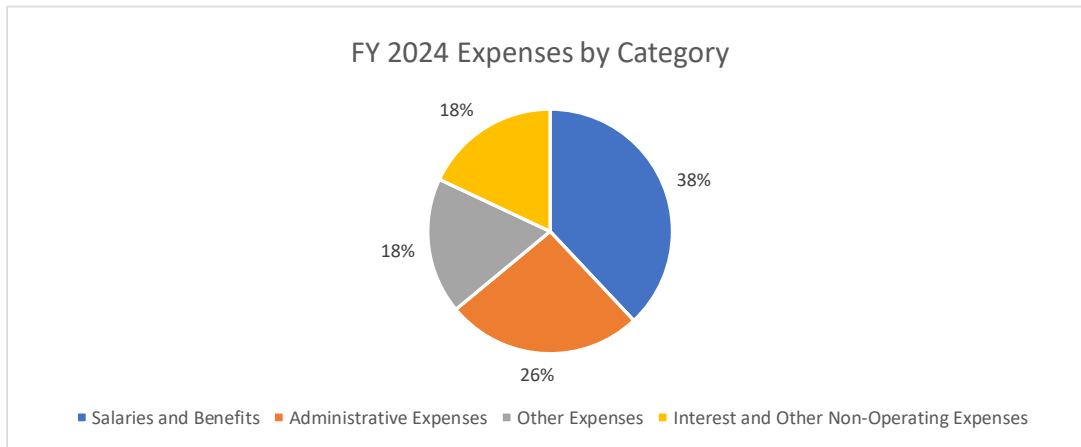
Strategic Goals: Build, operate and maintain toll and non-toll roads that reduce congestion and connect our region in innovative and safe ways.

Make targeted investments in other transportation solutions that connect to our system and enhance quality of life.

Administration

Summary of Expenses:

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2024 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 2,489,146	\$ 1,558,304	\$ 1,470,645	\$ 1,366,075	-7.11%
Administrative Expenses	507,315	459,328	828,600	934,340	12.76%
Operations and Maintenance	4,386	-	-	-	0.00%
Other Expenses	691,296	265,820	545,000	675,000	23.85%
Interest and Other Non-Operating Expenses	64,050	52,670	150,000	645,000	330.00%
Total Expenses	\$ 3,756,193	\$ 2,336,122	\$ 2,994,245	\$ 3,620,415	20.91%



Administration

Central Texas Regional Mobility Authority

Operating Budget - FY 2024

Administration

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	1,929,671	1,125,675	1,116,866	1,051,912	-5.82%
Total Salaries	1,929,671	1,125,675	1,116,866	1,051,912	-5.82%
Benefits					
TCDRS	229,684	189,360	187,792	176,498	-6.01%
FICA	64,033	53,559	40,568	38,240	-5.74%
FICA MED	25,520	17,475	16,195	15,253	-5.82%
Health Insurance Expense	121,453	70,330	62,019	37,019	-40.31%
Life Insurance Expense	5,213	1,655	1,136	787	-30.71%
Auto Allowance Expense	6,375	10,413	10,200	10,200	0.00%
Other Benefits	105,508	88,527	35,006	35,266	0.74%
Total Benefits	557,785	431,318	352,915	313,264	-11.24%
Payroll Taxes					
Unemployment Taxes	1,690	1,310	864	900	4.17%
Total Payroll Taxes	1,690	1,310	864	900	4.17%
Total Salaries and Benefits	2,489,146	1,558,304	1,470,645	1,366,075	-7.11%
Administrative					
Administrative and Office Expenses					
Human Resources	-	-	30,000	37,500	0.00%
IT Services	9,540	8,280	-	-	0.00%
Software Licenses	1,498	1,500	1,500	1,500	0.00%
Cell Phones	4,333	4,631	5,400	4,600	-14.81%
Overnight Delivery Services	6	-	100	100	0.00%
Copy Machine	-	-	15,500	10,000	0.00%
Repair & Maintenance-General	5,331	-	5,500	10,000	81.82%
Meeting Facilities	-	1,300	-	2,000	0.00%
Meeting Expense	1,509	4,749	10,000	10,000	0.00%
Parking / Local Ride Share	33	-	1,100	1,600	45.45%
Mileage Reimbursement	226	126	1,150	1,650	43.48%
Insurance Expense	463	463	500	1,000	100.00%
Total Administrative and Office Expenses	301,311	391,031	513,750	567,950	10.55%
Office Supplies					
Books & Publications	4,262	3,643	3,000	4,840	61.33%
Office Supplies	1,945	839	4,000	5,000	25.00%
Misc Office Equipment	7,591	732	2,500	2,500	0.00%
Computer Supplies	139	-	1,000	1,000	0.00%
Copy Supplies	-	-	-	1,000	0.00%
Office Supplies-Printed	-	-	100	500	400.00%
Postage Expense	441	582	550	550	0.00%
Total Office Supplies	14,378	5,796	11,150	15,390	38.03%

Administration

Central Texas Regional Mobility Authority

Operating Budget - FY 2024

Administration

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Communications and Public Relations					
Research Services	142,046	10,109	100,000	100,000	0.00%
Other Public Relations	10,576	-	-	20,000	0.00%
Promotional Items	945	-	-	-	0.00%
Total Communications and Public Relations	153,567	10,109	100,000	120,000	20.00%
Employee Development					
Subscriptions	62	-	200	500	150.00%
Agency Memberships	40,406	36,500	70,000	80,000	14.29%
Continuing Education	275	545	2,500	7,500	200.00%
Professional Development	-	-	2,400	1,500	-37.50%
Other Licenses	636	472	1,100	1,500	36.36%
Seminars and Conferences	(3,320)	3,440	77,500	79,500	2.58%
Travel	-	11,436	50,000	60,500	21.00%
Total Employee Development	38,059	52,393	203,700	231,000	13.40%
Total Administrative	507,315	459,328	828,600	934,340	12.76%
Operations and Maintenance					
Operations and Maintenance Consulting					
Traffic and Revenue Consultant	4,255	-	-	-	0.00%
Total Operations and Maintenance Consulting	4,255	-	-	-	0.00%
Road Operations and Maintenance					
Gasoline	131	-	-	-	0.00%
Total Road Operations and Maintenance	131	-	-	-	0.00%
Total Operations and Maintenance	4,386	-	-	-	0.00%
Other Expenses					
Special Projects and Contingencies					
Special Projects	28,662	-	100,000	100,000	0.00%
Technology Initiatives	165,179	41,395	75,000	185,000	146.67%
Other Contractual Svcs	497,455	224,425	370,000	390,000	5.41%
Total Special Projects and Contingencies	691,296	265,820	545,000	675,000	23.85%
Total Other Expenses	691,296	265,820	545,000	675,000	23.85%
Non Operating Expenses					
Community Initiatives	64,050	52,670	150,000	645,000	330.00%
Total Non Operating Expense	64,050	52,670	150,000	645,000	330.00%
Total Expenses	3,756,193	2,336,122	2,994,245	3,620,415	20.91%

Finance

The primary role of the Finance Department is to provide financial oversight and stewardship of the Mobility Authority. Under direction of the Chief Financial Officer (CFO), the department is responsible for recommending and communicating strategic financial planning to the Executive Director, Board of Directors, and departments of the Authority. The department also provides all accounting, financial, budgeting, and debt management activities for the Authority. The major functional areas of the Finance Department are:

- Financing. Provide direction and leadership on all Mobility Authority project financing. Identify and research opportunities to capitalize on the ability to leverage market conditions for debt restructuring.
- Budget. Assist each Department in developing, proposing, and managing the annual budget and capital plan.
- Accounting. Responsible for maintaining all accounting records including processing payroll, accounts payable, reconciling records and monthly/annual financial reporting. Provide all operating and capital project accounting. Assist external auditors with annual financial and compliance audits.
- Treasury. Responsible for cash management and investment of all Authority funds. Work closely with the Trustee to manage cash flow and invest funds in accordance with the Texas Public Funds Investment Act and the Authority's Investment Policy. Maintain close relationship with banking providers.
- Compliance. Ensure proper and timely reporting to adhere to requirements, best practices, and standards for regulators, investors, and lenders.

