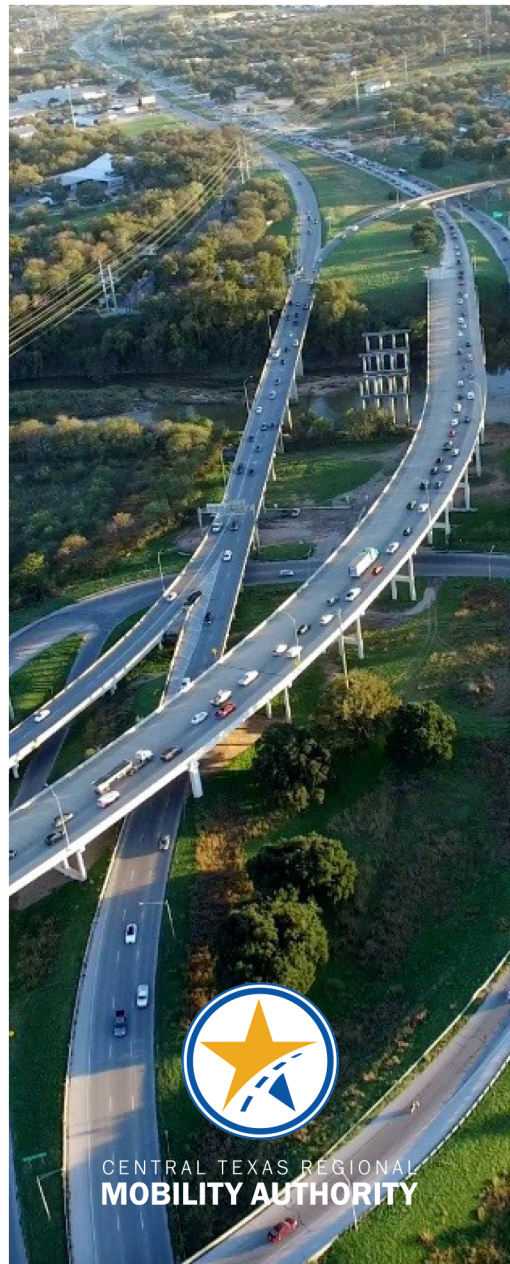




FISCAL YEAR
2018
ADOPTED
OPERATING
BUDGET



FY 2018 Adopted Operating Budget

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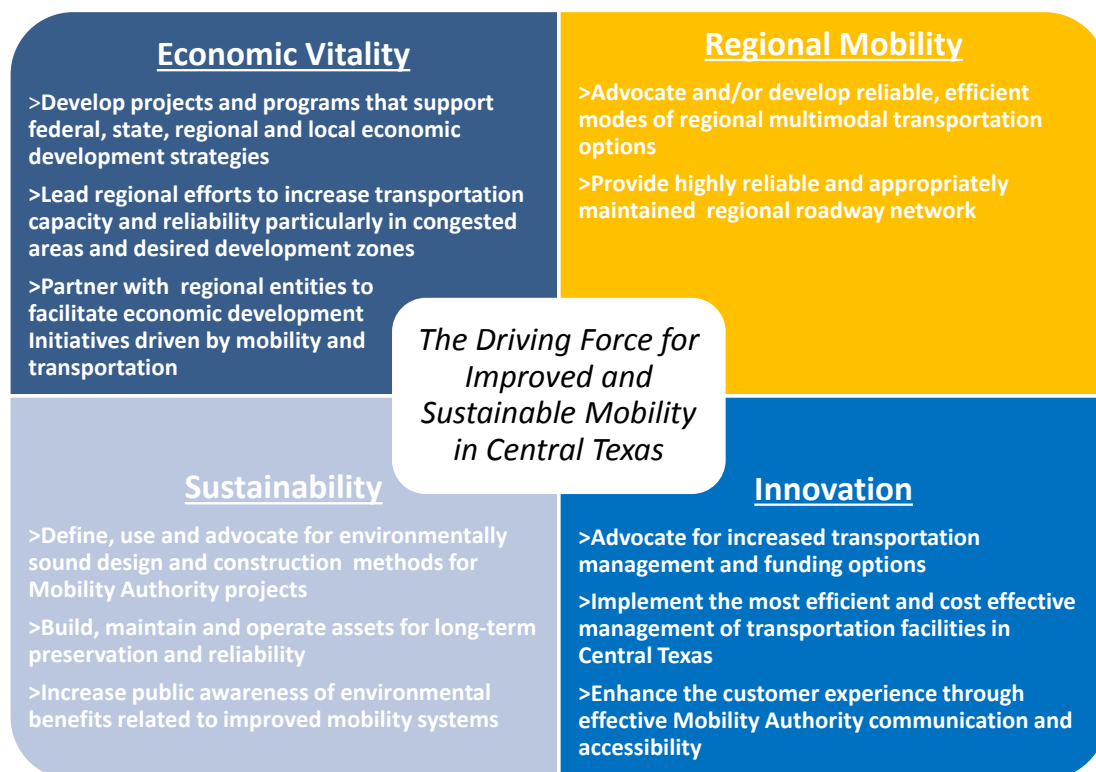
The FY 2018 Operating Budget was adopted by the Board of Directors on June 28, 2017.

Adopted Operating Budget Overview

Presented is the Mobility Authority's Adopted FY 2018 Operating Budget. This document contains revenue estimates and departmental spending plans for the fiscal year beginning July 1, 2017 and ending June 30, 2018. The total estimated operating revenues are \$81,469,539. Total estimated operating expenses are \$90,540,444 inclusive of \$34,976,271 in non-cash items such as amortization, depreciation, bond issuance expense and accreted interest. After consideration of all other inflows and outflows, a net of approximately \$41,097,073 is anticipated in the General Fund at June 30, 2018. In addition, this document includes the Authority's Operating Capital Budget, System Operating Budget and Debt Service Schedule for FY 2018.

As discussed below, this budget is influenced by several factors including the Mobility Authority Strategic Plan, projects under development, under construction and ongoing, the population growth in the region, and maintaining and improving current service levels.

Strategic Plan



The Strategic Plan serves as a guiding document in the operations of the Mobility Authority and in the development of the proposed FY 2018 budget. The Plan summarized in the graphic states the Mobility Authority's vision for 2025 and establishes goals in context of four strategic initiative areas – Economic Vitality, Regional Mobility,

Adopted Operating Budget Overview

Sustainability and Innovation. While all are interconnected, each initiative contains the stated goals for that area. For this budget, located in the departmental narrative sections, each department has articulated a Strategic Plan connection between their FY 2017 accomplishments and their goals for the upcoming fiscal year.

Revenues

Revenues for FY 2018 are estimated at \$83.5 million which is an approximate 16% increase over the FY 2017 budget. In comparing historical results for 183A, the Manor Expressway, and 71E, the Authority believes these projections are conservative and achievable. The revenue budget also includes \$720,000 in grant funds for the final six months that the HERO (roadside assistance) program will be managed by the CTRMA. Also included are non-system revenues from MoPac Managed Lanes of \$3.0 million. (Note: the revenue estimate does not reflect any possible fiscal year 2017-2018 Board approved toll rate increase.)

Expenses

Expenses for FY 2018 are estimated at \$90.2 million which represents a 4.5% decrease over the FY 2017 budget. Because the Authority reports on an accrual basis, included in the expense estimates is \$35.0 million in non-cash expense items such as amortization, depreciation, bond issuance expense accruals and accreted interest expense. The decreased expense budget is primarily due to the decrease in interest expense due to the debt refunding activities in late FY 2016 and early FY 2017.

The remaining expense line items were developed in line with current operating goals and objectives as established by the Board of Directors through the Strategic Plan and Executive Director.

Operating Capital Budget and Capital Improvement Program

The Capital Projects schedule reflects current and future construction projects the Mobility Authority is developing. Each of these projects is in various stages of development and may have various sources of funding which are identified in the schedule included in this document.

The operating Capital Budget includes funding for a replacement vehicle for maintenance, and the year one (of three) cost of implementing a system to inventory and manage life cycle costs of the roadways and toll systems.

Adopted Operating Budget Overview

Future Projections, Cash Flow and Debt Service Coverage

Cash flow will be monitored closely as the Authority moves into full operations of MoPac Managed Lanes. While the projected expenses in the proposed 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 of \$41.1 million at the end of FY 2018, after application of the Mobility Authority's cash operating reserve policy.** The cash flow projections are utilized to anticipate cash flow requirements as well as ensure the Authority remains in compliance with trust indentures, debt service coverage requirements and cash reserve policies. The FY 2018 proposed budget provides for debt service coverage levels above the requirements of the trust indentures.

Unrestricted Cash Reserves

The Board of the Mobility Authority has a policy of maintaining unrestricted cash reserves to cover twelve months of cash expenses. It further allows the Executive Director to lower the requirement to nine months should he deem it in the best interest of the Authority and will not adversely affect the financial stability of the organization. As discussed in previous budget documents, when new projects come on line it may take the Authority a few years to build up the reserves to cover a full year of cash expenses. The proposed FY 2018 budget will remain in compliance with the Board policy of maintaining unrestricted cash reserves to cover 12 months of cash expenses. However, in future years as the debt service is phased in, the Authority will need to continue to build the reserves to cover the future expenses.

Consolidated Summary of Revenues and Expenses

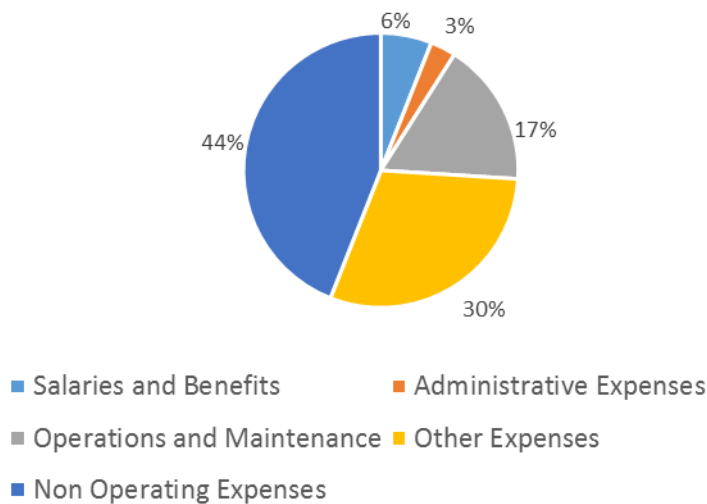
Central Texas Regional Mobility Authority FY 2018 Consolidated System Summary of Revenue, Expenses and Cash Flow

	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget
Revenues			
<i>Operating Revenue:</i>			
Toll Revenue	\$ 45,179,910	\$ 46,555,037	\$ 61,069,539
Video Tolls	13,876,165	16,030,043	14,377,753
Fee Revenue	3,356,500	6,876,980	6,022,247
Total Operating Revenue	\$ 62,412,575	\$ 69,462,060	\$ 81,469,539
<i>Other Revenue:</i>			
Interest Income	250,000	250,000	950,000
Grant Revenue	3,130,258	700,000	720,000
Reimbursed Expenditures	-	1,555,396	314,280
Miscellaneous Revenue	-	-	5,500
Total Other Revenue	\$ 3,380,258	\$ 2,505,396	\$ 1,989,780
Total Revenue	\$ 65,792,833	\$ 71,967,456	\$ 83,459,319
Expenses			
<i>Administrative, Operating and Financing</i>			
Salaries and Benefits	(3,751,064)	(4,271,233)	(4,949,181)
Administrative Expenses	(2,423,925)	(3,275,217)	(2,862,575)
Operations and Maintenance	(13,079,159)	(15,143,495)	(15,731,907)
Other Expenses	(27,958,000)	(29,027,984)	(27,372,427)
Non Operating Expenses	(44,925,046)	(43,113,675)	(39,624,354)
Total Expenses	\$ (92,137,194)	\$ (94,831,604)	\$ (90,540,444)
<i>Plus: Non Cash Expenses</i>			
Amortization Expense	1,305,000	1,411,090	1,419,000
Depreciation Expense	24,758,000	26,386,894	22,439,827
Bond Issuance Expense	200,000	200,000	1,450,000
Amortization Expense - Refund Savings	1,030,000	1,027,860	1,034,000
Accreted Interest - CABS	4,841,109	4,334,637	8,633,444
Total Non Cash Expenses	\$ 32,134,109	\$ 33,360,481	\$ 34,976,271
<i>Net Operating Cash Inflows</i>			\$ 27,895,146
Cash Inflows(Outflows)			
Operating Capital Budget			(769,281)
Debt Service - Principal Due			(5,019,400)
American Bank Loan Principal Due			(1,765,000)
Regional Infrastructure Fund Payment- General Fund			(2,000,000)
Manor Financial Assistance Agreement			7,002,000
Manor Proceeds			4,100,000
Subtotal			1,548,319
Net Cash Flow FY 2018			\$ 29,443,465
Estimated Operating Cash Balance - June 30, 2017			65,669,461
Estimated Operating Cash Balance - June 30, 2018			95,112,926
Board Operating Cash Reserve Policy FY 2018			(54,015,854)
Designated for Allocation to Future Debt Service/Reserve Policy			\$ 41,097,073

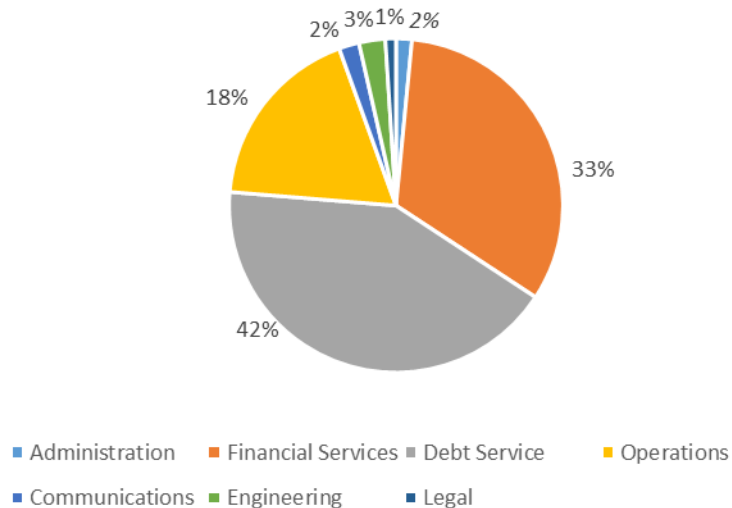
Consolidated Summary of Revenues and Expenses