Goals and Initiatives:

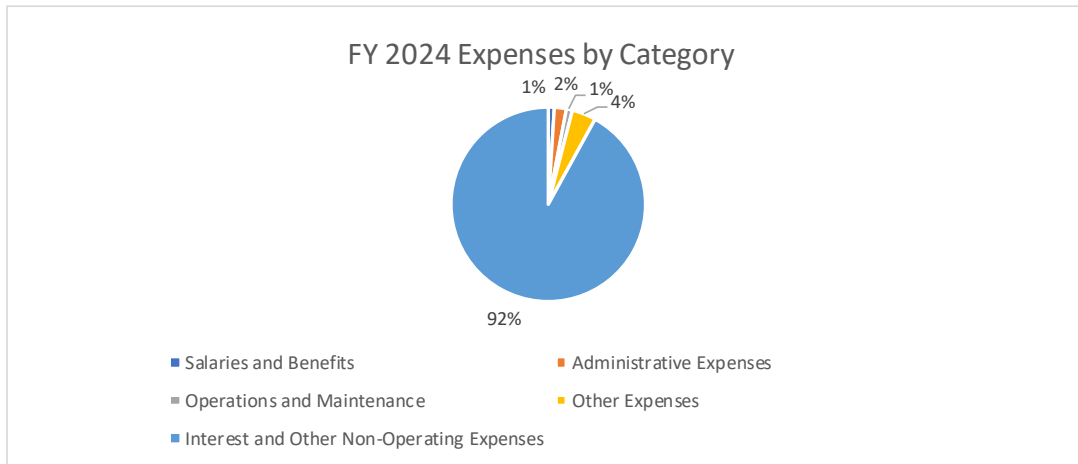
- Evaluate innovative funding mechanisms for sourcing the Authority's projects and optimizing its debt portfolio.
- Maintain and improve bond ratings, reporting transparency and compliance.
- Develop five-year financial forecast and five-year capital plan.
- Review and recommend best practice financial policies including an appropriate unrestricted cash reserve.
- Maintain and increase Debt Service Coverage ratios.

Strategic Goals: Implement financial strategy and policies that prioritize long-term system health and growth, a decreased reliance on debt, and good financial stewardship, Develop and adhere to a system-wide capital improvement plan

Finance

Summary of Expenses:

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2024 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 897,567	\$ 943,168	\$ 1,187,666	\$ 1,168,606	-1.60%
Administrative Expenses	1,369,466	1,716,267	1,931,593	1,956,320	1.28%
Operations and Maintenance	488,300	575,158	500,680	1,011,110	101.95%
Other Expenses	145,812	4,553,499	5,300,000	5,200,000	-1.89%
Interest and Other Non-Operating Expenses	60,026,240	80,290,864	84,928,954	103,254,098	21.58%
Total Expenses	\$ 62,927,384	\$ 88,078,956	\$ 93,848,892	\$ 112,590,134	19.97%



Finance

Central Texas Regional Mobility Authority

Operating Budget - FY 2024

Finance

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	695,488	692,364	795,319	778,788	-2.08%
Salary Reserve	-	-	80,000	80,000	0.00%
Total Salaries	695,488	692,364	875,319	858,788	-1.89%
Benefits					
TCDRS	87,520	114,742	143,157	140,182	-2.08%
FICA	26,505	32,754	37,843	40,729	7.63%
FICA MED	9,000	10,292	11,532	11,292	-2.08%
Health Insurance Expense	36,420	49,525	83,521	88,986	6.54%
Life Insurance Expense	705	930	900	440	-51.12%
Other Benefits	41,124	41,599	34,674	27,289	-21.30%
Total Benefits	201,275	249,843	311,627	308,918	-0.87%
Payroll Taxes					
Unemployment Taxes	804	961	720	900	25.00%
Total Payroll Taxes	804	961	720	900	25.00%
Total Salaries and Benefits	897,567	943,168	1,187,666	1,168,606	-1.60%
Administrative					
Administrative and Office Expenses					
Accounting	9,049	8,230	9,500	9,500	0.00%
Auditing	135,475	143,975	190,000	245,000	28.95%
Financial Advisors	-	141,373	108,000	162,000	50.00%
Human Resources	9,976	28,152	-	-	0.00%
Legal	-	67,171	70,000	70,000	0.00%
Software Licenses	18,280	18,280	18,500	98,500	432.43%
Cell Phones	1,800	1,800	2,400	3,000	25.00%
Overnight Delivery Services	59	59	100	100	0.00%
Local Delivery Services	-	-	-	-	0.00%
Copy Machine	16,536	13,992	-	-	0.00%
Meeting Expense	167	184	500	500	0.00%
Parking / Local Ride Share	-	96	200	200	0.00%
Mileage Reimbursement	17	11	100	100	0.00%
Insurance Expense	521,093	537,140	650,000	650,000	0.00%
Rent Expense	554,627	657,199	731,203	562,540	-23.07%
Building Parking	166	854	1,000	1,000	0.00%
Total Administrative and Office Expenses	1,267,244	1,618,515	1,781,503	1,802,440	1.18%
Office Supplies					
Office Supplies	1,643	552	1,000	1,000	0.00%
Computer Supplies	174	101	200	200	0.00%
Copy Supplies	93	117	-	-	0.00%
Office Supplies-Printed	139	171	500	500	0.00%
Total Office Supplies	2,048	941	1,700	1,700	0.00%
Communications and Public Relations					
Annual Report printing	553	780	1,000	800	-20.00%
Total Communications and Public Relations	553	780	1,000	800	-20.00%
Employee Development					
Subscriptions	1,254	123	-	-	0.00%
Agency Memberships	400	410	550	940	70.91%
Continuing Education	420	759	800	800	0.00%
Professional Development	-	240	250	4,150	1560.00%
Other Licenses	-	42	50	250	400.00%
Seminars and Conferences	-	980	3,000	4,200	40.00%
Travel	-	1,069	7,500	7,500	0.00%
Total Employee Development	2,074	3,623	12,150	17,840	46.83%

Finance

Central Texas Regional Mobility Authority

Operating Budget - FY 2024

Finance

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Total Administrative	1,369,466	1,716,267	1,931,593	1,956,320	1.28%
Operations and Maintenance					
Traffic Modeling	48,321	11,593	-	-	0.00%
Traffic and Revenue Consultant	438,844	562,946	500,000	1,010,000	102.00%
Total Operations and Maintenance Consulting	487,165	574,539	500,000	1,010,000	102.00%
Toll Operations Expense					
Refuse	310	60	180	360	100.00%
Electricity	825	558	500	750	50.00%
Total Toll Operations	1,135	618	680	1,110	63.24%
Total Operations and Maintenance	488,300	575,158	500,680	1,011,110	101.95%
Other Expenses					
Special Projects and Contingencies					
71 Express Net Revenue Payment	125,812	4,553,499	5,000,000	5,000,000	0.00%
Contingency	20,000	-	300,000	200,000	-33.33%
Total Special Projects and Contingencies	145,812	4,553,499	5,300,000	5,200,000	-1.89%
Total Other Expenses	145,812	4,553,499	5,300,000	5,200,000	-1.89%
Non Operating Expenses					
Bond Issuance Expense	10,790,299	4,829,764	1,250,000	1,250,000	0.00%
Loan Fee Expense	28,000	39,500	14,500	40,000	175.86%
Interest Expense	49,207,941	75,421,600	83,664,454	95,964,098	14.70%
CAMPO RIF Payment	-	-	-	6,000,000	0.00%
Total Non Operating Expense	60,026,240	80,290,864	84,928,954	103,254,098	21.58%
Total Expenses	62,927,384	88,078,956	93,848,892	112,590,134	19.97%

Operations

The Operations Department supports the Mobility Authority's regional mobility, economic vitality, sustainability, and innovation strategic goals. The Operations Department is responsible for all aspects of revenue collection, customer service and traffic & incident management. The Operations Department serves its internal and external customers through the provision of the following core services:

- **Customer Care.** Ensure a quality experience for the Mobility Authority's customers. Solve complex customer service issues. Implement efficient solutions that promote self-service and increase efficiency.
- **Toll Collection.** Oversee the daily operation of collecting toll revenue. Monitor transaction reconciliation revenue metrics. Identify and implement opportunities for collecting revenue earlier and more often.
- **Traffic & Incident Management.** Coordinate the resources of partner agencies and private sector companies to detect, respond to, and clear traffic incidents as well as debris removal as quickly as possible to reduce the impacts of incidents on safety and congestion.
- **Traveler Communication.** Alert approaching vehicles to problem areas by updating social media and on road messaging tools to better inform drivers. Provide information regarding alternate routes for vehicles, alleviating the effects of bottlenecks or incidents.
- **Violation Enforcement.** Oversee the Mobility Authority's violation enforcement program to mitigate revenue leakage and protect our stakeholder's investment.

The predominant themes of the Operations Department's FY 2024 budget are to increase revenue through improved pre-paid account penetration and collections in the first 60 days of the Pay By Mail lifecycle; mitigate leakage; and improve our customer service experience. Activities this fiscal year will center around implementing new customer service features; deploying messages outlining the benefits of pre-paid account payment mechanisms; enforcing toll evasion remedies; communicating up to date and accurate travel information to stakeholders through various channels; evaluating options for our Pay By Mail program; and supporting regional and national interoperability efforts.

Operations

Goals and Initiatives:

- **Customer Care:** Invest in customer support automation. Become an accountability partner with our customers. Implement mobile friendly customer service solutions.

Strategic Goal: Make targeted investments in other transportation solutions that connect to our system and enhance quality of life.

- **Key Solicitations:** Evaluate back-office solutions as the Authority contemplates the future of its video toll collection program.

Strategic Goal: Make targeted investments in other transportation solutions that connect to our system and enhance quality of life.

- **Revenue Collection:** Explore opportunities to improve pre-paid account revenue collections. Mitigate revenue leakage by focusing on collecting revenue within the first 60 days of billing. Implement initiatives to reduce revenue collection costs.

Strategic Goals: Implement financial strategy and policies that prioritize long-term system health and growth, a decreased reliance on debt, and good financial stewardship.

- **Toll Interoperability:** Continue work to provide a seamless toll experience using one transponder when traveling on toll roads throughout United States. Increase the number of electronic toll tags accepted on Mobility Authority facilities, increasing out of state revenue collections.

Strategic Goals: Make targeted investments in other transportation solutions that connect to our system and enhance quality of life. Maintain and enhance our strategic partnerships to advance the common goals we share with our regional partner agencies.

Operations

- Traveler Communication: Deploy technology that alerts approaching vehicles to incidents and other issues that may impact their travel. Provide information regarding alternate routes for vehicles, alleviating the effects of bottlenecks or incidents.

Strategic Goals: Make targeted investments in other transportation solutions that connect to our system and enhance quality of life. Maintain and enhance our strategic partnerships to advance the common goals we share with our regional partner agencies.

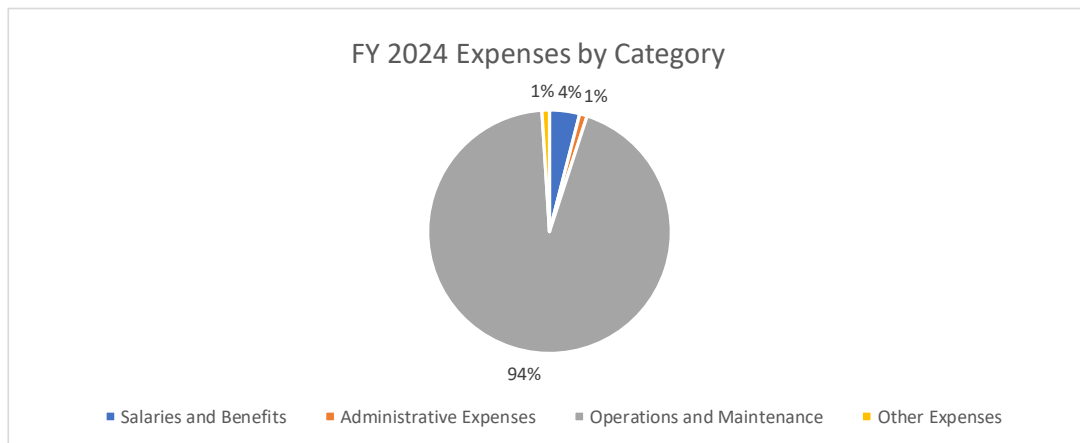
- Violation Enforcement: Bolster the Authority's enforcement program to encourage prompt payment and ensures payment fairness for all customers.

Strategic Goals: Implement financial strategy and policies that prioritize long-term system health and growth, a decreased reliance on debt, and good financial stewardship.

Operations

Summary of Expenses:

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2024 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 1,058,245	\$ 1,051,751	\$ 775,223	\$ 987,682	27.41%
Administrative Expenses	645,494	1,005,853	82,000	171,050	108.60%
Operations and Maintenance	15,287,666	20,031,212	16,216,387	20,479,054	26.29%
Other Expenses	147,829	147,829	152,000	210,000	38.16%
Interest and Other Non-Operating Expenses	-	-	-	-	0.00%
Total Expenses	\$17,139,234	\$22,236,645	\$ 17,225,609	\$ 21,847,786	26.83%



Operations

Central Texas Regional Mobility Authority
Operating Budget - FY 2024
Operations

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	776,664	755,710	521,334	644,757	23.67%
Total Salaries	776,664	755,710	521,334	644,757	23.67%
Benefits					
TCDRS	101,593	119,864	93,840	116,056	23.67%
FICA	40,805	42,003	28,758	36,698	27.61%
FICA MED	10,380	10,818	7,559	9,349	23.67%
Health Insurance Expense	117,541	112,956	115,393	157,352	36.36%
Life Insurance Expense	1,176	1,208	900	431	-52.12%
Other Benefits	8,934	8,321	6,720	21,960	226.80%
Total Benefits	280,429	295,169	253,169	341,846	35.03%
Payroll Taxes					
Unemployment Taxes	1,152	871	720	1,080	50.00%
Total Payroll Taxes	1,152	871	720	1,080	50.00%
Total Salaries and Benefits	1,058,245	1,051,751	775,223	987,682	27.41%
Administrative					
Administrative and Office Expenses					
IT Services	179,964	128,465	-	-	0.00%
Software Licenses	277,700	433,222	-	8,000	0.00%
Cell Phones	5,674	2,814	1,500	3,000	100.00%
Local Telephone Service	89,352	91,281	-	-	0.00%
Overnight Delivery Services	-	22	50	50	0.00%
Local Delivery Services	12	18	-	-	0.00%
Repair & Maintenance-General	445	2,273	-	-	0.00%
Meeting Expense	-	-	-	1,000	0.00%
Parking / Local Ride Share	-	17	-	250	0.00%
Mileage Reimbursement	37	204	200	600	200.00%
Insurance Expense	500	750	750	-	-100.00%
Total Administrative and Office Expenses	553,684	659,066	2,500	12,900	416.00%
Office Supplies					
Books & Publications	45	-	-	-	0.00%
Office Supplies	532	30	1,000	1,000	0.00%
Computer Supplies	46,927	235,927	-	150	0.00%
Copy Supplies	404	-	-	-	0.00%
Total Office Supplies	47,907	235,958	1,000	1,150	15.00%
Communications and Public Relations					
Website Maintenance	35,036	56,387	25,000	75,000	200.00%
Research Services	-	-	15,000	25,000	66.67%
Direct Mail	-	32,500	15,000	20,000	33.33%
Video Production	8,820	8,820	7,500	10,000	33.33%
Direct Mail Printing	770	-	1,000	7,500	650.00%
Total Communications and Public Relations	44,626	97,707	63,500	137,500	116.54%

Operations

Central Texas Regional Mobility Authority

Operating Budget - FY 2024

Operations

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Employee Development					
Agency Memberships	95	95	500	-	-100.00%
Professional Development	-	-	2,500	5,000	100.00%
Other Licenses	123	-	500	500	0.00%
Seminars and Conferences	(942)	3,223	4,000	5,000	25.00%
Travel	-	9,805	7,500	9,000	20.00%
Total Employee Development	(724)	13,123	15,000	19,500	30.00%
Total Administrative	645,494	1,005,853	82,000	171,050	108.60%
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC-Toll Ops Support					
GEC 3.1 Operations Center Support	14,246	-	140,000	314,000	124.29%
GEC 3.2 Toll Operations Support	244,301	794,422	370,000	420,000	13.51%
GEC-Roadway Ops Support					
GEC 4.1 Driveway and Utility Permitting	3,630	-	-	-	0.00%
GEC-General Support					
GEC 7.1 Program Management	4,355	-	-	-	0.00%
GEC 7.2 Technical Resource Support	2,753	30,031	-	-	0.00%
GEC 7.3 Study and Report Review	-	80,032	-	-	0.00%
GEC 7.4 Agency Coordination - Non Project	34,405	-	-	-	0.00%
GEC 7.5 Other Initiatives - Non Project	49,068	41,192	-	-	0.00%
GEC 7.6 Other Initiatives - Project	-	-	-	-	0.00%
General System Consultant	505,924	1,212,254	600,000	500,000	-16.67%
Traffic Modeling	91	-	-	-	0.00%
Total Operations and Maintenance Consulting	858,775	2,157,931	1,110,000	1,234,000	11.17%
Toll Processing and Collection Expense					
Image Processing	2,375,578	3,855,545	4,208,340	3,000,000	-28.71%
Tag Collection Fees	5,993,382	8,997,038	8,453,846	11,500,000	36.03%
Court Enforcement Costs	-	-	10,000	10,000	0.00%
DMV Lookup Fees	-	-	200	-	-100.00%
ETC Incentive	-	-	500,000	500,000	0.00%
Total Toll Processing and Collections	8,368,960	12,852,583	13,172,387	15,010,000	13.95%
Toll Operations Expense					
ETC spare parts expense	161,341	(87,945)	-	-	0.00%
Repair & Maintenance Toll Equip	-	54,037	-	-	0.00%
Law Enforcement	213,102	424,967	500,000	600,000	20.00%
ETC Maintenance Contract	3,894,435	3,215,993	-	-	0.00%
ETC Toll Management Center System Operation	543,402	655,418	875,000	2,885,054	229.72%
ETC Development	1,245,965	730,355	459,000	650,000	41.61%
ETC Testing	1,687	27,872	100,000	100,000	0.00%
Total Toll Operations	6,059,931	5,020,698	1,934,000	4,235,054	118.98%
Total Operations and Maintenance	15,287,666	20,031,212	16,216,387	20,479,054	26.29%
Other Expenses					
Special Projects and Contingencies					
HERO	147,829	147,829	149,000	200,000	34.23%
Customer Relations	-	-	3,000	10,000	233.33%
Total Special Projects and Contingencies	147,829	147,829	152,000	210,000	38.16%
Total Other Expenses	147,829	147,829	152,000	210,000	38.16%
Total Expenses	17,139,234	22,236,645	17,225,609	21,847,786	26.83%