Summary of Expenses:	FY 2016	FY 2017	FY 2018	Increase (Decrease)
	Adopted Budget	Adopted Budget	Adopted Budget	
Salaries and Benefits	\$ 963,368	\$ 1,019,492	\$ 1,009,186	-1.01%
Administrative Expenses	169,100	144,175	126,450	-12.29%
Operations and Maintenance	-	-	-	0.00%
Other Expenses	130,000	125,000	150,000	20.00%
Non Operating Expenses	65,000	100,000	100,000	0.00%
Total Expenses	\$ 1,327,468	\$ 1,388,667	\$ 1,385,636	-0.22%

FY 2018 Expenses by Category



FY 2018 Expenses by Department



Consolidated Summary of Revenues and Expenses

Total FY 2018 Expenditures	\$ 90,540,444
Non-cash Expenditures:	
Amortization Expense	(1,419,000)
Total Depreciation Expense	(22,439,827)
Bond Issuance Expense - Operating	(1,450,000)
Amortization Expense - Refund Savings	(1,034,000)
Accreted Interest - CABS	<u>(8,633,444)</u>
Total Non-cash Expenditures	<u>\$ (34,976,271)</u>
Total Cash Expenditures	<u>\$ 55,564,173</u>
Less: Net Cash Inflows	<u>1,548,319</u>
Total Operating Expenditures for FY 2018	<u>\$ 54,015,854</u>
Estimated Cash - June 30, 2018	95,112,926

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority FY 2018 Revenue and Expense by Line Item All Departments

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Revenue					
Operating Revenue					
Toll Revenue	45,179,910	46,555,037	44,758,963	61,069,539	
Video Tolls	13,876,165	16,030,043	11,711,748	14,377,753	
Fee Revenue	3,356,500	6,876,980	4,681,632	6,022,247	
Total Operating Revenue	62,412,575	69,462,060	61,152,343	81,469,539	17.29%
Other Revenue					
Interest Income	250,000	250,000	774,626	950,000	
Grant Revenue	3,130,258	700,000	19,428,596	720,000	
Reimbursed Expenditures	-	1,555,396	207,873	314,280	
Miscellaneous	-	-	6,010	5,500	
Total Other Revenue	3,380,258	2,505,396	20,417,105	1,989,780	-20.58%
Total Revenue	\$ 65,792,833	\$ 71,967,456	\$ 81,569,447	\$ 83,459,319	15.97%
Expenses					
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	2,710,710	2,967,035	2,647,133	3,520,456	
Part Time Salary Expense	36,000	-	-	-	
Overtime Salary Expense	3,000	-	-	-	
Salary Reserve	40,000	80,000	-	80,000	
Total Salaries	2,789,710	3,047,035	2,647,133	3,600,456	18.16%
Benefits					
TCDRS	349,552	415,385	367,202	515,649	
FICA	109,682	131,094	119,578	165,251	
FICA MED	34,956	36,012	38,864	55,277	
Health Insurance Expense	232,154	332,091	284,476	396,258	
Life Insurance Expense	6,468	14,167	6,871	32,942	
Auto Allowance Expense	10,200	10,200	8,500	10,200	
Other Benefits	203,942	269,785	180,915	153,197	
Total Benefits	946,954	1,208,735	1,006,407	1,328,775	9.93%
Payroll Taxes					
Unemployment Taxes	14,400	15,463	4,231	19,950	
Total Payroll Taxes	14,400	15,463	4,231	19,950	29.02%
Total Salaries and Benefits	3,751,064	4,271,233	3,657,771	4,949,181	15.87%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority FY 2018 Revenue and Expense by Line Item All Departments

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Administrative					
Administrative and Office Expenses					
Accounting	7,500	20,000	6,449	10,000	
Auditing	75,000	74,000	53,880	100,000	
Human Resources	50,000	30,000	14,095	15,000	
IT Services	64,000	88,000	60,295	103,500	
Internet	1,700	1,700	2,001	4,125	
Software Licenses	76,100	55,725	61,601	49,800	
Cell Phones	13,600	14,542	12,844	18,500	
Local Telephone Service	13,000	12,000	12,947	2,000	
Overnight Delivery Services	850	850	63	850	
Local Delivery Services	900	1,050	-	600	
Copy Machine	12,000	12,000	12,776	17,000	
Repair & Maintenance-General	1,000	1,000	2,030	2,500	
Meeting Facilities	250	1,000	-	-	
Community Meeting/ Events	2,000	2,000	-	2,000	
Meeting Expense	15,000	15,250	7,469	15,000	
Public Notices	2,000	2,000	25	100	
Toll Tag Expense	1,700	1,900	1,024	3,150	
Parking	3,475	3,600	1,313	4,200	
Mileage Reimbursement	9,600	11,200	3,811	11,200	
Insurance Expense	180,000	150,000	123,573	150,000	
Rent Expense	525,000	558,000	443,823	515,000	
Legal	220,000	525,000	41,872	288,000	
Total Administrative and Office Expenses	1,274,675	1,580,817	861,891	1,312,525	-16.97%
Office Supplies					
Books & Publications	5,950	6,150	730	6,000	
Office Supplies	12,000	21,000	14,632	19,900	
Computer Supplies	20,200	17,000	11,452	46,800	
Copy Supplies	2,200	2,500	764	1,000	
Other Reports-Printing	13,000	10,000	6,054	8,000	
Office Supplies-Printed	2,700	2,700	789	1,000	
Misc Materials & Supplies	3,000	3,750	1,098	2,750	
Postage Expense	5,850	5,850	358	900	
Total Office Supplies	64,900	68,950	35,877	86,350	25.24%
Communications and Public Relations					
Graphic Design Services	50,000	75,000	6,625	35,000	
Website Maintenance	100,000	140,000	104,270	130,000	
Research Services	50,050	105,000	87,828	110,000	
Communications and Marketing	250,000	469,900	282,751	400,000	
Advertising Expense	225,200	336,500	159,751	330,000	
Direct Mail	10,000	10,000	-	10,000	
Video Production	20,000	35,000	8,820	31,000	
Photography	10,000	10,000	2,954	11,000	
Radio	10,000	10,000	-	10,000	
Other Public Relations	27,500	125,000	5,000	20,000	
Promotional Items	17,500	10,000	972	20,000	
Displays	5,000	5,000	-	5,000	
Annual Report printing	14,000	5,000	-	-	
Direct Mail Printing	11,300	11,300	-	6,500	
Other Communication Expenses	1,500	1,000	2,426	50,500	
Total Communications and Public Relations	802,050	1,348,700	661,397	1,169,000	-13.32%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority FY 2018 Revenue and Expense by Line Item All Departments

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Employee Development					
Subscriptions	1,500	3,300	1,467	3,200	
Memberships	37,100	50,750	35,612	51,250	
Continuing Education	4,550	11,750	135	10,500	
Professional Development	12,200	6,700	-	4,000	
Other Licenses	950	1,250	257	1,750	
Seminars and Conferences	41,000	44,000	21,344	42,500	
Travel	88,000	88,000	47,221	97,000	
Total Employee Development	185,300	205,750	106,036	210,200	2.16%
Financing and Banking Fees					
Trustee Fees	16,000	15,000	19,773	30,000	
Bank Fee Expense	8,000	8,000	4,803	6,500	
Continuing Disclosure	10,000	10,000	-	10,000	
Arbitrage Rebate Calculation	8,000	8,000	6,455	8,000	
Loan Fee Expense	5,000	-	-	-	
Rating Agency Expense	50,000	30,000	15,000	30,000	
Total Financing and Banking Fees	97,000	71,000	46,030	84,500	19.01%
Total Administrative	2,423,925	3,275,217	1,711,232	2,862,575	-12.60%
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant	250,000	-	-	-	
GEC-Trust Indenture Support	142,000	165,000	702	-	
GEC 1.1 Annual O&M Budget Development	-	-	19,804	30,000	
GEC 1.2 Annual Facility Inspections	-	-	77,293	125,000	
GEC-Financial Planning Support	10,000	10,500	47	-	
GEC 2.1 Program Funding Support	-	-	-	50,000	
GEC-Toll Ops Support	20,000	10,000	-	-	
GEC 3.1 Operations Center Support	-	25,000	20,558	10,000	
GEC 3.2 Toll Operations Support	-	10,000	-	10,000	
GEC-Roadway Ops Support	261,000	231,667	87,540	-	
GEC 4.1 Driveway and Utility Permitting	-	-	35,521	50,000	
GEC 4.3 Maintenance Contract Support/Oversight	-	100,000	144,003	200,000	
GEC 4.4 Data Gathering and Analysis	-	-	119,358	150,000	
GEC 4.7 Warranty	-	-	2,237	10,000	
GEC-Technology Support	15,000	40,000	19,026	-	
GEC 5.1 Technology Development	-	-	-	50,000	
GEC 5.2 Technology Maintenance	-	-	-	10,000	
GEC-Public Information Support	-	30,000	-	-	
GEC 6.2 Public Information - Non Project	-	-	52,700	-	
GEC-General Support	318,000	1,151,000	428,234	-	
GEC 7.1 Meeting Attendance	-	-	40,760	50,000	
GEC 7.2 Technical Resource Support	-	25,000	147,857	200,000	
GEC 7.4 Agency Coordination - Non Project	-	-	-	50,000	
GEC 7.5 Other Initiatives - Non Project	-	-	-	500,000	
General System Consultant	175,000	70,000	85,511	170,000	
Traffic and Revenue Consultant	60,000	80,000	68,937	95,000	
Total Operations and Maintenance Consulting	1,251,000	1,948,167	1,350,089	1,760,000	-9.66%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority FY 2018 Revenue and Expense by Line Item All Departments

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Road Operations and Maintenance					
Roadway Maintenance	1,800,000	4,871,600	2,481,597	5,007,401	
Landscape Maintenance	110,000	5,000	-	2,500	
Signal & Illumination Maint	20,000	20,000	25,041	5,000	
Maintenance Supplies-Roadway	30,000	45,000	396	5,500	
Tools & Equipment Expense	250	750	22	1,000	
Gasoline	6,000	6,000	4,940	13,700	
Repair & Maintenance-Vehicles	1,500	1,500	1,566	5,000	
Electricity - Roadways	160,000	180,000	124,961	200,000	
Total Road Operations and Maintenance	2,127,750	5,129,850	2,638,523	5,240,101	2.15%
Toll Processing and Collection Expense					
Image Processing	4,527,740	2,300,000	1,161,644	1,563,594	
Tag Collection Fees	2,823,744	3,240,000	3,015,537	4,100,826	
Court Enforcement Costs	30,000	40,000	11,416	40,000	
DMV Lookup Fees	4,000	5,000	397	1,000	
Total Toll Processing and Collections	7,385,484	5,585,000	4,188,993	5,705,420	2.16%
Toll Operations Expense					
Facility maintenance	-	-	30	-	
Generator Maintenance	10,000	-	-	-	
Generator Fuel	6,000	6,000	58	5,000	
Fire and Burglar Alarm	500	500	276	500	
Elevator Maintenance	2,800	3,000	-	-	
Refuse	800	1,200	1,181	1,700	
Pest Control	1,600	1,600	-	-	
Custodial	2,000	2,500	-	-	
Telecommunications	80,000	90,000	43,971	120,000	
Water	8,000	10,500	12,193	22,000	
Electricity	-	1,200	1,734	2,500	
ETC spare parts expense	-	1,600	-	20,000	
Repair & Maintenance Toll Equip	500,000	275,000	11,928	5,000	
Law Enforcement	265,225	273,182	182,856	275,000	
ETC Maintenance Contract	1,368,000	1,755,098	966,626	1,755,098	
ETC Toll Management Center System Operation	-	49,098	73,647	294,588	
ETC Development	-	-	-	500,000	
ETC Testing	70,000	10,000	-	25,000	
Total Toll Operations	2,314,925	2,480,478	1,294,502	3,026,386	22.01%
Total Operations and Maintenance	13,079,159	15,143,495	9,472,107	15,731,907	3.89%
Other Expenses					
Special Projects and Contingencies					
HERO	1,400,000	700,000	914,213	720,000	
Special Projects	200,000	125,000	12,027	113,000	
Other Contractual Svcs	130,000	105,000	67,728	2,430,600 *	
Contingency	165,000	300,000	10,578	250,000	
Total Special Projects and Contingencies	1,895,000	1,230,000	1,004,547	3,513,600	185.66%

*Contains 71E net revenue payment to TxDOT of \$2,280,600 (see Finance section)

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority
FY 2018 Revenue and Expense by Line Item
All Departments

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Non Cash Expenses					
Amortization Expense	275,000	383,230	319,836	385,000	
Amort Expense - Refund Savings	1,030,000	1,027,860	860,539	1,034,000	
Dep Exp- Furniture & Fixtures	5,000	2,207	2,043	2,620	
Dep Expense - Equipment	15,000	9,692	12,829	16,050	
Dep Expense - Autos & Trucks	10,000	6,406	8,762	19,312	
Dep Expense-Buildng & Toll Fac	200,000	177,115	147,596	177,115	
Dep Expense-Highways & Bridges	20,000,000	22,012,091	14,602,232	18,048,333	
Dep Expense-Communic Equip	250,000	196,115	163,429	196,115	
Dep Expense-Toll Equipment	3,000,000	2,756,238	2,296,865	2,756,238	
Dep Expense - Signs	350,000	325,893	271,578	325,900	
Dep Expense-Land Improvemts	900,000	884,934	737,445	884,934	
Depreciation Expense-Computers	28,000	16,203	11,505	13,210	
Total Non Cash	26,063,000	27,797,984	19,434,657	23,858,827	-14.17%
Total Other Expenses	27,958,000	29,027,984	20,439,203	27,372,427	-5.70%
Non Operating Expenses					
Bond issuance expense	200,000	200,000	1,128,769	1,450,000	
Interest Expense	44,660,046	42,813,675	26,182,827	38,074,354	
Community Initiatives	65,000	100,000	28,500	100,000	
Total Non Operating Expense	44,925,046	43,113,675	27,340,096	39,624,354	-8.09%
Total Expenses	92,137,194	94,831,604	62,620,409	90,540,444	-4.53%
Net Income	\$ (26,344,361)	\$ (22,864,148)	\$ 18,949,039	\$ (7,081,125)	

Administration

The primary role of the Administration Department is oversight and daily management of the Mobility Authority's projects and activities. In addition to the Executive Director, this department includes the Deputy Executive Director, Executive Assistant and Receptionist.