Information Technology

The IT Department is responsible for maintaining the integrity of the agency's toll system, supporting revenue collection activities, and safeguarding the agency's internal and communication network. The IT Department also supports the agency's emerging technology efforts by lending technical expertise and implementing approved initiatives.

The core services provided by the Information Technology Department in support of its internal and external customers are outlined below:

- Information Technology (IT) Ensure the integrity of the Mobility Authority's computers, storage, network and other physical devices, infrastructure and processes used to create, process, store, secure and exchange all forms of electronic data.
- Intelligent Transportation Systems (ITS) Deploy various ITS technologies on Authority roads to detect, manage and report on roadway incidents. ITS technologies also assist in improving safety and the customer experience for our roadways through early detection and notification to public safety agencies.
- Toll Systems Oversee daily operation of the electronic toll collection systems operations. Monitor system performance and transaction reconciliation. Oversee system maintenance to ensure accuracy and dependability. Manage new toll collection system installation while maintaining current operational metrics.
- Transaction Processing. Manage the workflows associated with transaction processing, product management, discount management, billing management and product pricing. Ensure that transactions process in a predictable, consistent manner in compliance with the mobility authority's business rules and it in compliance with national interoperability requirements. Monitor the data exchange operations support functions. Manage the Transaction Operations Management Solution (TOMS). Oversee reporting and analytics processes.

The IT Department will continue to set a solid foundation for the Mobility Authority's future. These efforts include continued development of the Data Platform System, the integration point for all transaction processing and data analytics; managing the replacement of the Authority's aging toll systems; upgrading the agency's communication infrastructure; and supporting regional and national interoperability efforts.

Information Technology

Goals and Initiatives:

- Mobility Technology: Install key intelligent transportation system (ITS) assets to assist customers in making informed decisions and inform future planning efforts. Continue to research new and innovative ways to communicate to the Public and the our traffic operators any actionable event on the roadways to deliver a better and safer experience for our customers.

Strategic Goals: Deliver on Commitments to our Customers and our Investors, Explore Efforts that Extend Beyond Roadways, Explore Transformative Technology and Adopt Industry Best Practices

- Toll Interoperability: Continue work to provide a seamless toll experience using one transponder when traveling on toll roads throughout United States. These efforts will increase the number of electronic toll tags accepted on Mobility Authority facilities, increasing the potential for out of state revenue collections.

Strategic Goals: Employ a Collaborative Approach to Implementing Mobility Solutions, Deliver Responsible Mobility Solutions that Respect the Communities We Serve, Deliver on Commitments to our Customers and our Investors

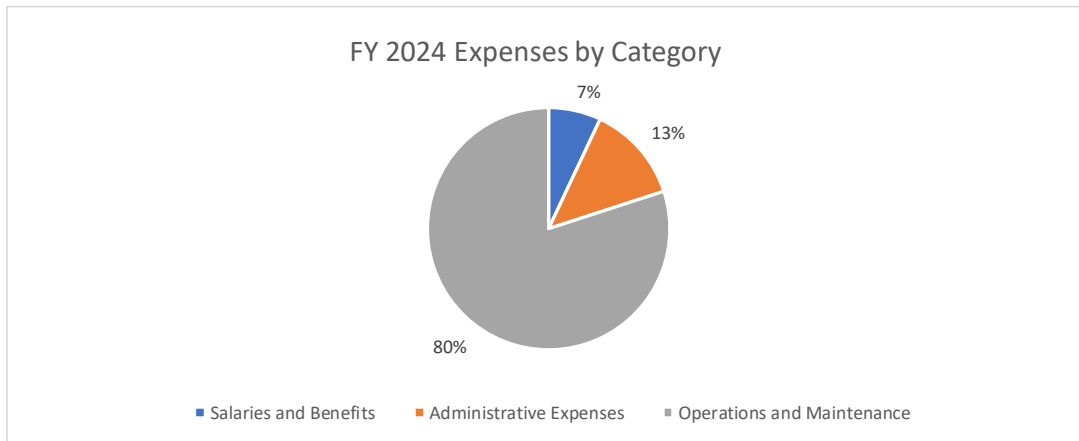
- Data Platform System (DPS): Continue to develop and innovate the Data Platform System for transaction processing. This system will be the main transaction processing system to receive the toll transactions from the roads and apply Mobility Authority business rules for sending transactions to various third parties (interoperability and Pay By Mail). The Mobility Authority will have access and insights into the toll data in new and innovative ways that will offer further insight into traffic and customer trends.

Strategic Goals: Employ a Collaborative Approach to Implementing Mobility Solutions

Information Technology

Summary of Expenses:

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2024 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ -	\$ -	\$ 596,181	\$ 890,593	49.38%
Administrative Expenses	-	-	1,204,500	1,667,900	38.47%
Operations and Maintenance	-	-	10,624,640	10,516,000	-1.02%
Other Expenses	-	-	-	-	0.00%
Interest and Other Non-Operating Expenses	-	-	-	-	0.00%
Total Expenses	\$ -	\$ -	\$ 12,425,321	\$ 13,074,493	5.22%



Information Technology

Central Texas Regional Mobility Authority

IT Budget - FY 2024

Information Technology

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	-	-	421,457	619,087	46.89%
Total Salaries	-	-	421,457	619,087	46.89%
Benefits					
TCDRS	-	-	75,862	111,436	46.89%
FICA	-	-	22,641	34,036	50.33%
FICA MED	-	-	6,111	8,977	46.89%
Health Insurance Expense	-	-	63,240	93,775	48.28%
Life Insurance Expense	-	-	454	392	-13.68%
Other Benefits	-	-	5,984	22,171	270.49%
Total Benefits	-	-	174,292	270,786	55.36%
Payroll Taxes					
Unemployment Taxes	-	-	432	720	66.67%
Total Payroll Taxes	-	-	432	720	66.67%
Total Salaries and Benefits	-	-	596,181	890,593	49.38%
Administrative					
Administrative and Office Expenses					
IT Services	-	-	350,000	365,000	4.29%
Software Licenses	-	-	537,500	1,059,000	97.02%
Cell Phones	-	-	2,500	5,400	116.00%
Local Telephone Service	-	-	10,000	2,000	-80.00%
Repair & Maintenance-General	-	-	2,500	-	-100.00%
Mileage Reimbursement	-	-	500	-	-100.00%
Total Administrative and Office Expenses	-	-	903,000	1,431,400	58.52%
Office Supplies					
Office Supplies	-	-	1,000	500	-50.00%
Computer Supplies	-	-	220,000	200,000	-9.09%
Total Office Supplies	-	-	221,000	200,500	-9.28%
Communications and Public Relations					
Website Maintenance	-	-	11,500	14,000	21.74%
Total Communications and Public Relations	-	-	11,500	14,000	21.74%
Employee Development					
Subscriptions	-	-	50,000	-	-100.00%
Professional Development	-	-	9,000	7,000	-22.22%
Seminars and Conferences	-	-	4,000	5,000	25.00%
Travel	-	-	6,000	10,000	66.67%
Total Employee Development	-	-	69,000	22,000	-68.12%
Total Administrative	-	-	1,204,500	1,667,900	38.47%
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC-Toll Ops Support					
GEC 3.2 Toll Operations Support	-	-	2,040,000	850,000	-58.33%
GEC-General Support					
General System Consultant	-	-	559,640	881,000	57.42%
Total Operations and Maintenance Consulting	-	-	2,599,640	1,731,000	-33.41%
Toll Operations Expense					
Telecommunications	-	-	-	60,000	0.00%
ETC spare parts expense	-	-	200,000	100,000	-50.00%
Repair & Maintenance Toll Equip	-	-	50,000	50,000	0.00%
ETC Maintenance Contract	-	-	6,000,000	6,450,000	7.50%
Transaction Processing Maintenance Contract	-	-	1,500,000	2,000,000	33.33%
ETC Development	-	-	100,000	-	-100.00%
ETC Testing	-	-	175,000	125,000	-28.57%
Total Toll Operations	-	-	8,025,000	8,785,000	9.47%
Total Operations and Maintenance	-	-	10,624,640	10,516,000	-1.02%
Total Expenses	-	-	12,425,321	13,074,493	5.22%