Under the direction of the Executive Director, this department is responsible for leading and managing across all departments 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 networking with key stakeholders and the general public, customers and elected officials who contact the Mobility Authority.

Major Business Functions:

Board of Directors: Provide administrative support for the Mobility Authority's Board of Directors.

Office of the Executive Director: Oversight and daily management of the Mobility Authority's projects and activities.

FY 2017 Highlights and Accomplishments:

- 183 South Expressway Project – Celebrated one-year anniversary of construction in April. Currently on time and on budget.
- 183 North Mobility Project (Loop 1 to SH 45 / RM 620) – Completed preliminary design, partnered with TxDOT to secure \$120M from Capital Area Metropolitan Planning Organization (CAMPO) for a fourth general purpose lane and other non-tolled elements, and developed project delivery plan.
- 183A Toll, Phase III (Hero Way to SH 29) – started work on the environmental phase.
- MoPac Improvement Project (Cesar Chavez Street to Parmer Lane) – Opened the northbound express lane segment from RM 2222 to Parmer Lane in October of 2016; working extensively with the contractor to get the project on an acceptable schedule that would provide the new express lanes for drivers in 2017.

Administration

- MoPac South Environmental Study (Slaughter Lane to Cesar Chavez Street) – Work on the environmental phase was slowed due to a lawsuit; progress continued to update various technical reports required for environmental clearance.
- SH 45 Southwest Project (MoPac Expressway to FM 1626) – Secured project grant and loan funding through TxDOT, procured contractor, and started construction.
- SH 71 Toll (US 183 and SH 130) – Opened toll lane to traffic providing a new mobility option and reduced travel times.
- 290 East
 - Phase II Improvements – Completed construction, which included frontage road intersection improvements at the 290 East and SH 130 interchange. These improvements are providing congestion relief until the Phase III (Direct Connectors at SH 130) are complete.
 - Phase III Improvements (Direct Connectors at SH 130) – Started the design phase on three (3) new direct connectors at SH 130 (130 south to 290 west, 130 north to 290 west, and 290 east to 130 south travel movements).
- Oak Hill Parkway (290 West – MoPac to FM 1826) – Continued work on the environmental phase and conducted a number of meetings with stakeholders in addition to a major public meeting.
- Mobility and Technology Initiatives – Collaborated with major regional partners (CAMPO, CapMetro, City of Austin, and Capitol Area Council of Governments) on the Smart City Challenge, Commute Solutions, and several other initiatives. CTRMA’s involvement will ensure that our projects are prepared for and “in-step” with anticipated regional technology and mobility changes of the future.
- Highway Emergency Response Operator (HERO) – Continued to provide roadside assistance service to stranded motorists on a 55-mile section of I-35 from the City of Kyle (Yarrington Road) to the City of Georgetown (SH 130 North) and a 12-mile stretch of US 183 between I-35 and Lakeline Boulevard.

Administration

- Texas Toll Interoperability with Oklahoma and Kansas – Implemented a multi-state partnership to allow a seamless toll experience using one transponder when traveling on toll roads in these states.

FY 2018 Overview and Goals:

- 183 South Expressway Project – Continue construction on time and within budget to ensure interim opening in 2019 and full project opening in 2020.
- 183 North Mobility Project (Loop 1 to SH 45 / RM 620) – Secure project funding and procure contractor(s) for design/construction.
- 183A Toll, Phase III (Hero Way to SH 29) – Complete environmental study and start design phase.
- MoPac Improvement Project (Cesar Chavez Street to Parmer Lane) – Open all/remaining express lane segments to traffic from RM 2222 to Parmer Lane in October, and closeout construction contract.
- MoPac South Environmental Study (Slaughter Lane to Cesar Chavez Street) – Continue work on the environmental phase and receive an environmental decision from TxDOT/FHWA.
- SH 45 Southwest Project (MoPac Expressway to FM 1626) – Continue construction on time and within budget to ensure open to traffic in 2019.
- 290 East, Phase III Improvements (Direct Connectors at SH 130) – Complete design phase and procure contractor. This project will provide three (3) new direct connectors at SH 130 (130 south to 290 west, 130 north to 290 west, and 290 east to 130 south travel movements).
- Oak Hill Parkway (290 West – MoPac to FM 1826) – Continue work on the environmental phase and receive an environmental decision from TxDOT/FHWA.
- Park and Ride – Continue to work with CAMPO, CapMetro, and other regional partners to develop and implement the Park and Ride system in connection with CTRMA roadway facilities.
- Mobility and Technology Initiatives – Continue partnership with major regional partners (CAMPO, CapMetro, City of Austin, and Capitol Area Council of

Administration

Governments) in an effort to develop regional mobility solutions including *Commute Solutions* and *mobility as a service (MAAS)* to ensure that CTRMA projects support the technology and mobility of the future.

- Highway Emergency Response Operator (HERO) – The RMA is transferring control and operations of the HERO program over to TxDOT. After completion of the transfer, TxDOT is planning to expand the service area. Southern States Interoperability – Implement toll interoperability with Florida, Georgia, North Carolina, South Carolina, and Louisiana to allow a seamless toll experience using one transponder when using toll roads in these states.

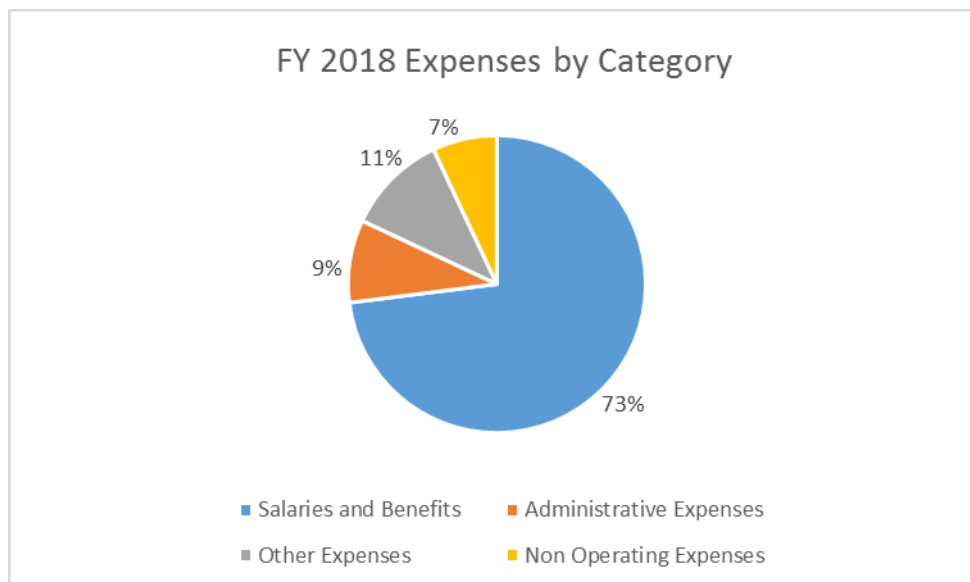
Key Measurement Indicators:

- Brand Recognition and Positive Feedback with the Community
- FY 2018 Budget and Revenue Projections
- Audit – minimize issues and exceptions
- Toll Collection Customer Service / Satisfaction
- Project Delivery On-Time and Within Budget

Administration

Summary of Expenses:

	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 963,368	\$ 1,019,492	\$ 1,009,186	-1.01%
Administrative Expenses	169,100	144,175	126,450	-12.29%
Operations and Maintenance	-	-	-	0.00%
Other Expenses	130,000	125,000	150,000	20.00%
Non Operating Expenses	65,000	100,000	100,000	0.00%
Total Expenses	\$ 1,327,468	\$ 1,388,667	\$ 1,385,636	-0.22%



Authorized Personnel:

	Positions		
	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Proposed
Executive Director	1	1	1
Deputy Executive Director	1	1	1
Executive Assistant	1	1	1
Receptionist	1	1	1
Intern*	<u>1</u>	<u>1</u>	<u>1</u>
Total Positions - Administration	5	5	5

*Not Currently Filled

Administration

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Administration

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	644,930	658,004	594,805	723,727	
Part Time Salary Expense	12,000	-	-	-	
Overtime Salary Expense	3,000	-	-	-	
Salary Reserve	40,000	-	-	-	
Total Salaries	699,930	658,004	594,805	723,727	9.99%
Benefits					
TCDRS	88,440	92,121	77,169	101,322	
FICA	23,013	21,861	19,877	23,219	
FICA MED	8,844	10,715	9,182	11,991	
Health Insurance Expense	44,042	53,447	43,136	55,228	
Life Insurance Expense	1,606	5,369	3,804	6,832	
Auto Allowance Expense	10,200	10,200	8,500	10,200	
Other Benefits	83,693	165,086	110,032	73,711	
Total Benefits	259,838	358,798	271,702	282,504	-21.26%
Payroll Taxes					
Unemployment Taxes	3,600	2,689	653	2,956	
Total Payroll Taxes	3,600	2,689	653	2,956	9.91%
Total Salaries and Benefits	963,368	1,019,492	867,159	1,009,186	-1.01%
Administrative					
Administrative and Office Expenses					
Human Resources	-	-	3,200	-	
IT Services	-	-	310	500	
Software Licenses	-	25	-	-	
Cell Phones	3,600	1,800	2,065	3,000	
Overnight Delivery Services	250	250	6	250	
Local Delivery Services	250	400	-	-	
Repair & Maintenance-General	1,000	1,000	1,736	2,500	
Meeting Facilities	250	1,000	-	-	
Meeting Expense	10,000	10,000	6,453	10,000	
Toll Tag Expense	250	250	-	-	
Parking	2,700	2,700	722	2,700	
Mileage Reimbursement	3,500	3,500	947	3,500	
Total Administrative and Office Expenses	21,800	20,925	15,440	22,450	7.29%
Office Supplies					
Books & Publications	500	-	164	500	
Office Supplies	-	10,000	6,780	10,000	
Computer Supplies	3,000	1,000	226	500	
Other Reports-Printing	-	5,000	-	-	
Office Supplies-Printed	500	-	304	-	
Misc Materials & Supplies	1,000	1,000	-	-	
Postage Expense	750	750	295	500	
Total Office Supplies	5,750	17,750	7,769	11,500	-35.21%

Administration

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Administration

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Communications and Public Relations					
Research Services	50	-	-	-	
Advertising Expense	-	-	2,500	-	
Other Public Relations	25,000	-	-	-	
Total Communications and Public Relations	25,050	-	2,500	-	0.00%
Employee Development					
Subscriptions	500	500	-	-	
Memberships	28,500	40,000	31,793	42,000	
Continuing Education	-	5,000	-	5,000	
Professional Development	7,500	-	-	-	
Other Licenses	-	-	97	500	
Seminars and Conferences	20,000	20,000	6,965	10,000	
Travel	60,000	40,000	17,309	35,000	
Total Employee Development	116,500	105,500	56,164	92,500	-12.32%
Total Administrative	169,100	144,175	81,873	126,450	-12.29%
Other Expenses					
Special Projects and Contingencies					
Other Contractual Svcs	100,000	75,000	67,728	150,000	
Contingency	30,000	50,000	-	-	
Total Special Projects and Contingencies	130,000	125,000	67,728	150,000	20.00%
Total Other Expenses	130,000	125,000	67,728	150,000	20.00%
Non Operating Expenses					
Community Initiatives	65,000	100,000	28,500	100,000	
Total Non Operating Expense	65,000	100,000	28,500	100,000	0.00%
Total Expenses	1,327,468	1,388,667	1,045,260	1,385,636	-0.22%

Finance

The primary role of the Financial Services Department is to provide financial leadership and oversight of the Mobility Authority. Under the direction of the Chief Financial Officer (CFO), the department is responsible for recommending and communicating strategic financial planning to the Executive Director and Board of Directors. The financial services department provides all accounting, financial, budgeting and debt management activities for the Authority.

Major Business Functions:

Financing: Provide direction and leadership on all Mobility Authority project financing. Look for and research opportunities to capitalize on the ability to leverage market conditions for debt restructuring.

Budget: Develop, propose and manage the Authority's annual budget.

Accounting: Responsible for maintaining all accounting records including processing payroll, accounts payable, reconciling records and monthly and 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 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 working relationship with bank providers.

Human Resources: Provide human resources support for Mobility Authority staff. Conduct annual salary survey for the comparison of Mobility Authority staff salaries to the marketplace.