Communications

The primary role of the Communications Department is the development and facilitation of programs that advance the mission of the agency through strategic interaction with customers, stakeholders, elected officials, and the media. These efforts are generally classified into four general areas of specialization that include public/government relations, community engagement and outreach, and customer service, and marketing/communications.

- Public/Government Relations. The business function of public relations and communications involves the strategic communications process that builds mutually beneficial relationships between the Mobility Authority and its constituents. Constituents include customers, local businesses, strategic partners, governmental organizations, community and civic groups, citizens as well as the driving public. Activities include key message development, media relations, development of communication tools such as publications, presentations, collateral material, videos, websites, and social media to inform and educate customers and stakeholders about the transportation issues in the region and the work of the Mobility Authority.
- Community Development and Outreach. The Mobility Authority provides public outreach direction and support on all Mobility Authority projects under development and in operation, represents the agency's interests in these projects and maintains working relationships with all stakeholders including government entities, neighborhoods, community organizations and the public. Another major communication function is the coordination and promotion of events such as groundbreakings, ribbon cuttings, community appreciation events, and stakeholder presentations.
- Customer Support and Service. Activities in this area revolve primarily around the strategic communication of the Mobility Authority's tolling policies, programs and processes on its facilities including 183A Toll, 290 Toll, 71 Toll, the MoPac Express Lane, 45SW Toll, and 183 Toll. Major activities include educating the public on toll operations, the Pay By Mail program, the Habitual Violator program, the Veterans program, payment options, as well as the benefits and cost savings of electronic tags. The communication function also handles customer and stakeholder inquiries and assists with dispute resolution related to agency operations.

Marketing/Communications. Activities in the marketing area revolve primarily around the strategic branding of the value of tolling in infrastructure funding, the tolling landscape in Central Texas, and the Mobility Authority's role in the region. Position Mobility Authority as thought leaders and action implementers of innovative transportation solutions.

Communications

Strategic Goals – the communications department’s role is to support and promote the Agency and individual departments vision and execution of the strategic plan.

Build, operate and maintain toll and non-toll roads that reduce congestion and connect our region in innovative and safe ways.

Develop and adhere to a system-wide capital improvement plan.

Implement financial strategy and policies that prioritize long-term system health and growth, a decreased reliance on debt, and good financial stewardship.

Maintain and enhance our strategic partnerships to advance the common goals we share with our regional partner agencies.

Make targeted investments in other transportation solutions that connect to our system and enhance quality of life.

Initiatives

- Develop and implement a comprehensive campaign to increase awareness of payment options, including electronic tags, for Mobility Authority facilities.
- Develop and implement a targeted campaign to educate drivers about the Habitual Violators Program and increased enforcement efforts on Mobility Authority facilities.
- Coordinate communications and comprehensive, effective public outreach for the development phase for projects positioned for potential development.
- Implement community outreach program for construction projects such as the Barton Skyway Ramp Relief project, 183A Phase III and the 183 North Mobility Project. The outreach program includes activities designed to establish positive relationships with residents, community leaders, drivers and nearby stakeholders/residents. The outreach strategy will result in faster, more robust responses to community/business/key stakeholder requests/inquiries and ensure that the public is kept informed.
- Remain a valuable resource on regional mobility issues and a steadfast advocate for short- and long-term transportation solutions. The communication strategy will provide a mechanism for keeping Central Texans informed of the latest in transportation technology and solutions that will help relieve congestion and improve quality of life.

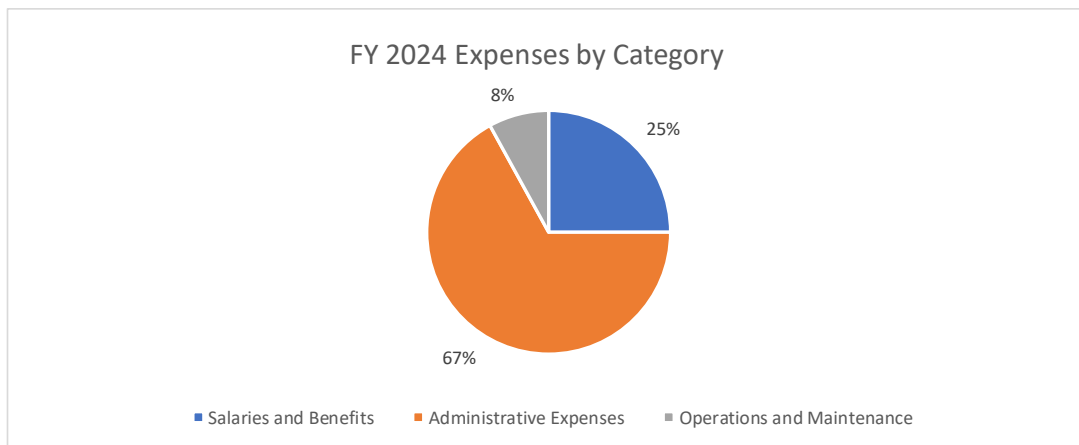
Communications

- Continue to implement programs designed to maintain positive relationships with community leaders, drivers, businesses and neighbors regarding construction activities and active congestion management.
- Identify opportunities to enhance awareness of the Mobility Authority and our commitment to customer service, driver safety, construction safety, and congestion management on existing roadways (signage, television and social messaging, customer appreciation activities, etc.).
- Develop, produce and distribute all Agency reports and materials, including the Annual Report, Monthly Board Meeting Updates to the Commissioners Courts, quarterly Governor's Reports, the annual project report to the Texas Transportation Commission, economic development reports and the Strategic Plan.
- Continue multi-media (television, videos, podcasts, print, outdoor, editorial, social media) quality of life campaign to help educate the Central Texas community of who the Mobility Authority is and how we plan to help relieve congestion in the region and improve overall quality of life for Central Texans.

Communications

Summary of Expenses:

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2024 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 541,659	\$ 470,385	\$ 745,970	\$ 639,491	-14.27%
Administrative Expenses	332,965	372,013	1,400,300	1,699,450	21.36%
Operations and Maintenance	98,066	179,929	200,000	200,000	0.00%
Other Expenses	-	-	-	-	0.00%
Interest and Other Non-Operating Expenses	-	-	-	-	0.00%
Total Expenses	\$ 972,690	\$ 1,022,328	\$ 2,346,270	\$ 2,538,941	8.21%