FY 2017 Highlights and Accomplishments:

- Secured Refunding for select 2011 and 2013 subordinate lien revenue bonds within the parameters approved by Board action, achieving net present value savings of approximately \$15.0 million or 21.4%. *Strategic Initiative: Innovation*
- Received new rating on Senior and Subordinate Debt from HR Ratings, an international rating agency based in Mexico. *Strategic Initiative: Innovation*

Finance

FY 2018 Overview and Goals:

- Continue the development of new funding mechanisms for the Authority's projects. *Strategic Initiative: Innovation*
- Maintain and work to improve rating agencies ratings and reporting transparency and compliance. *Strategic Initiative: Innovation*

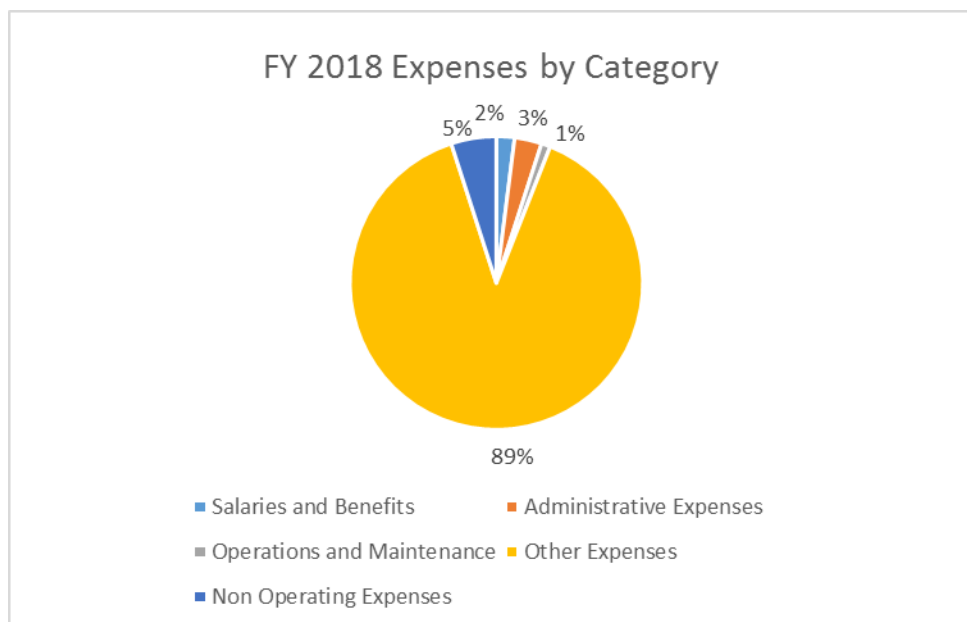
Key Measurement Indicators:

- Maintain Debt Service Coverage requirements.
- Maintain adequate unrestricted cash reserves to meet Board reserve policy.

Finance

Summary of Expenses:

	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 743,720	\$ 701,485	\$ 710,575	1.30%
Administrative Expenses	1,036,500	1,042,250	980,350	-5.94%
Operations and Maintenance	60,000	81,200	98,000	20.69%
Other Expenses	26,098,000	28,047,984	26,389,427	-5.91%
Non Operating Expenses	200,000	200,000	1,450,000	625.00%
Total Expenses	\$ 28,138,220	\$ 30,072,919	\$ 29,628,352	-1.48%



Authorized Personnel:

	Positions		
	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Proposed
CFO	1	1	1
Controller	1	1	1
Fiscal Analyst	1	1	1
Administrative Assistant - Shared	<u>0.5</u>	<u>0</u>	<u>0</u>
Total Positions - Finance	3.5	3	3

Finance

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Finance

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	553,787	467,000	379,193	477,840	
Part Time Salary Expense	15,000	-	-	-	
Salary Reserve	-	80,000	-	80,000	
Total Salaries	568,787	547,000	379,193	557,840	1.98%
Benefits					
TCDRS	74,499	65,380	53,910	66,898	
FICA	20,889	18,042	15,329	19,400	
FICA MED	7,450	4,490	5,506	7,302	
Health Insurance Expense	34,806	37,957	36,451	45,810	
Life Insurance Expense	1,387	1,681	524	3,141	
Other Benefits	33,742	24,918	19,175	7,967	
Total Benefits	172,773	152,468	130,895	150,518	-1.28%
Payroll Taxes					
Unemployment Taxes	2,160	2,017	517	2,217	
Total Payroll Taxes	2,160	2,017	517	2,217	9.91%
Total Salaries and Benefits	743,720	701,485	510,605	710,575	1.30%
Administrative					
Administrative and Office Expenses					
Accounting	7,500	20,000	6,465	10,000	
Auditing	75,000	74,000	53,880	100,000	
Human Resources	50,000	30,000	10,895	15,000	
IT Services	1,000	25,000	4,691	10,000	
Internet	1,700	1,700	1,148	2,000	
Software Licenses	20,000	25,000	9,466	27,000	
Cell Phones	1,500	1,800	2,110	3,000	
Local Telephone Service	10,000	10,000	9,586	-	
Overnight Delivery Services	500	500	57	500	
Local Delivery Services	50	50	-	-	
Copy Machine	12,000	12,000	12,776	17,000	
Meeting Expense	1,000	750	133	500	
Toll Tag Expense	50	50	-	50	
Parking	500	500	213	500	
Mileage Reimbursement	500	500	225	500	
Insurance Expense	180,000	150,000	123,573	150,000	
Rent Expense	525,000	558,000	443,823	515,000	
Total Administrative and Office Expenses	886,300	909,850	679,040	851,050	-6.46%
Office Supplies					
Books & Publications	-	1,000	-	500	
Office Supplies	12,000	10,000	2,644	5,000	
Computer Supplies	12,000	10,000	602	5,000	
Copy Supplies	2,200	2,500	764	1,000	
Office Supplies-Printed	2,200	2,200	154	500	
Postage Expense	-	-	13	100	
Total Office Supplies	28,400	25,700	4,178	12,100	-52.92%

Finance

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Finance

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Communications and Public Relations					
Other Communication Expenses	1,000	500	-	-	
Total Communications and Public Relations	1,000	500	-	-	-100.00%
Employee Development					
Subscriptions	500	2,000	388	500	
Memberships	600	500	849	1,000	
Continuing Education	2,000	1,000	135	1,000	
Professional Development	3,000	1,500	-	-	
Other Licenses	200	200	-	200	
Seminars and Conferences	7,500	5,000	880	5,000	
Travel	10,000	25,000	9,365	25,000	
Total Employee Development	23,800	35,200	11,617	32,700	-7.10%
Financing and Banking Fees					
Trustee Fees	16,000	15,000	19,773	30,000	
Bank Fee Expense	8,000	8,000	4,803	6,500	
Continuing Disclosure	10,000	10,000	-	10,000	
Arbitrage Rebate Calculation	8,000	8,000	6,455	8,000	
Loan Fee Expense	5,000	-	-	-	
Rating Agency Expense	50,000	30,000	15,000	30,000	
Total Financing and Banking Fees	97,000	71,000	46,030	84,500	19.01%
Total Administrative	1,036,500	1,042,250	740,865	980,350	-5.94%
Operations and Maintenance					
Operations and Maintenance Consulting					
Traffic and Revenue Consultant	60,000	80,000	68,937	95,000	
Total Operations and Maintenance Consulting	60,000	80,000	68,937	95,000	18.75%
Toll Operations Expense					
Refuse	-	-	240	500	
Electricity	-	1,200	1,734	2,500	
Total Toll Operations	-	1,200	1,974	3,000	150.00%
Total Operations and Maintenance	60,000	81,200	70,912	98,000	20.69%
Other Expenses					
Special Projects and Contingencies					
71E Net Revenue Payment to TxDOT	-	-	-	2,280,600	
Contingency	35,000	250,000	10,000	250,000	
Total Special Projects and Contingencies	35,000	250,000	10,000	2,530,600	912.24%
Non Cash Expenses					
Amortization Expense	275,000	383,230	319,836	385,000	
Amort Expense - Refund Savings	1,030,000	1,027,860	860,539	1,034,000	
Dep Exp- Furniture & Fixtures	5,000	2,207	2,043	2,620	
Dep Expense - Equipment	15,000	9,692	12,829	16,050	
Dep Expense - Autos & Trucks	10,000	6,406	8,762	19,312	
Dep Expense-Buildng & Toll Fac	200,000	177,115	147,596	177,115	
Dep Expense-Highways & Bridges	20,000,000	22,012,091	14,602,232	18,048,333	
Dep Expense-Communic Equip	250,000	196,115	163,429	196,115	
Dep Expense-Toll Equipment	3,000,000	2,756,238	2,296,865	2,756,238	
Dep Expense - Signs	350,000	325,893	271,578	325,900	
Dep Expense-Land Improvemts	900,000	884,934	737,445	884,934	
Depreciation Expense-Computers	28,000	16,203	11,505	13,210	
Total Non Cash	26,063,000	27,797,984	19,434,657	23,858,827	-14.17%

Finance

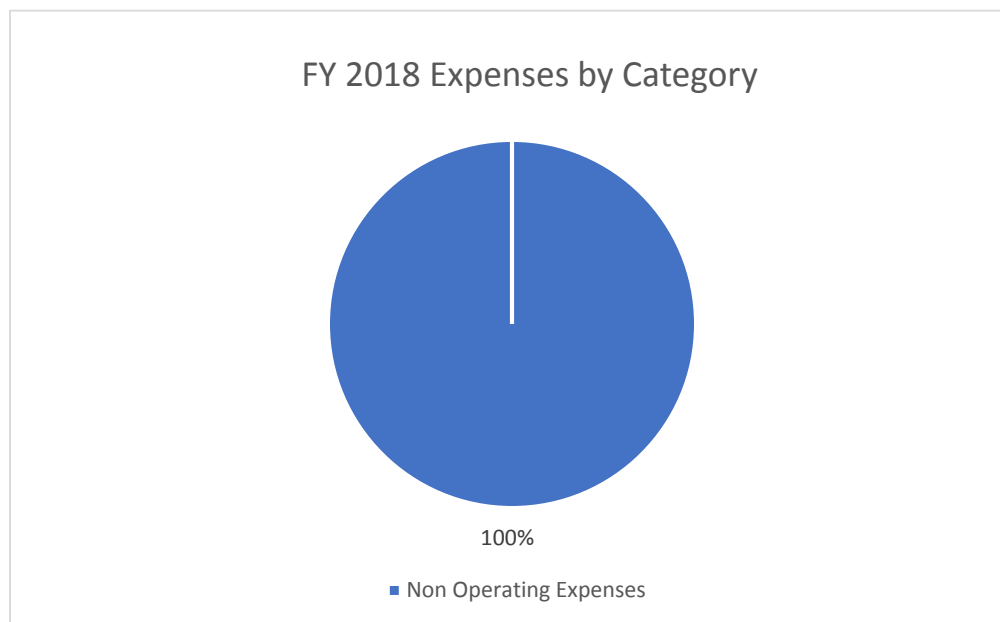
Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Finance

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Total Other Expenses	26,098,000	28,047,984	19,444,657	26,389,427	-5.91%
Non Operating Expenses					
Bond issuance expense	200,000	200,000	1,120,704	1,450,000	
Total Non Operating Expense	200,000	200,000	1,120,704	1,450,000	625.00%
Total Expenses	28,138,220	30,072,919	21,887,743	29,628,352	-1.48%

Debt

Summary of Expenses:

	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ -	\$ -	\$ -	0.00%
Administrative Expenses	-	-	-	0.00%
Operations and Maintenance	-	-	-	0.00%
Other Expenses	-	-	-	0.00%
Non Operating Expenses	44,660,046	42,813,675	38,074,354 *	-11.07%
Total Expenses	\$ 44,660,046	\$ 42,813,675	\$ 38,074,354	-11.07%



*Lowered debt service due to debt refunding in June and August of 2016.

Debt

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Debt Service

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Non Operating Expenses					
Interest Expense	44,660,046	42,813,675	26,182,827	38,074,354	
Total Non Operating Expense	44,660,046	42,813,675	26,182,827	38,074,354	-11.07%
Total Expenses	44,660,046	42,813,675	26,182,827	38,074,354	-11.07%

Operations

The Operations Department is responsible for all aspects of toll collection operations and toll systems maintenance; Roadway and Facility Maintenance; Traffic and Incident Management and Information Technology. The Operations Department aligns with many of the Mobility Authority's strategic goals and initiatives. These include regional mobility, economic vitality, sustainability and innovation. Operations also analyze future and current operational dynamics of roadway technology and driving movement to optimize efficiency.

Major Business Functions:

The department is comprised of four (4) major areas. These areas are described below.

Toll Collection & Violation Enforcement: Manage the contract that provides Pay-by-Mail processing, customer support and violation processing. Manage new toll collection system installation, oversee daily operation of the electronic toll collection systems operations. Monitor system performance and transaction reconciliation. Oversee system maintenance to ensure accuracy and dependability.

Information Technology: 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.

Road Maintenance: Define the appropriate levels of roadway maintenance that will drive the estimated maintenance costs for any given project. Assess roadway conditions and estimate maintenance cost needs for the next fiscal year. Provide oversight for all maintenance activities performed on Authority roadways or other assets. Perform activities required to keep spaces, structures, and infrastructures in proper working condition to prevent failure and degradation, including those related to campus and building maintenance for the Mobility Authority field office building.

Traffic & Incident Management: Coordinate the resources of partner agencies and private sector companies to detect, respond to, and clear traffic incidents as quickly as possible to reduce the impacts of incidents on safety and congestion, while protecting the safety of on-scene responders and the traveling public. Manage the third party Agreements that provide law enforcement services, courtesy patrol, traffic management and incident response for Mobility Authority facilities.

Operations

FY 2017 Highlights and Accomplishments:

- Established relationships with regional partners for incident management.
- Opened the CTRMA Traffic Management Center.
- Began process with TxDOT to interchange live camera feed as well as share live camera feeds with first responders.
- Created policies and procedures with our TMC to efficiently monitor, detect and report traffic incidents on Mobility Authority facilities.
- Implemented the Lowered Sign Initiative to prevent wrong way driving incidents on CTRMA facilities.
- Implemented limited maintenance on Mopac and SH 71.
- Began operations of north end north bound MoPac Express Lane.
- Successfully implemented “chat” as an additional customer service offering as part of our Pay-by-Mail program.
- Began collecting tolls for Phase I of the MoPac express lane in October 2016 and the 71 Toll lanes in February 2017.
- Deployed a new invoice format that resulted in a 15% increase in revenue collection at each stage of the billing process.
- Completed the redesign of the pay by mail website.
- Improved CTRMA’s information technology infrastructure.
- Achieved interoperability with Kansas.

FY 2018 Overview and Goals:

The Operations department’s primary goals include the successful installation and integration of the Mobility Authority’s toll projects and continued efforts to decrease costs through improvements to revenue collection techniques. To that end, the team has developed plans to:

- Continue the high level of maintenance that the public and CTRMA demands.
- Continue to work with regional partners to find ways to improve response and clearance times during incidents.
- Implement full maintenance coverage for MoPac and SH 71.
- Procure and implement an enhanced Pay By Mail back-office billing system.
- Begin toll collection and trip building for the remaining phases of the MoPac express lane project.
- Streamline enforcement processes to realize time efficiencies and increase revenue.
- Implement new retail payment offerings to provide additional opportunities for Authority customers to pay their tolls.

Operations

- Continuous improvement of the agency's information technology systems and assets.
- Integrate with other regional traffic management centers.
- Implement Southern States Interoperability.
- Enable existing technology to read all 3 tag protocols that will be used for national interoperability.

Key Measurement Indicators:

Toll Collection

- New toll and information technology installations
 - On time / on budget
 - Accuracy
- Kapsch toll system
 - Reconciliation of all transactions
 - Ability to meet performance requirements
- Customer service metrics
 - Average call wait times
 - Abandonment rate – calls dropped by customer
- Revenue collection metrics
 - Electronic toll collection penetration
 - Pay by mail payment rate
- Customer satisfaction metrics
 - Customer after-call survey scores
 - Escalations as a percentage of call volume

Traffic Management

- Periodic meetings and discussions (internal and with regional partners) on TMC performance
- System monitoring with multiple data sources for accuracy
- Incident response and clearance times
- Utilize features in software to track and report performance

Roadway Maintenance

- Ability to meet performance requirements of maintenance contract
- Appearance of facilities
- Ability to address customer concerns in a timely manner

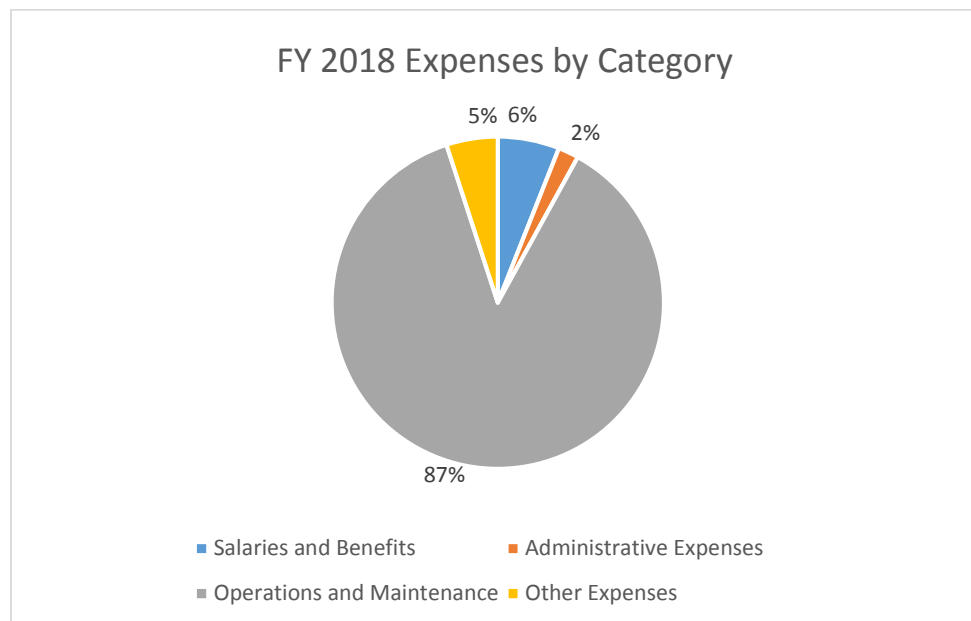
Information Technology (IT)

- Stakeholder satisfaction (administration, staff and consultants)
- Accuracy and security of toll and IT systems

Operations

Summary of Expenses:

	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 416,262	\$ 830,611	\$ 1,018,349	22.60%
Administrative Expenses	160,575	276,192	349,950	26.71%
Operations and Maintenance	10,055,409	13,320,878	14,239,207	6.89%
Other Expenses	1,730,000	855,000	833,000	-2.57%
Non Operating Expenses	-	-	-	0.00%
Total Expenses	\$ 12,362,246	\$ 15,282,681	\$ 16,440,506	7.58%



Authorized Personnel:

	Positions		
	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Proposed
Director of Operations	1	1	1
Assistant Director IT and Toll Systems	1	1	1
Toll Operations Manager	1	1	1
Traffic and Incident Management Manager	0	1	1
Roadway/Facilities Maintenance Manager	0	2	1
Roadway/Facilities Maintenance Specialist	0	0	1
Administrative Assistant III/Toll Specialist	1	1	1
Administrative Assistant - Shared	<u>0.5</u>	<u>0</u>	<u>0</u>
Total Positions -Operations	4.5	7	7

Operations

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Operations

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	295,768	590,217	523,768	719,728	
Total Salaries	295,768	590,217	523,768	719,728	21.94%
Benefits					
TCDRS	42,886	82,630	75,207	100,762	
FICA	14,415	29,197	28,963	31,896	
FICA MED	4,289	6,828	7,704	10,436	
Health Insurance Expense	35,616	83,117	83,594	121,341	
Life Insurance Expense	799	2,125	938	7,110	
Other Benefits	20,329	32,463	23,169	21,905	
Total Benefits	118,334	236,361	219,575	293,449	24.15%
Payroll Taxes					
Unemployment Taxes	2,160	4,034	1,129	5,172	
Total Payroll Taxes	2,160	4,034	1,129	5,172	28.22%
Total Salaries and Benefits	416,262	830,611	744,472	1,018,349	22.60%
Administrative					
Administrative and Office Expenses					
IT Services	55,000	55,000	49,501	85,000	
Internet	-	-	130	-	
Software Licenses	55,400	30,000	52,134	22,000	
Cell Phones	1,800	6,142	5,055	6,500	
Local Telephone Service	3,000	2,000	3,271	2,000	
Repair & Maintenance-General	-	-	294	-	
Meeting Expense	1,000	1,500	355	-	
Toll Tag Expense	300	500	1,024	2,000	
Parking	75	50	1	50	
Mileage Reimbursement	1,500	3,000	2,495	4,000	
Legal - Toll Enforcement	-	-	1,710	-	
Total Administrative and Office Expenses	118,075	98,192	117,680	121,550	23.79%
Office Supplies					
Office Supplies	-	1,000	4,316	2,500	
Computer Supplies	3,000	5,000	10,385	36,000	
Other Reports-Printing	-	-	119	-	
Office Supplies-Printed	-	-	154	-	
Misc Materials & Supplies	2,000	2,500	1,098	2,500	
Postage Expense	-	-	30	100	
Total Office Supplies	5,000	8,500	16,102	41,100	383.53%
Communications and Public Relations					
Website Maintenance	-	130,000	57,385	130,000	
Advertising Expense	5,200	10,400	-	10,000	
Direct Mail	-	-	-	10,000	
Video Production	-	-	-	6,000	
Promotional Items	7,500	-	-	-	
Direct Mail Printing	6,300	6,300	-	6,500	
Other Communication Expenses	500	500	-	500	
Total Communications and Public Relations	19,500	147,200	57,385	163,000	10.73%

Operations

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Operations

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Employee Development					
Memberships	5,000	5,000	2,595	5,000	
Continuing Education	1,500	2,500	-	2,500	
Professional Development	1,500	1,500	-	1,500	
Other Licenses	-	300	-	300	
Seminars and Conferences	3,000	4,000	2,994	5,000	
Travel	7,000	9,000	6,791	10,000	
Total Employee Development	18,000	22,300	12,380	24,300	8.97%
Total Administrative	160,575	276,192	203,547	349,950	26.71%
Operations and Maintenance					
Operations and Maintenance Consulting					
GEC-Toll Ops Support	20,000	-	-	-	
GEC 3.1 Operations Center Support	-	25,000	2,327	10,000	
GEC 3.2 Toll Operations Support	-	10,000	-	10,000	
GEC 4.3 Maintenance Contract Support/Oversight	-	100,000	-	100,000	
General System Consultant	175,000	70,000	85,511	170,000	
Total Operations and Maintenance Consulting	195,000	205,000	87,838	290,000	41.46%
Road Operations and Maintenance					
Roadway Maintenance	-	4,871,600	2,507,787	5,007,401	
Signal & Illumination Maint	-	-	25,041	-	
Maintenance Supplies-Roadway	-	-	396	500	
Tools & Equipment Expense	-	-	22	500	
Gasoline	-	-	4,413	10,000	
Repair & Maintenance-Vehicles	-	-	1,510	2,000	
Electricity - Roadways	160,000	180,000	124,961	200,000	
Total Road Operations and Maintenance	160,000	5,051,600	2,664,130	5,220,401	3.34%
Toll Processing and Collection Expense					
Image Processing	4,527,740	2,300,000	1,161,644	1,563,594	
Tag Collection Fees	2,823,744	3,240,000	3,015,537	4,100,826	
Court Enforcement Costs	30,000	40,000	11,416	40,000	
DMV Lookup Fees	4,000	5,000	397	1,000	
Total Toll Processing and Collections	7,385,484	5,585,000	4,188,993	5,705,420	2.16%

Operations

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Operations

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Toll Operations Expense					
Facility maintenance	-	-	30	-	
Generator Maintenance	10,000	-	-	-	
Generator Fuel	6,000	6,000	58	5,000	
Fire and Burglar Alarm	500	500	276	500	
Elevator Maintenance	2,800	3,000	-	-	
Refuse	800	1,200	941	1,200	
Pest Control	1,600	1,600	-	-	
Custodial	2,000	2,500	-	-	
Telecommunications	80,000	90,000	43,971	120,000	
Water	8,000	10,500	12,193	22,000	
ETC spare parts expense	-	1,600	-	20,000	
Repair & Maintenance Toll Equip	500,000	275,000	11,928	5,000	
Law Enforcement	265,225	273,182	182,856	275,000	
ETC Maintenance Contract	1,368,000	1,755,098	966,626	1,755,098	
ETC Toll Management Center System Operation	-	49,098	73,647	294,588	
ETC Development	-	-	-	500,000	
ETC Testing	70,000	10,000	-	25,000	
Total Toll Operations	2,314,925	2,479,278	1,292,527	3,023,386	21.95%
Total Operations and Maintenance	10,055,409	13,320,878	8,233,488	14,239,207	6.89%
Other Expenses					
Special Projects and Contingencies					
HERO	1,400,000	700,000	914,213	720,000	
Special Projects	200,000	125,000	12,027	113,000	
Other Contractual Svcs	30,000	30,000	-	-	
Contingency	100,000	-	578	-	
Total Special Projects and Contingencies	1,730,000	855,000	926,818	833,000	-2.57%
Total Other Expenses	1,730,000	855,000	926,818	833,000	-2.57%
Total Expenses	12,362,246	15,282,681	10,108,326	16,440,506	7.58%

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, state legislators and the media. These efforts are classified into four general areas of specialization that include public relations and communication, community development and outreach, government relations, and marketing.

Major Business Functions:

Public Relations and Communications: The business function of public relations involves the strategic communications process that builds mutually beneficial relationships between the Mobility Authority and its constituents. Constituents include customers, strategic partners, governmental organizations, community and civic groups, citizens as well as the general 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 to help relieve those.

Community Development and Outreach/Government Relations: Provide public outreach direction and support using the “Bleiker” approach on all Mobility Authority projects under development and in operation, represent the agency’s interests in these projects and maintain working relationships with all stakeholders including government entities, neighborhoods, community organizations and the general public. Bleiker is a systematic approach to develop informed consent and manage diverse interests through the community outreach process with constituents and key stakeholders, in order to achieve project goals.

Marketing: Activities in the marketing area revolve primarily around the strategic communication of the Mobility Authority and its facilities including 183A Toll, 290 Toll, 71 Toll and the full opening of the MoPac Express Lane. Activities include the education of the public on the Pay-By-Mail process as well as the benefits and cost savings of electronic tags. In addition, efforts also include the communications support of ongoing projects and activities such as Environmental Studies and projects under construction.

FY 2017 Highlights and Accomplishments:

- Evolved Annual Report to deliver a more modern, engaging and useful tool. Further developed digital format to maximize access and increase readership.
- Elevated public involvement across all projects to galvanize community relationships and become a true, proactive resource for elected officials, neighbors

Communications

- and commuters. This includes extensive construction communications, neighborhood meetings, enhanced printed materials and robust project websites.
- Revitalized Mobility Matters, a previously underutilized blog on our website that promotes our Executive Director, his leadership, and our Agency's critical role in the mobility conversation in Central Texas and beyond.
 - Developed and implemented a comprehensive social strategy that utilizes all channels (Facebook, Instagram, Twitter, ctrma.org) to maintain a real and relevant conversation with our followers. Increased followers and engagement across the board.
 - Launched a new Agency website after a full year of research and development. New site reflects an updated look and feel to the Agency's POV - clean, informative, transparent, engaging, contemporary.
 - Introduced the Good Neighbor program as part of a commitment to support the businesses impacted along the 183 S corridor during construction. This newly launched incentive program has been incredibly well-received by the project team, the construction team and participating businesses.
 - Conducted "Quality of Life" qualitative research in Austin, Raleigh-Durham and Denver to understand and compare the impact our mobility challenges are having on Central Texas.
 - Provided ongoing communications support and crisis communications for the construction MoPac Improvement Project, 183 South, 183 N and SH 45SW Projects.
 - Conducted media relations outreach with targeted print, online and broadcast journalists, editors, managers and publishers to create mutually beneficial relationships and educate the media and the public about regional mobility initiatives as well as establish an executive voice for the Mobility Authority as a trusted and innovative transportation leader. Made substantial progress with local media outlets and plan to continue educating the public on transportation solutions and the Mobility Authority's role as a leader in regional mobility innovation.
 - Worked in partnership with TxDOT to plan and execute a successful transition from substantial completion/ribbon-cutting to open and operational for 71 Toll.
 - Developed "Friday missives" as an internal knowledge share to insure cross-agency communication and collaboration.
 - Hosted legislative lunch and learn to kick off the 85th Texas Legislature. Provided overview on the CTRMA, its current projects and future initiatives, as well as a comprehensive FAQ resource.