Communications

Central Texas Regional Mobility Authority

Operating Budget - FY 2024

Communications

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	404,923	339,724	518,623	450,090	-13.21%
Total Salaries	404,923	339,724	518,623	450,090	-13.21%
Benefits					
TCDRS	53,426	52,044	93,352	81,016	-13.21%
FICA	20,077	19,674	30,929	26,842	-13.21%
FICA MED	5,478	4,686	7,520	6,526	-13.21%
Health Insurance Expense	56,226	52,103	82,706	60,429	-26.93%
Life Insurance Expense	601	555	884	545	-38.40%
Other Benefits	496	1,266	11,380	13,502	18.65%
Total Benefits	136,304	130,328	226,771	188,861	-16.72%
Payroll Taxes					
Unemployment Taxes	432	334	576	540	-6.25%
Total Payroll Taxes	432	334	576	540	-6.25%
Total Salaries and Benefits	541,659	470,385	745,970	639,491	-14.27%
Administrative					
Administrative and Office Expenses					
Internet	-	-	150	150	0.00%
Cell Phones	1,250	1,000	2,400	1,800	-25.00%
Meeting Expense	-	-	2,000	2,000	0.00%
Parking / Local Ride Share	15	-	1,000	1,000	0.00%
Mileage Reimbursement	-	-	500	500	0.00%
Total Administrative and Office Expenses	1,265	1,000	6,050	5,450	-9.92%
Office Supplies					
Office Supplies	-	-	250	250	0.00%
Computer Supplies	-	-	500	500	0.00%
Other Reports-Printing	-	-	5,000	1,500	-70.00%
Office Supplies-Printed	31	-	2,500	1,000	-60.00%
Total Office Supplies	31	-	8,250	3,250	-60.61%
Communications and Public Relations					
Graphic Design Services	-	-	75,000	75,000	0.00%
Website Maintenance	-	203	75,000	375,000	400.00%
Research Services	-	-	25,000	25,000	0.00%
Communications and Marketing	126,901	16,527	400,000	400,000	0.00%
Advertising Expense	192,219	324,813	500,000	500,000	0.00%
Direct Mail	-	-	50,000	20,000	-60.00%
Video Production	10,706	7,706	75,000	150,000	100.00%
Photography	-	424	25,000	25,000	0.00%
Radio	-	-	50,000	50,000	0.00%
Other Public Relations	-	-	2,500	2,500	0.00%
Promotional Items	315	6,491	20,000	20,000	0.00%
Annual Report printing	-	-	500	500	0.00%
Direct Mail Printing	-	-	25,000	10,000	-60.00%
Other Communication Expenses	3,342	14,849	15,000	15,000	0.00%
Total Communications and Public Relations	333,482	371,013	1,338,000	1,668,000	24.66%
Employee Development					
Subscriptions	450	-	500	250	-50.00%
Agency Memberships	205	-	5,000	5,000	0.00%
Professional Development	-	-	2,500	2,500	0.00%
Seminars and Conferences	(2,469)	-	25,000	7,500	-70.00%
Travel	-	-	15,000	7,500	-50.00%
Total Employee Development	(1,814)	-	48,000	22,750	-52.60%
Total Administrative	332,965	372,013	1,400,300	1,699,450	21.36%
Operations and Maintenance					
Operations and Maintenance Consulting					
GEC-Public Information Support					
GEC 6.2 Public Information - Non Project	98,066	179,929	200,000	200,000	0.00%
Total Operations and Maintenance Consulting	98,066	179,929	200,000	200,000	0.00%
Total Operations and Maintenance	98,066	179,929	200,000	200,000	0.00%
Total Expenses	972,690	1,022,328	2,346,270	2,538,941	8.21%

Engineering

The role of the Engineering Department is to plan, develop, construct, and maintain major capital improvement projects in Williamson and Travis counties (from initial concept through final construction acceptance and into long term operations and maintenance).

Capital Improvement Projects

The Engineering Department works extensively internally and externally to develop projects for the agency and region. These efforts include:

- Project Inception and Feasibility. Coordinate with other transportation providers in the region Texas Department of Transportation (TxDOT), Capital Area Metropolitan Planning Organization (CAMPO), City of Austin, City of Cedar Park, Travis County, and Williamson County to assure that all mobility needs are included in the region's Long Range Transportation Plan. Provide feasibility analysis for selected projects to evaluate implementation priority.
- Project Development and Implementation. Develop and implement priority projects based upon preliminary designs, appropriate level of environmental study, and input from regional transportation partners. Evaluate and determine the appropriate project delivery method based on complexity, stakeholders, and financial considerations. Manage the construction of all agency projects through project final acceptance.

Engineering work currently ongoing in support of the agency goals and objectives includes the following projects.

- Projects Under Development (Feasibility, Environmental, or Design Phase)
 - MoPac South Environmental Study: Environmental study phase, with efforts toward receiving an environmental decision started back up in CY 2021, and continued to progress towards an environmental finding anticipated in CY 2024/2025 (dependent on public process).
 - Travis County Roadway Safety Projects (in design): In design, ROW acquisition and utility relocation phases, provide turnkey project management, design, construction, and construction management services for Travis County. Design completed on portions of Travis County program with continued efforts to coordinate ROW acquisition and utility relocation.
 - 290 Phase IV: Continue to coordinate feasibility study with Finance and outside partners.
 - 183A Frontage Roads: Continue to coordinate design and other development activities on TxDOT's frontage road project in CY 2023. Anticipated utility relocation and start of construction in CY 2024.
 - 183A Intersection Improvements: Coordinate environmental and design activities on Cedar Park's innovative intersections at RM 1431 and New Hope in CY 2023 and CY 2024.

Engineering

- Projects Under Construction

- 183A Phase 3 design-bid-build continues to progress with construction completion expected by early 2025. The undercrossing at SH 29 began middle of FY23 and work continues with retaining walls and excavation for the FY24.
- 183 North design-build continues in full force with completion of the majority of design work and permitting, and staffing continue to ramp up as the median is completed. Completion expected by early 2026.
- Work on 183 South open to traffic with final acceptance and project closeout expected in the fiscal year.
- Barton Skyway Ramp Relief: Completed design phase in CY 2022. Advertising and bidding construction phase of work also occurred CY 2022 and construction started in early CY 2023 and will continue until early CY 2024.
- Travis County Roadway Safety Projects (in construction): Some projects in the design phase will transition to construction in CY 23 and CY 24 upon completion of ROW acquisition and utility relocation.
- In addition to the design and construction projects, maintenance projects continue to provide improvements and rehabilitation to the CTRMA facilities, sign replacements and work to improve safety with new cable barrier and metal beam guard fence.

Ongoing Operational Efforts

- Roadway and Facility Maintenance. Inspect and manage routine roadway and facility maintenance, including all aspects of the roadway within the limits of the right-of-way, excluding the toll collection and toll systems infrastructure (which is maintained by the Operations Department). Develop, design, and manage repair and replacement projects. Roadway maintenance includes assuming responsibility for vegetative maintenance such as mowing, snow and ice operations, incident response, removal of debris and remedial repairs, as needed. The Mobility Authority takes the lead on managing the Performance Based Maintenance Contract (PBMC) with TxDOT reimbursing the agency for its portion of the maintenance responsibilities for shared facilities. Non-capital improvement initiatives are anticipated, including guardrail, cable barrier, bollard replacement and large sign replacement, to maintain safety.

Engineering

Goals and Initiatives:

- Asset Management Program (AMP). Continue to collect data that will help inform budget decisions necessary to project and plan for maintenance and renewal/replacement activities. This includes ongoing annual data collection for pavement condition on operating facilities. As additional data collection efforts are completed, data analysis, and planning for future projects is expected to continue through FY 2024. The program helps provide the Mobility Authority increased ability to plan and implement corridor activities that will help provide higher quality facilities for our users and help improve our forecasting for routine maintenance and repairs.
- Performance Based Maintenance Contract. Engineering department will be focused on implementing the new PBMC contract and providing high level maintenance on all our corridors for FY 2024.
- General Engineering Consultant. The Authority previously maintained a two-consultant model, however based on growth in staffing and project timelines we expect to reduce this to one firm for FY24. The remaining firm's contract continues until December 2024, so a procurement process will begin during the FY24 budget year.

Strategic Goal: Build, operate and maintain toll and non-toll roads that reduce congestion and connect our region in innovative and safe ways.

- Work with regional partners to evaluate potential operational, safety, capacity and access improvements. Continue to work with regional partners such as the City of Austin, Travis and Williamson Counties and CAMPO to develop or assist in the development of toll and non-toll roads for the regional community.

Engineering

Strategic Goal: Develop and adhere to a system-wide capital improvement plan.

- Continue the development of a long range/future projects plan, a five-year Capital Improvement Plan (including safety enhancements on operating facilities), and a two- year letting schedule for regional projects.

Strategic Goal: Implement financial strategy and policies that prioritize long-term system health and growth, a decreased reliance on debt, and good financial stewardship.

- Coordinate with the Finance Department and executive leadership to provide needs, estimates and schedules to assist in implementing the financial strategy.

Strategic Goal: Maintain and enhance our strategic partnerships to advance the common goals we share with our regional partner agencies.

- In coordination with the Executive Director, continue to coordinate efforts and planning with our regional partners, including TxDOT, CAMPO, Travis and Williamson Counties Cap Metro and the local municipalities.