Communications

FY 2018 Overview and Goals:

- Coordinate communications and comprehensive, effective public outreach for the development phase for 183A Phase III, MoPac South and Oak Hill Parkway. *Strategic Initiatives: Communities, Best Practices, Regional Approach*
- Remain a valuable resource on regional mobility issues and a steadfast advocate for short- and long-term transportation solutions. Our 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. *Strategic Initiatives: Innovation, Regional Approach, Beyond Roads*
- Continue to implement programs designed to maintain positive relationship with community leaders, drivers, and neighbors regarding construction activities for the MoPac Improvement Project and 183 South Project. Implement educational and outreach activities related to opening and operation of the MoPac North Express Lanes. *Strategic Initiatives: Community, Transparency, Best Practices*
- Continue community outreach program for construction projects such as the MoPac Improvement, SH45SW and 183 South. The outreach program includes activities designed to establish positive relationships with community leaders, drivers and nearby stakeholders/residents. Our outreach strategy will result in faster, more robust responses to community/key stakeholder requests/inquiries and ensure that we keep the public informed. *Strategic Initiatives: Community, Transparency, Best Practices*
- Identify opportunities to enhance awareness of the Mobility Authority and our commitment to safety on existing roadways (signage, customer appreciation activities, etc.). *Strategic Initiatives: Best Practices, Innovation, Beyond Roads*
- Enhance Board communications per annual retreat feedback. Maintain meeting materials and presentations to assure Board Members are fully prepped for each meeting. *Strategic Initiatives: Transparency, Best Practices*
- Implement comprehensive and coordinated educational initiative to educate the public about the full opening of the MoPac Express Lane, including a weekly video series aimed at answering key questions and providing construction updates. *Strategic Initiatives: Community, Transparency, Regional Approach*
- Launch the “It’s Time” multi-media (videos, podcasts, Day Tripper partnership, Radio, Statesman, editorial, social media) quality of life campaign to position CTRMA as thought leaders in innovative transportation solutions, help educate the Central Texas community of who CTRMA is and how we plan to help relieve congestion in the region and improve overall quality of life for Central Texans. *Strategic Initiatives: Innovation, Community, Regional Approach*

Communications

- Actively participate in the development of a true region-wide Commute Solutions program (initiated by the re-launch of the website). *Strategic Initiatives: Regional Approach, Beyond Roads, Sustainability, Innovation, Community*
- Monitor and develop tools to increase TxTAG penetration on facilities.

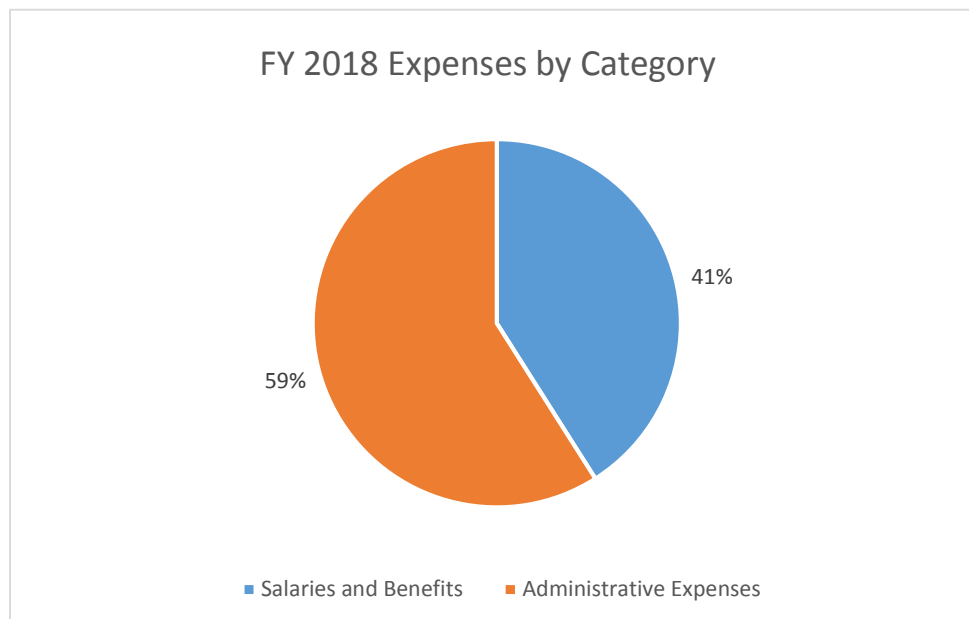
Key Measurement Indicators:

- Increase Mobility Authority and individual project website visitors and time spent on site – establish benchmarks and track monthly.
- Increase customer satisfaction by maintaining up-to-date, easy-to-understand relevant information on our website.
- Respond to all public inquiries within a reasonable time frame with well thought out, informative responses specific to their questions.
- Increase social media followers, likes and brand ambassadors that can help inform and discuss the positive things that the Mobility Authority is doing in the region – establish benchmarks and track monthly.
- Increase awareness for CTRMA and positive perception – establish benchmarks as part of the research and track after brand messaging is initiated.
- Develop and adhere to a crisis communications plan and process.
- Establish and continue elected official/key stakeholder outreach regarding key mobility issues in the region.
- Increase engagement (open rate, click-through rate, sharing, positive responses) with Mobility Matters (bi-monthly blog) and Expressway News (bi-monthly newsletter).
- Track and report quarterly on earned media.
- Working with Ops to overhaul billing communications – track success through customer feedback.
- Partner to establish and execute communications strategy for Mobility Authority programs such as Green Roads, Commute Solutions, and the Workforce Program.
- Conduct Stakeholder/Community Meetings.
- Conduct Open Houses/Workshops.
- Plan and execute monthly staff meetings and initiative and establish cross department training program.

Communications

Summary of Expenses:

	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 395,878	\$ 520,238	\$ 726,269	39.60%
Administrative Expenses	789,300	1,230,000	1,043,100	-15.20%
Operations and Maintenance	-	-	4,200	0.00%
Other Expenses	-	-	-	0.00%
Non Operating Expenses	-	-	-	0.00%
Total Expenses	\$ 1,185,178	\$ 1,750,238	\$ 1,773,569	1.33%



Authorized Personnel:

	Positions		
	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Proposed
Director of External Affairs	1	1	1
Director Community Relations	1	1	1
Community Relations Manager	1	1	1
Communications Specialist	0	1	1
Public Involvement Manager	1	0	0
Intern**	<u>1</u>	<u>0</u>	<u>0</u>
Total Positions - Communications	5	4	4

**Not Filled

Communications

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Communications

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	312,251	382,594	325,735	543,670	
Part Time Salary Expense	9,000	-	-	-	
Total Salaries	321,251	382,594	325,735	543,670	42.10%
Benefits					
TCDRS	23,526	53,563	45,953	76,114	
FICA	10,060	20,832	15,359	27,416	
FICA MED	2,353	4,353	4,724	7,883	
Health Insurance Expense	25,206	53,346	46,963	54,332	
Life Insurance Expense	438	1,377	474	3,788	
Other Benefits	11,604	2,156	6,265	10,110	
Total Benefits	73,187	135,627	119,737	179,643	32.45%
Payroll Taxes					
Unemployment Taxes	1,440	2,017	513	2,956	
Total Payroll Taxes	1,440	2,017	513	2,956	46.54%
Total Salaries and Benefits	395,878	520,238	445,986	726,269	39.60%
Administrative					
Administrative and Office Expenses					
Software Licenses	-	-	-	100	
Cell Phones	600	1,800	1,571	2,400	
Local Telephone Service	-	-	90	-	
Local Delivery Services	500	500	-	500	
CommunityMeeting/ Events	2,000	2,000	-	2,000	
Meeting Expense	500	500	273	2,000	
Public Notices	2,000	2,000	-	-	
Toll Tag Expense	100	100	-	100	
Parking	-	-	193	500	
Mileage Reimbursement	1,000	1,000	-	1,000	
Total Administrative and Office Expenses	6,700	7,900	2,128	8,600	8.86%
Office Supplies					
Books & Publications	150	150	-	-	
Office Supplies	-	-	153	400	
Computer Supplies	-	-	239	300	
Other Reports-Printing	13,000	5,000	5,935	8,000	
Postage Expense	5,000	5,000	-	100	
Total Office Supplies	18,150	10,150	6,327	8,800	-13.30%

Communications

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Communications

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Communications and Public Relations					
Graphic Design Services	50,000	75,000	6,625	35,000	
Website Maintenance	100,000	10,000	46,885	-	
Research Services	50,000	105,000	87,828	110,000	
Communications and Marketing	250,000	469,900	282,751	400,000	
Advertising Expense	220,000	325,100	157,251	320,000	
Direct Mail	10,000	10,000	-	-	
Video Production	20,000	35,000	8,820	25,000	
Photography	10,000	10,000	2,066	10,000	
Radio	10,000	10,000	-	10,000	
Other Public Relations	2,500	125,000	5,000	20,000	
Promotional Items	10,000	10,000	972	20,000	
Displays	5,000	5,000	-	5,000	
Annual Report printing	14,000	5,000	-	-	
Direct Mail Printing	5,000	5,000	-	-	
Other Communication Expenses	-	-	2,426	50,000	
Total Communications and Public Relations	756,500	1,200,000	600,625	1,005,000	-16.25%
Employee Development					
Subscriptions	500	500	325	700	
Memberships	1,000	1,000	-	1,000	
Continuing Education	250	250	-	-	
Professional Development	200	200	-	-	
Seminars and Conferences	3,000	5,000	7,230	9,500	
Travel	3,000	5,000	8,420	9,500	
Total Employee Development	7,950	11,950	15,975	20,700	73.22%
Total Administrative	789,300	1,230,000	625,053	1,043,100	-15.20%
Operations and Maintenance					
Road Operations and Maintenance					
Gasoline	-	-	-	2,700	
Repair & Maintenance-Vehicles	-	-	-	1,500	
Total Road Operations and Maintenance	-	-	-	4,200	0.00%
Total Operations and Maintenance	-	-	-	4,200	0.00%
Total Expenses	1,185,178	1,750,238	1,071,039	1,773,569	1.33%

Legal Services

The Law Department exists to provide trusted legal advice and counsel to support and advance the mission of the Mobility Authority. The General Counsel and Legal Assistant work with the Board of Directors, the Executive Director, staff, and consultants to anticipate, identify, consider, and respond to legal issues. The Law Department provides information, advice, and guidance on compliance with applicable laws and represents the Authority's interests in its relationships with customers, other agencies, consultants, vendors, and the public. The Law Department coordinates and collaborates with outside counsel to provide resources and expertise to support the Mobility Authority's projects, programs, and operations.

Major Business Functions:

- Identify, research, and advise the Board, Executive Director, and staff on legal issues that arise in connection with Mobility Authority operations and functions.
- Ensure that the Board and management receive timely, sound legal advice concerning compliance with laws and regulations.
- Coordinate, review, and prepare the agenda and backup materials for Board meetings.
- Draft, review, and advise on documents that implement Mobility Authority programs and operations, including:
 - Resolutions and policy code provisions enacted by the Board;
 - Procurement documents such as bid solicitations, requests for information, requests for qualifications, requests for proposals, and other related documents;
 - Contracts with vendors and interlocal agreements other government agencies;
 - Documents required by open government and ethics laws, including responses to requests for public information and disclosures of conflicts of interest and personal financial information.
- Advise on the implementation, construction, and application of existing agreements and legal issues that may arise under those agreements.
- Collaborate with Mobility Authority staff and court officials in Williamson and Travis Counties to continuously improve toll collection and enforcement practices and strategies.
- Assist in managing Mobility Authority records and document retention systems to ensure compliance with legal requirements and best practices.
- Manage the appropriate, efficient use of resources and expertise for legal services provided by outside counsel.

Legal Services

FY 2017 Highlights and Accomplishments:

- Supported the Executive Director, lobby team, and Mobility Authority staff in identifying legislative priorities, preparing educational materials, and responding to questions and issues raised during the 85th Legislature that could affect the Mobility Authority.
- Provided legal oversight and advice for development of the 45SW project and managed the related litigation.
- Eliminated the escheatment backlog and filed all required reports with the Texas Comptroller.
- Developed TxDOT compliance policy and conducted Board member ethics training.
- Implemented an Open Records tracking and response management plan.
- Created forms and document templates to increase efficiency and best practices in Mobility Authority agenda preparation processes.
- Coordinated with Travis County Justice of the Peace Precinct 2 in preparation for future toll violator cases.

FY 2018 Overview and Goals:

- Continue to manage and provide legal support for Mobility Authority governance, projects, and operations.
- Continue to create and revise document templates for contracting and agenda preparation processes.
- Provide support and focus strategies and procedures to improve toll collections by implementing creative enforcement strategies and methods authorized by state law, including procedures authorized by newly enacted state legislation.
- Continue to review, analyze, and recommend Policy Code revisions to comply with evolving legal requirements and best practices, and to provide necessary or desirable improvements.
- Research and possibly implement an improved document management application for housing Mobility Authority documents to complement other department applications.
- Develop policies and procedures for addressing habitual toll violators.
- Staff compliance training including employment policies, agency ethics, open meetings and open records.

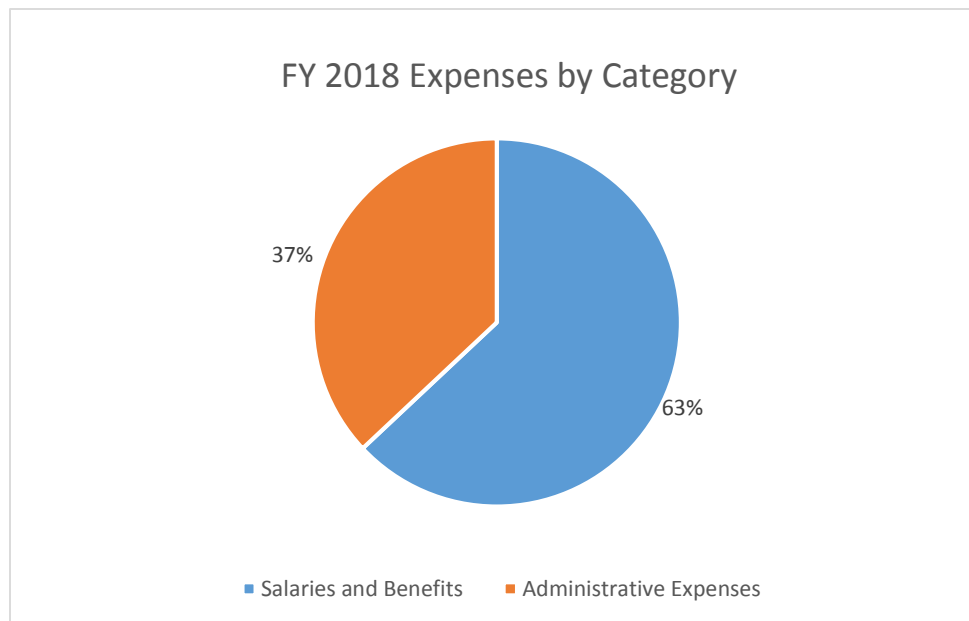
Key Measurement Indicators:

- Meet applicable deadlines for requests for public information.
- Meet applicable requirements for open meetings.
- Conduct periodic ethics training.

Legal Services

Summary of Expenses:

	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 321,684	\$ 319,726	\$ 588,591	84.09%
Administrative Expenses	245,100	562,700	339,900	-39.59%
Operations and Maintenance	-	-	-	0.00%
Other Expenses	-	-	-	0.00%
Non Operating Expenses	-	-	-	0.00%
Total Expenses	\$ 566,784	\$ 882,426	\$ 928,491	5.22%



Authorized Personnel:

	Positions		
	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Proposed
Legal Counsel	1	1	1
Legal Assistant/Records Manager	1	1	1
TBD	<u>0</u>	<u>0</u>	<u>2</u>
Total Positions - Legal	2	2	4

Legal Services

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Legal

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	232,897	242,050	231,413	435,665	
Total Salaries	232,897	242,050	231,413	435,665	79.99%
Benefits					
TCDRS	33,770	33,887	32,634	60,993	
FICA	10,926	10,416	8,878	23,895	
FICA MED	3,377	2,436	3,332	6,317	
Health Insurance Expense	23,185	15,474	14,120	37,464	
Life Insurance Expense	629	1,357	332	2,563	
Other Benefits	15,460	12,761	22,403	19,476	
Total Benefits	87,347	76,331	81,698	150,709	97.44%
Payroll Taxes					
Unemployment Taxes	1,440	1,345	342	2,217	
Total Payroll Taxes	1,440	1,345	342	2,217	64.86%
Total Salaries and Benefits	321,684	319,726	313,454	588,591	84.09%
Administrative					
Administrative and Office Expenses					
IT Services	8,000	8,000	5,793	8,000	
Internet	-	-	723	300	
Software Licenses	700	700	-	700	
Cell Phones	600	1,200	775	1,200	
Overnight Delivery Services	100	100	-	100	
Local Delivery Services	100	100	-	100	
Meeting Expense	2,000	2,000	37	2,000	
Public Notices	-	-	25	100	
Parking	100	100	13	100	
Mileage Reimbursement	100	200	43	200	
Total Legal	220,000	525,000	40,162	288,000	
Total Administrative and Office Expenses	231,700	537,400	47,571	300,800	-44.03%
Office Supplies					
Books & Publications	5,300	5,000	566	5,000	
Office Supplies	-	-	190	1,000	
Computer Supplies	700	1,000	-	5,000	
Postage Expense	100	100	20	100	
Total Office Supplies	6,100	6,100	775	11,100	81.97%
Communications and Public Relations					
Photography	-	-	319	500	
Total Communications and Public Relations	-	-	319	500	0.00%
Employee Development					
Subscriptions	-	200	754	1,500	
Memberships	2,000	4,000	375	2,000	
Continuing Education	800	3,000	-	2,000	
Professional Development	-	3,000	-	2,000	
Seminars and Conferences	2,500	5,000	1,650	10,000	
Travel	2,000	4,000	2,633	10,000	
Total Employee Development	7,300	19,200	5,412	27,500	43.23%
Total Administrative	245,100	562,700	54,077	339,900	-39.59%

Legal Services

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Legal

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Non Operating Expenses					
Bond issuance expense	-	-	8,065	-	
Total Non Operating Expense	-	-	8,065	-	0.00%
Total Expenses	566,784	882,426	375,596	928,491	5.22%

Engineering

The role of the Engineering Department is to serve as the central organizational hub for the development of major capital improvement projects, from concept through final construction acceptance. Secondly, the Department plays a critical role in the identification and budgeting for facilities maintenance and asset preservation. The Department collaborates and considers the needs of the other Departments to ensure that all aspects of the program and programs are integrated, disciplined, organized and efficient.

Major Business Functions:

Project Inception and Feasibility: Coordinate with other transportation providers in the region (TxDOT, Capital Area Metropolitan Planning Organization, City of Austin, Travis County, and Williamson County) to assure that mobility needs for the region are defined and included in the Long Range Transportation Plan. Provide feasibility analysis for selected projects to evaluate implementation priority.

Project Development: Accurately program and develop priority projects to the appropriate level for implementation based on coordination with stakeholders. Stakeholders would include external – federal and state agencies, local governments and the general public. Internal stakeholders would include the Board of Directors, the Executive Director, Legal Department, Financial Team, Toll Operations Department, General Engineering Consultants and Public Relations Department. The deliverable may include schematic level design, or more complete design as well as the appropriate level of environmental documentation and clearance.

Project Implementation: Determine the appropriate project delivery method and oversight to provide the Authority with a project of the highest quality that meets the financial and timing constraints. Work closely with Legal, Finance, and Toll Operations and Communications to develop construction documents meeting the agency mission and vision. Manage the construction of all agency projects through project final acceptance.

Roadway Maintenance: Continue close support and coordination of maintenance activities with the Operations group.

FY 2017 Highlights and Accomplishments:

Programmatic

- Performed annual condition survey and prepared annual report of condition for bond holders for the 183A and 290E corridors
- Prepared annual traffic and safety reports for 183A and 290E corridors

Engineering

- Developed guidance document for inspection and recording of conditions for all Texas Commission on Environmental Quality (TCEQ) bests management practices (BMPs) to ensure compliance with Water Pollution Abatement Plans (WPAP)
- Stood up e-Builder for project and programmatic document control (major accomplishment)
- Developed monthly project delivery report
- Created project summary documents for each of the projects in development
- Added Drone Video Capabilities to our team by hiring two separate providers with these capabilities. Provides a unique and refreshing look to telling the story of our construction project progress
- Signed Memorandum of Agreement with Capital Metro and CAMPO to work in partnership towards the implementation of park and ride facilities adjacent to CTRMA corridors in an effort to improve mobility through the use of express buses. The partnership continues with regular meetings and coordination to implement park and ride facilities.
- Initiated and established a Sustainability Task Force to identify and grow opportunities to preserve and minimize consumption of natural resources.
- Implemented Greenroads on the 183S and SH 45SW project. A commitment to the sustainability values of the Mobility Authority.
- Prepared lessons learned documents to be used for continuous improvement
- Engaged with Associated General Contractors (AGC) to develop a dialogue and partnership to improve contract provisions and increase participation in CTRMA procurements. Participated on a Task Force, held quarterly meetings, and began working on a formal process for annual prequalification and financial qualifications in close coordination with AGC
- Prepared draft of the CTRMA Permitting Process Manual to define standards operating procedures for agency driveway and utility permitting
- Continued support of PBMC
- Creation of weekly project progress report for Board
- Created change order reporting for Board
- Established change order committee to drive change management consistency across construction projects.

Engineering

Procurements

Successfully procured the following professional services contracts:

- SH 45 SW Construction Engineering and Inspection
- SH 45 SW Independent Environmental Compliance Monitor
- Manor Expressway Phase III Final Design

Projects

- MIP
 - Successfully opened the northbound north end segment of the MoPac Express Lane project in October, and provided media and communications assistance.
- 183S
 - Design complete and approved for construction
 - 100% of corridor under construction
 - Project is within budget and on schedule
 - Design-Build team surpassed 1 million safe man-hours in April
 - Implemented the re-evaluation of the SH 71 U-Turn Relocation as part of the 183 South Project
 - 183 South Construction Communications program has been a success. In a one-year period, the program has provided over 200,000 communication “touches” to those needing and/or wanting to know about construction activities. Tweets, text messages, website notices, door-to-door information drops, post card mailings, meetings, appreciation events, stop and chats, special events and piggybacking on existing events are all used to keep the public informed. As a result, elected leaders sing our praises, our negative comment rate is small, there have been no work stoppages due to neighborhood concerns, and the construction is currently on time and on budget.
- 45SW
 - Successfully advertised, awarded, and kicked off construction of State Highway 45 Southwest construction project and executed contracts for Construction Engineer and Inspector (CE&I) and Independent Environmental Construction Monitor (IECM) to monitor field activities. The project achieved a major milestone in early 2017 by completed all initial clearing in the 13-mile corridor in February. This milestone was critical to avoid avian nesting season and cleared the way for construction to progress throughout the entire corridor. As of May 2017, the project is approximately 11% complete and progressing on schedule.

Engineering

- 71 Express
 - Began operations of the 71 Express Project at the airport providing traffic relief and a time savings alternative between US 183 and SH 130.

- 290E
 - Achieved final acceptance of 290E Phase II project
 - Achieved final acceptance of the 290/130 Interchange Interim project, providing some relief for the northwest quadrant of that intersection and improving operations and safety. This was a necessary step to make these improvements while the ultimate improvements (Direct Connectors) can be designed and constructed.
 - Began design of the Manor Expressway (290E) Phase III Direct Connectors project. Project was included in the CAMPO transportation improvement program through an amendment. A key component on moving forward to a project that will have positive impacts to the region.

- 183A Phase III
 - Initiated the schematic design, traffic studies and environmental assessment on 183A Phase III from Hero Way to State Highway 29. Project was included in the CAMPO transportation improvement program through an amendment.

- MoPac South
 - While the overall project progress was limited due to ongoing litigation, the team completed the traffic updates required by federal mandate to comply with CAMPO 2040 region plan updates. This included updates to the project traffic model, CAMPO regional model, and regional toll analysis. Updates will allow CAMPO to utilize the model updates on regional planning studies. Update will allow remainder of project to be progress as rapid pace when lawsuit is resolved.

- 183 North
 - Completed 100% schematic design on the 183 North project. Project was included in the CAMPO transportation improvement program through an amendment. Successfully partnered with TxDOT to obtain \$120 million funding commitment to construct non-tolled elements of the project, which allows the project to move forward towards procurement.

Engineering

- MoKan
 - Began planning efforts on MoKan corridor to explore corridor alternatives and feasibility.

FY 2018 Overview and Goals:

- Long-Range Planning - Continue initial due diligence investigations and / or conceptual and feasibility analysis on the following projects:
 - 183A Frontage Roads – RM 1431 to Avery Ranch Boulevard
 - RM 620 – US 183 to Anderson Mill Lane
 - RM 2243 – River Bow Dr to 183A
 - 290E Phase III – Parmer Lane to FM 973(N)
- Project Development - Hold final Public Hearings or receive Environmental Record of Decisions on the following projects under development:
 - MoPAC South Managed Lanes (Lawsuit notwithstanding)
 - Oak Hill Parkway (290W)
- Continue work identified in the Memorandum of Agreement with Capital Metro and CAMPO to work in partnership towards the implementation of park and ride facilities adjacent to CTRMA corridors in an effort to improve mobility through the use of express buses. The partnership continues with regular meetings and coordination to implement park and ride facilities along RMA corridors.
- Construction kickoff or continued progress on the following construction projects:
 - 290E / SH 130 Phase III
 - 183 South
 - SH 45 SW (Lawsuit notwithstanding)
- Continue the process of lessons learned full circle through listening sessions with industry to find more effective ways to deal with designers, construction contractors and design-builders.
- Continue to build standard operating procedures for project development.
- Complete Phase I of III of a Transportation Asset Management Program (TAMP) to promote organization, communication and planning, providing a strategy for the Agency to protect its investment in infrastructure by proactively managing its program.
- Continue development of a work program (CIP).
- Continue implementation of Greenroads.