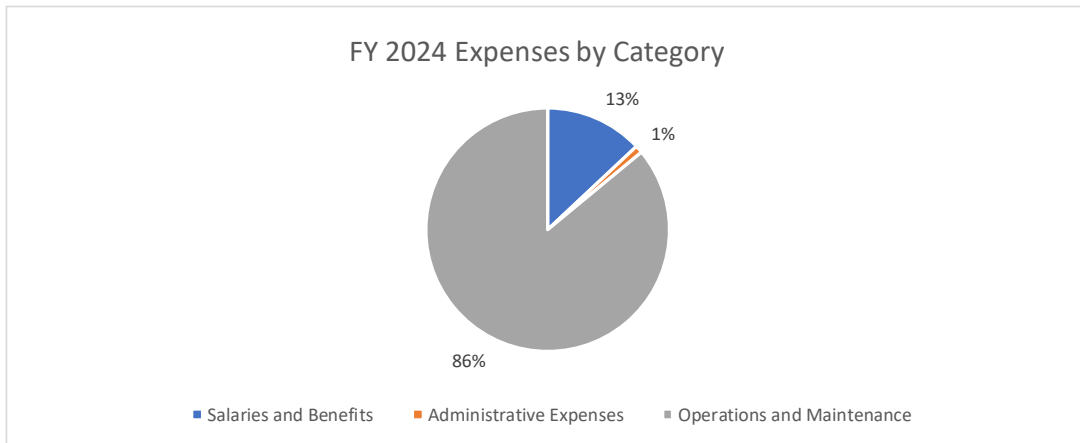
Strategic Goal: Make targeted investments in other transportation solutions that connect to our system and enhance quality of life.

In coordination with the Executive Director, continue to explore multimodal opportunities with regional partners.

Engineering

Summary of Expenses:

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Adopted Budget	FY 2024 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 1,377,994	\$ 1,220,861	\$ 1,771,184	\$ 1,853,379	4.64%
Administrative Expenses	9,076	14,358	40,000	48,900	22.25%
Operations and Maintenance	7,945,168	10,069,781	10,062,377	12,399,816	23.23%
Other Expenses	-	-	-	-	0.00%
Interest and Other Non-Operating Expenses	-	-	-	-	0.00%
Total Expenses	\$ 9,332,238	\$ 11,305,000	\$ 11,873,561	\$ 14,302,095	20.45%



Engineering

Central Texas Regional Mobility Authority

Operating Budget - FY 2024

Engineering

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	1,011,752	891,068	1,247,722	1,326,830	6.34%
Total Salaries	1,011,752	891,068	1,247,722	1,326,830	6.34%
Benefits					
TCDRS	135,314	145,221	224,590	238,829	6.34%
FICA	54,944	52,218	71,565	72,652	1.52%
FICA MED	14,270	13,084	18,092	19,239	6.34%
Health Insurance Expense	128,289	102,553	173,393	146,884	-15.29%
Life Insurance Expense	1,477	1,459	1,698	1,221	-28.10%
Other Benefits	30,796	14,358	32,828	46,102	40.44%
Total Benefits	365,090	328,894	522,166	524,929	0.53%
Payroll Taxes					
Unemployment Taxes	1,152	898	1,296	1,620	25.00%
Total Payroll Taxes	1,152	898	1,296	1,620	25.00%
Total Salaries and Benefits	1,377,994	1,220,861	1,771,184	1,853,379	4.64%
Administrative					
Administrative and Office Expenses					
Cell Phones	7,491	10,214	10,000	10,000	0.00%
Meeting Expense	-	120	250	250	0.00%
Toll Tag Expense	1,500	2,020	3,000	3,000	0.00%
Parking / Local Ride Share	-	-	500	500	0.00%
Mileage Reimbursement	-	-	1,500	1,500	0.00%
Building Parking	85	909	2,500	2,500	0.00%
Total Administrative and Office Expenses	9,076	13,263	17,750	17,750	0.00%
Office Supplies					
Books & Publications	-	-	250	250	0.00%
Office Supplies	-	15	500	500	0.00%
Misc Office Equipment	-	-	2,000	2,000	0.00%
Computer Supplies	-	-	250	250	0.00%
Total Office Supplies	-	15	3,000	3,000	0.00%
Employee Development					
Agency Memberships	-	315	2,500	2,500	0.00%
Continuing Education	-	425	1,500	6,500	333.33%
Professional Development	-	-	2,500	-	-100.00%
Other Licenses	-	40	250	250	0.00%
Seminars and Conferences	-	300	5,000	2,900	-42.00%
Travel	-	-	7,500	16,000	113.33%
Total Employee Development	-	1,080	19,250	28,150	46.23%
Total Administrative	9,076	14,358	40,000	48,900	22.25%

Engineering

Central Texas Regional Mobility Authority

Operating Budget - FY 2024

Engineering

Account Name	FY 2021 Actual Results	FY 2022 Actual Results	FY 2023 Adopted Budget	FY 2024 Adopted Budget	% Change From Prior Year
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC-Trust Indenture Support					
GEC 1.1 Annual O&M Budget Development	37,909	27,414	48,997	48,997	0.00%
GEC 1.2 Annual Facility Inspections	356,142	366,685	700,000	1,067,398	52.49%
GEC 1.3 Toll Rate Schedule Prep	-	-	15,000	15,000	0.00%
GEC-Financial Planning Support					
GEC 2.1 Program Funding Support	112,228	229,254	275,000	275,000	0.00%
GEC-Toll Ops Support					
GEC 3.2 Toll Operations Support	1,441	-	-	-	0.00%
GEC-Roadway Ops Support					
GEC 4.1 Driveway and Utility Permitting	29,142	25,219	40,000	50,000	25.00%
GEC 4.3 Maintenance Contract Support/Oversight	617,135	481,590	696,139	535,500	-23.08%
GEC 4.4 Traffic Data Gathering and Analysis	31,422	341,760	625,000	970,000	55.20%
GEC 4.7 Warranty	-	-	50,000	50,000	0.00%
GEC-Technology Support					
GEC 5.1 Technology Development	666,424	538,273	629,369	654,526	4.00%
GEC 5.2 Technology Maintenance	-	-	25,000	25,000	0.00%
GEC-General Support					
GEC 7.1 Program Management	65,089	70,513	155,000	155,000	0.00%
GEC 7.2 Technical Resource Support	10,521	1,600	40,000	40,000	0.00%
GEC 7.3 Study and Report Review	2,593	135,310	15,000	15,000	0.00%
GEC 7.4 Agency Coordination - Non Project	441,296	510,266	550,000	550,000	0.00%
GEC 7.5 Other Initiatives - Non Project	86,954	230,265	600,000	871,820	45.30%
Traffic Modeling	164,453	30,241	150,000	125,000	-16.67%
Traffic and Revenue Consultant	3,444	-	-	-	0.00%
Total Operations and Maintenance Consulting	2,626,191	2,988,390	4,614,505	5,448,241	18.07%
Road Operations and Maintenance					
Roadway Maintenance	2,816,531	4,812,244	1,868,052	3,431,819	83.71%
Landscape Maintenance	2,189,365	1,928,983	2,949,320	2,789,256	-5.43%
Signal & Illumination Maint	-	-	-	25,000	0.00%
Maintenance Supplies-Roadway	95,980	103,703	300,000	400,000	33.33%
Tools & Equipment Expense	2,400	138	25,000	-	-100.00%
Gasoline	11,177	11,496	30,000	30,000	0.00%
Repair & Maintenance-Vehicles	6,123	4,300	10,000	10,000	0.00%
Natural Gas	3,201	5,137	2,500	2,500	0.00%
Electricity - Roadways	184,844	207,646	250,000	250,000	0.00%
Total Road Operations and Maintenance	5,309,620	7,073,648	5,434,872	6,938,575	27.67%
Toll Operations Expense					
Generator Fuel	3,459	-	3,000	3,000	0.00%
Fire and Burglar Alarm	493	452	500	500	0.00%
Refuse	1,491	1,737	2,000	2,000	0.00%
Water - Irrigation	3,913	5,554	7,500	7,500	0.00%
Total Toll Operations	9,357	7,743	13,000	13,000	0.00%
Total Operations and Maintenance	7,945,168	10,069,781	10,062,377	12,399,816	23.23%
Total Expenses	9,332,238	11,305,000	11,873,561	14,302,095	20.45%

Consolidated Staffing Schedule

Consolidated Staffing Schedule

Authorized Personnel:

		Positions			
		FY 2021	FY 2022	FY 2023	FY 2024
		Adopted	Adopted	Adopted	Adopted
Administration:	Executive Director	1	1	1	1
	Deputy Executive Director	2	2	0	0
	Chief of Staff	0	0	1	1
	Executive Assistant / Office Manager	1	1	1	0
	Mobility Innovation Manager	1	1	0	0
	Director Community Relations	1	0	0	0
	Community Relations Manager	0	1	0	0
	Human Resources Manager	1	1	0	0
	Legal Assistant/Records Manager	0	0	1	1
	Receptionist	1	1	1	1
	Intern	1	0	0	0
	Legal Counsel	1	2	1	1
	Financial Services:	CFO	1	1	1
Controller		1	1	1	1
Finance Manager		0	0	0	1
Budget Manager		1	1	1	0
Accountant		0	0	1	1
Accounts Payable Specialist		0	1	1	1
Fiscal Analyst		1	0	0	0
Operations:	Director of Operations	1	1	1	1
	Toll Operations Manager	1	1	1	1
	Traffic and Incident Management Manager	1	1	1	1
	Traffic Supervisor	0	0	0	1
	Data Scientist	0	0	0	0
	Lead (Senior) Toll Specialist	1	1	1	1
	Administrative Assistant III/Toll Specialist	1	1	1	1
	Director of IT	0	0	0	1
IT:	Assistant Director IT and Toll Systems	1	1	1	0
	Toll Systems & IT Manager	1	1	1	1
	Transaction Operations Management Support Manager	0	0	1	1
	Data Analyst	0	0	0	1
	Communications:	Director of Communications	1	1	1
Assistant Director of Communications		0	1	1	1
Community Relations Manager		1	0	0	0
Communications Manager		0	1	1	0
Public Involvement Manager		1	0	0	0
Engineering	Communications Specialist	1	1	1	1
	Director of Engineering	1	1	1	1
	Assistant Director of Engineering - Project Development	1	1	1	1
	Assistant Director of Engineering - Construction Mgmt.	0	1	1	1
	Senior Engineer	1	1	1	1
	Senior Project Manager	2	1	1	1
	Roadway/Facilities Maintenance Manager	1	1	1	1
	Area Maintenance Manager	0	0	2	2
	Senior Roadway/Facilities Maintenance Specialist	1	1	0	0
	Roadway/Facilities Maintenance Specialist	1	1	0	0
Senior Administrative Assistant	1	1	1	1	
Total Positions	34	34	32	32	

Capital Budget

Capital Budget

Data Platform System Enhancements		1,154,000
Enterprise Resource Planning System		650,000
Automated Incident Detection Cameras - Safety Technology		4,776,900
Automated License Plate Reader Technology - Toll Violation		3,238,200
Traffic Incident Management Center Expansion and Technology		6,760,000
Pay By Mail Vendor Procurement		300,000
Headquarters Building		15,000,000
Snow Equipment		35,000
		<u>31,914,100</u>

Renewal and Replacement

General Fund

Roadside Systems (ETCS) Implementation		27,533,200
290E Toll System Replacement	12,396,000	
SH 71 Toll System Replacement	11,109,500	
MoPac Toll System Replacement	4,027,700	
Existing System Upgrades		
Central Host Upgrades		1,000,000
Wall Monitoring Equipment - System		300,000
Maintenance Yard Improvement		800,000
Metal Beam Guard Fence Improvements/ 183A Phase I and II		3,000,000
290E Maintenance Yard Expansion		85,000
290E Maintenance Yard Pond Expansion		35,000
System Delineators		77,900
Lobo Poind Repair		405,000
45SW at RM1626 Pavement Repair		<u>1,300,000</u>
		34,536,100

MoPac General

MoPac Delineators		69,500
MoPac Surface Repair and Fog Seal		<u>1,800,000</u>
		1,869,500
		<u>36,405,600</u>

System Operating Budget

FY 2024 SYSTEM BUDGET

System Revenues

Toll Revenues	\$	216,868,500	
Other Revenues			
Miscellaneous Revenues		230,000	
Interest Income Available to Pay Debt Service		22,900,800	
Total Revenues (excluding MoPac)	\$	239,999,300	

System Operating Costs

Toll Operations	\$	18,906,752	
IT	\$	13,074,493	
Finance Department		3,760,933	
Communications		1,153,745	
Engineering		5,091,184	
Administration		741,630	
Total System Operating Costs	\$	42,728,737	

Available Net Revenue per Indenture	197,270,563	
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		<u>Coverage</u>
Debt Service Senior Lien Bonds	63,085,003	3.13
Debt Service Subordinate Lien Bonds	32,879,096	2.06
Maintenance	5,530,494	
Available Net Revenue per Indenture after Maintenance	191,740,069	
Debt Service Senior Lien Bonds	63,085,003	3.04
Debt Service Subordinate Lien Bonds	32,879,096	2.00

Debt Service Schedule

	Cash Interest	Principal	Debt Service Reserve	Accreted Interest	Capitalized Interest	Other Funding Sources
2010 Senior Lien Revenue Bonds 2039						
7/1/2023				\$ 3,454,858		
1/1/2024				\$ 3,586,616		
2011 Senior CABS 3289						
7/1/2023				\$ -		
1/1/2024	\$ 3,346,476	\$ 3,878,525				
2015A Senior Revenue Bonds 5205						
7/1/2023	\$ 250,000					
1/1/2024	\$ 250,000					
2016 Senior Refunding Revenue Bonds 6179						
7/1/2023	\$ 1,255,269					486,302
1/1/2024	\$ 1,255,269	\$ 12,295,000				486,302
2016 Subordinate Refunding Revenue Bonds 6357						
7/1/2023	\$ 1,616,131					
1/1/2024	\$ 1,616,131	\$ 2,380,000				
2021A TIFIA 183S/290E Direct Connects						
7/1/2023			\$ 3,462,894	\$ 17,372,615		
1/1/2024			\$ 352,340	\$ 21,327,644		
MoPAC Regions Loan						
7/1/2023	\$ 394,766	\$ 925,000				4,137,338
1/1/2024	\$ 386,275					
2018 Senior Revenue Bonds 7943						
7/1/2023	\$ 1,108,625				\$ -	
1/1/2024	\$ 1,108,625					
2020A Senior Revenue Bonds 1485						
7/1/2023	\$ 1,256,625					
1/1/2024	\$ 1,256,625					-
2020B Senior Revenue Refunding Bonds 7465						
7/1/2023	\$ 1,330,150					
1/1/2024	\$ 1,330,150	\$ 665,000				
2020C Senior Refunding Revenue Bonds 7469						
7/1/2023	\$ 1,889,568					
1/1/2024	\$ 1,889,568	5,225,000				
2020D Subordinate Refunding Revenue Bonds 7483						
7/1/2023	\$ 1,475,617					
1/1/2024	\$ 1,475,617	\$ 4,010,000				
2020E Senior Revenue Bonds 1535						
7/1/2023	\$ 3,718,700				\$ 3,718,700	
1/1/2024	\$ 3,718,700				\$ 3,718,700	
2020F Subordinate Revenue BANs 1538						
7/1/2023	\$ 2,771,875					
1/1/2024	\$ 2,771,875					
2020G Subordinate Refunding Revenue Bonds 1539						
7/1/2023	\$ 1,276,300					
1/1/2024	\$ 1,276,300					
2020G Subordinate Debt Service Reserve Funds 1540						
7/1/2023			\$ 492,202			
1/1/2024			\$ -			
2021B Senior Lien Bonds						
7/1/2023	\$ 5,866,900				\$ 5,866,900	
1/1/2024	\$ 5,866,900				\$ 5,866,900	
2021C Subordinate Lien Bond Anticipation Notes						
7/1/2023	\$ 6,104,625					
1/1/2024	\$ 6,104,625					
2021D Senior Lien Bonds						
7/1/2023	\$ 5,597,000					
1/1/2024	\$ 5,597,000	\$ 500,000				
2021E Senior Lien Bonds						
7/1/2023	\$ 4,866,566					
1/1/2024	\$ 4,866,566	\$ 3,040,000				
	\$ 84,114,378	\$ 26,768,525	\$ 4,307,436	\$ 45,741,733	\$ 19,171,200	\$ 486,302

Capital Improvement Projects

Capital Improvement Projects
as of July 1, 2023

Project Name	Estimated Total Project Cost	State/Federal Funding	General Fund	Funding Source
Mopac Express Lanes Project - South	823,000,000	16,500,000		Proposition 12 Funding, Revenue Bonds, TIFIA Loan
183A PH III	277,300,000			Revenue Bonds and TIFIA Loan
US 183 N Express Lanes	612,000,000	7,200,000		Category 7 Funding, Revenue Bonds, TIFIA Loan
183A Added Capacity (Design)		-	8,714,000	General Fund - multi-year

Funding Sources Descriptions:

Category 7 - Statewide Transportation Program - Metropolitan Mobility/Rehabilitation (Federal)
Proposition 12 - General Obligation Bond Projects (State)



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