Engineering

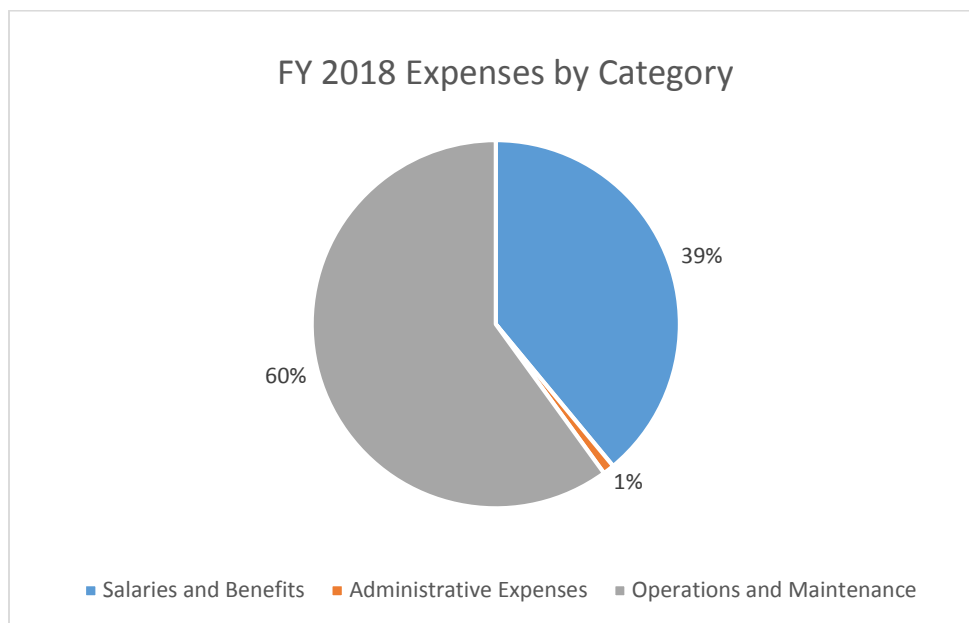
Key Measurement Indicators:

Measurement Description	FY 2016 Actual (%)	FY 2017 Estimated (%)	FY 2018 Goal (%)
Programmatic			
Complete PH I of III – Transportation Asset Mgmt Program	0	0	100
Recruit top candidate to lead Asset Management	0	0	100
Develop Lessons Learned – Best Management Practices Guidance Manual and Standard Reporting Location	5	10	100
Establish Change Order Committee and Procedures	0	50	100
Establish standardized contract reporting and measuring documents	0	25	100
Establish non-project initiatives tracking and reporting methodology	0	50	100
Establish Contractor Prequalification Process	0	25	100
Establish PS&E Review Standard Operating Procedures	0	0	100
Project Development			
MoKAN (Concepts / Analysis)	5	75	100
MoPAC South (Env)	80	80	100
290W/Y-at Oak Hill (Env)	65	80	95+
290 PH III (DC's) (PS&E)	0	60	100
183A PH III (Env / PS&E)	0	60	100 / 30
183 North (DB Procurement)	0	5	90
Construction			
290 PH III	0	0%	5%
183 South	18	40	65
SH 45 SW	0	15	45
MoPAC North	65	85	95+
SH 71 Express	63	95	100

Engineering

Summary of Expenses:

	FY 2016 Adopted Budget	FY 2017 Adopted Budget	FY 2018 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 910,152	\$ 879,682	\$ 896,212	1.88%
Administrative Expenses	23,350	19,900	22,825	14.70%
Operations and Maintenance	2,963,750	1,741,417	1,390,500	-20.15%
Other Expenses	-	-	-	0.00%
Non Operating Expenses	-	-	-	0.00%
Total Expenses	\$ 3,897,252	\$ 2,640,999	\$ 2,309,537	-12.55%



Authorized Personnel:

	Positions		
	FY 2016 Adopted	FY 2017 Adopted	FY 2018 Proposed
Director of Operations	1	1	1
Assistant Director of Engineering - Project Development	1	1	1
Assistant Director of Engineering - Construction Mgmt.*	0	1	1
Senior Project Manager	1	1	1
Project Manager**	0	0	1
Senior Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>
Total Positions - Engineering	4	5	6

*Project Funded

**Unfilled

Engineering

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Engineering

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	671,077	627,171	374,798	619,826	
Total Salaries	671,077	627,171	374,798	619,826	-1.17%
Benefits					
TCDRS	86,431	87,804	63,965	109,561	
FICA	30,379	30,746	24,291	39,426	
FICA MED	8,643	7,191	6,562	11,347	
Health Insurance Expense	69,299	88,750	57,315	82,083	
Life Insurance Expense	1,609	2,258	625	9,508	
Other Benefits	39,114	32,401	22,721	20,028	
Total Benefits	235,475	249,149	175,479	271,952	9.15%
Payroll Taxes					
Unemployment Taxes	3,600	3,362	684	4,433	
Total Payroll Taxes	3,600	3,362	684	4,433	31.89%
Total Salaries and Benefits	910,152	879,682	550,961	896,212	1.88%
Administrative					
Administrative and Office Expenses					
Internet	-	-	-	1,825	
Cell Phones	5,500	1,800	1,268	2,400	
Meeting Expense	500	500	218	500	
Toll Tag Expense	1,000	1,000	-	1,000	
Parking	100	250	171	350	
Mileage Reimbursement	3,000	3,000	100	2,000	
Total Administrative and Office Expenses	10,100	6,550	1,758	8,075	23.28%
Office Supplies					
Office Supplies	-	-	652	1,000	
Computer Supplies	1,500	-	-	-	
Office Supplies-Printed	-	500	177	500	
Misc Materials & Supplies	-	250	-	250	
Total Office Supplies	1,500	750	829	1,750	133.33%
Communications and Public Relations					
Advertising Expense	-	1,000	-	-	
Photography	-	-	568	500	
Total Communications and Public Relations	-	1,000	568	500	-50.00%
Employee Development					
Subscriptions	-	100	-	500	
Memberships	-	250	-	250	
Professional Development	-	500	-	500	
Other Licenses	750	750	160	750	
Seminars and Conferences	5,000	5,000	1,625	3,000	
Travel	6,000	5,000	3,028	7,500	
Total Employee Development	11,750	11,600	4,813	12,500	7.76%
Total Administrative	23,350	19,900	7,968	22,825	14.70%

Engineering

Central Texas Regional Mobility Authority
Operating Budget - FY 2018
Engineering

Account Name	Budget Amount FY 2016	Budget Amount FY 2017	FY 2017 Actual as of 4/30/2017	Adopted Budget FY 2018	% Change From Prior Year
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant	250,000	-	-	-	
GEC-Trust Indenture Support	142,000	165,000	702	-	
GEC 1.1 Annual O&M Budget Development	-	-	19,804	30,000	
GEC 1.2 Annual Facility Inspections	-	-	77,293	125,000	
GEC-Financial Planning Support	10,000	10,500	47	-	
GEC 2.1 Program Funding Support	-	-	-	50,000	
GEC-Toll Ops Support	-	10,000	-	-	
GEC 3.1 Operations Center Support	-	-	18,231	-	
GEC-Roadway Ops Support	261,000	231,667	87,540	-	
GEC 4.1 Driveway and Utility Permitting	-	-	35,521	50,000	
GEC 4.3 Maintenance Contract Support/Oversight	-	-	144,003	100,000	
GEC 4.4 Data Gathering and Analysis	-	-	119,358	150,000	
GEC 4.7 Warranty	-	-	2,237	10,000	
GEC-Technology Support	15,000	40,000	19,026	-	
GEC 5.1 Technology Development	-	-	-	50,000	
GEC 5.2 Technology Maintenance	-	-	-	10,000	
GEC-Public Information Support	-	30,000	-	-	
GEC 6.2 Public Information - Non Project	-	-	52,700	-	
GEC-General Support	318,000	1,151,000	428,234	-	
GEC 7.1 Meeting Attendance	-	-	40,760	50,000	
GEC 7.2 Technical Resource Support	-	25,000	147,857	200,000	
GEC 7.4 Agency Coordination - Non Project	-	-	-	50,000	
GEC 7.5 Other Initiatives - Non Project	-	-	-	500,000	
Total Operations and Maintenance Consulting	996,000	1,663,167	1,193,313	1,375,000	-17.33%
Road Operations and Maintenance					
Roadway Maintenance	1,800,000	-	(26,190)	-	
Landscape Maintenance	110,000	5,000	-	2,500	
Signal & Illumination Maint	20,000	20,000	-	5,000	
Maintenance Supplies-Roadway	30,000	45,000	-	5,000	
Tools & Equipment Expense	250	750	-	500	
Gasoline	6,000	6,000	528	1,000	
Repair & Maintenance-Vehicles	1,500	1,500	56	1,500	
Total Road Operations and Maintenance	1,967,750	78,250	(25,606)	15,500	-0.801916933
Total Operations and Maintenance	2,963,750	1,741,417	1,167,707	1,390,500	-20.15%
Total Expenses	3,897,252	2,640,999	1,726,636	2,309,537	-12.55%

Consolidated Staffing Schedule

		Consolidated Staffing Schedule		
		Positions		
Authorized Personnel:		FY 2016	FY 2017	FY 2018
		Adopted	Adopted	Adopted
Administration:	Executive Director	1	1	1
	Deputy Executive Director	1	1	1
	Executive Assistant	1	1	1
	Receptionist	1	1	1
	Intern***	1	1	1
Financial Services:	CFO	1	1	1
	Controller	1	1	1
	Fiscal Analyst	1	1	1
	Administrative Assistant - Shared	0.5	0	0
Operations:	Director of Operations	1	1	1
	Assistant Director IT and Toll Systems	1	1	1
	Toll Operations Manager	1	1	1
	Traffic and Incident Management Manager	0	1	1
	Roadway/Facilities Maintenance Manager	0	2	1
	Roadway/Facilities Maintenance Specialist	0	0	1
	Administrative Assistant III/Toll Specialist	1	1	1
	Administrative Assistant - Shared	0.5	0	0
Communications:	Director of External Affairs	1	1	1
	Director Community Relations	1	1	1
	Community Relations Manager	1	1	1
	Communications Specialist	0	1	1
	Public Involvement Manager	1	0	0
	Intern***	1	0	0
Legal:	Legal Counsel	1	1	1
	Legal Assistant/Records Manager	1	1	1
	TBD***	0	0	2
Engineering	Director of Operations	1	1	1
	Assistant Director of Engineering - Project Development	1	1	1
	Assistant Director of Engineering - Construction Mgmt.**	0	1	1
	Senior Project Manager	1	1	1
	Project Manager*	0	0	1
	Senior Administrative Assistant	1	1	1
Total Positions		24	26	29

**Funded through MoPac Improvement Project

***Currently Unfilled

Capital Budget

Capital Budget

Replacement Maintenance Vehicle	\$ 40,000
Asset Management System (Year 1 of 3)	<u>729,281</u>
	<u>\$ 769,281</u>

System Operating Budget

FY 2018 Budget

Total Revenues **\$ 83,459,319**

System Operating Costs

Toll Operations	\$	11,220,105
Finance Department		150,000
Finance Department		30,000
Finance Department		355,287
Finance Department		515,000
Finance Department		184,655
Finance Department		211,200
Legal		235,436
Legal		115,200
Communications		363,134
Communications		502,500
Engineering		627,348
Engineering		962,500
Administration		403,674

Total System Operating Costs	\$	15,876,041
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Available Net Revenue per Indenture		67,583,278
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		Coverage %
Debt Service Senior Lien Bonds	(30,717,254)	2.20
Debt Service Subordinate Lien Bonds	(5,076,500)	1.89

Maintenance		5,235,901
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Available Net Revenue per Indenture after Maintenance		62,347,377
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Debt Service Senior Lien Bonds	(30,717,254)	2.03
Debt Service Subordinate Lien Bonds	(5,076,500)	1.74

Debt Service Schedule

	Interest	Principal	Accreted Interest	Capitalized Interest	Other Funding Sources	FY 2018 Debt Service	Capitalized on Balance Sheet	Debt Service Net Cash Payments
2010 Senior Lien Revenue Bonds								
7/1/2017	\$ 245,813.00	\$ -	\$ 2,291,989.00			\$ 2,537,802.00		\$ 245,813.00
1/1/2018	\$ 245,813.00		\$ 2,379,186.00			\$ 2,624,999.00		\$ 245,813.00
2011 CABS								
1/1/2018			\$ 455,447.00			\$ 455,447.00		
7/1/2018			\$ 469,718.00			\$ 469,718.00		
2013A Senior Revenue Bonds								
7/1/2017	\$ 3,592,125.00					\$ 3,592,125.00		\$ 3,592,125.00
1/1/2018	\$ 3,592,125.00	\$ 3,800,000.00				\$ 3,592,125.00		\$ 7,392,125.00
2013 Subordinated revenue Bonds								
7/1/2017	\$ 2,538,250.00					\$ 2,538,250.00		\$ 2,538,250.00
1/1/2018	\$ 2,538,250.00	\$ 1,000,000.00				\$ 2,538,250.00		\$ 3,538,250.00
2015A Senior Revenue Bonds								
7/1/2017	\$ 7,469,750.00			\$ (7,469,750.00)			\$ 7,469,750.00	
1/1/2018	\$ 7,469,750.00			\$ (7,469,750.00)			\$ 7,469,750.00	
2015B Senior Revenue Bonds								
7/1/2017	\$ 1,719,625.00						\$ 1,719,625.00	\$ 1,719,625.00
1/1/2018	\$ 1,719,625.00						\$ 1,719,625.00	\$ 1,719,625.00
2016 Senior Revenue Bonds								
7/1/2017	\$ 8,722,518.75				\$ 5,551,000.00	\$ 8,722,518.75		\$ 3,171,518.75
1/1/2018	\$ 8,722,518.75				\$ 5,551,000.00	\$ 8,722,518.75		\$ 3,171,518.75
TXDOT 183S State Highway Fund								
1/1/2018			\$ 622,051.45				\$ 622,051.45	
7/1/2018			\$ 634,492.49				\$ 634,492.49	
TXDOT 183S State Infrastructure Bank								
1/1/2018			\$ 622,051.45				\$ 622,051.45	
7/1/2018			\$ 634,492.49				\$ 634,492.49	
45SW State Highway Fund								
1/1/2018			\$ 40,800.00				\$ 40,800.00	
7/1/2018			\$ 483,216.00				\$ 483,216.00	
71E Repayment Obligation								
3/6/2017	\$ 2,280,600.00	\$ 219,400.00				\$ 2,280,600.00		\$ 2,500,000.00
						\$ 38,074,353.50	\$ 21,415,853.88	\$ 29,834,663.50

Capital Improvement Program

Capital Improvement Projects
as of July 1, 2017

Project Name	Estimated Total Project Cost	State/Federal Funding	Funding Source
Mopac Express Lanes Project - North (to completion)	199,500,000	199,500,000	Category 2, Category 7, and Categor 12 Funding and Short-Term Financing
US 183 South (to completion)	743,000,000	147,000,000	Category 2 and Category 12 Funding, Revenue Bonds, TIFIA Loan
Mopac Express Lanes Project - South (to construction)	16,500,000	16,500,000	Proposition 12 Funding
SH 45 SW (to completion)	109,000,000	28,920,000	TXDOT Grant, TXDOT Loan, Hays and Travis Counties
US 290 West - The "Y" (to environmental clearance)	4,100,000	4,100,000	Category 2 and Category 12 Funding
US 183 N Express Lanes (to environmental clearance)	7,200,000	7,200,000	Category 7 Funding
290E/130 Direct Connectors (to completion)	130,000,000	-	TBD
	<u>\$ 1,209,300,000</u>	<u>\$ 403,220,000</u>	

Funding Sources Descriptions:

Category 2 - Metropolitan Area Corridor Projects (Federal)

Category 7 - Statewide Transportation Program - Metropolitan Mobility/Rehabilitation (Federal)

Category 12 - Commission Strategy Priority (State/Federal)

Proposition 12 - General Obligation Bond Projects (State)