



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

2021

FISCAL YEAR 2021
OPERATING BUDGET
ADOPTED



JUNE 24, 2020

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Operating Budget Overview

Introduction - Given the context within which this Operating Budget will be implemented, the development of both revenue and expense projections has been very challenging. Not knowing the longer-term impact due to COVID-19 on revenue, the budget pares back expenses to reflect that uncertainty. The total estimated revenue is approximately 11% less than the FY 2020 adopted revenue. To mitigate that decrease in revenue, the total estimated operating expenses are approximately 6% less than the FY 2020 adopted expenses.

The 2018 Strategic Plan (see graphic below) serves as the guiding document in the operation of the CTRMA and was instrumental in the development of the FY 2021 budget. The Strategic Plan provides the roadmap to help assure alignment with our mission to “implement innovative, multi-modal transportation solutions that reduce congestion and create transportation choices that enhance quality of life and economic vitality”. Until an amended Plan is adopted, the 2018 Strategic Plan will remain the “guiding document” for FY 2021.

2018 Strategic Plan



Operating Budget Overview

Overview – As discussed below, this budget is influenced by several factors including the impacts of COVID-19 on traffic and revenue, our current 2018 Strategic Plan, projects under development, under construction and under operation, and our goal to maintain and improve customer service levels during these challenging times.

This document contains revenue estimates and departmental spending plans for the fiscal year beginning July 1, 2020 and ending June 30, 2021. The estimated total revenues are \$124,429,000. Total estimated operating expenses are \$131,327,621 inclusive of \$66,107,718 in non-cash items such as amortization, depreciation, bond issuance expense and accreted interest. After consideration of all other inflows and outflows, a net positive flow of approximately \$29,467,236 is anticipated in the General Fund at June 30, 2021. In addition, this document includes the Authority's Operating Capital Budget, System Operating Budget and Debt Service Schedule for FY 2021.

The major initiatives anticipated in this budget are to:

- Procure toll system integration services;
- Develop the systems necessary to support the agency's growing technology needs
- Explore opportunities for improving tag revenue collections;
- Continue work to develop a first class customer service program focusing on the entire customer interaction both in the payment of toll bills and the driver experience;
- Install key intelligent transportation system (ITS) assets to assist customers in making informed decisions and inform future planning efforts;
- Continue work to provide a seamless toll experience using one transponder when traveling on toll roads throughout the United States.
- Consolidate toll and traffic data sources into one sharable platform to support internal and external third party sources;
- Explore promising emerging mobility technologies to collaborate with our regional/state partners to harness the potential mobility benefits brought about through the realization of new technologies and a connected region;
- Increase the effectiveness of CTRMA roadways by supporting the implementation of park and ride facilities and travel demand management programs;
- Finalize the initial 3-year Asset Management System (Phase 1) to project and plan for maintenance, repair, and replacement activities including year 3 of data collection on operating facilities and the addition of the 290 Phase III and 183 South projects.

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

Operating Budget Overview

The primary cost drivers impacting this budget include:

- A new 5-year Performance Based Maintenance Contract (PBMC);
- Replacing aging toll equipment and upgrade violation enforcement system (Capital);
- Large Sign replacement for 183A (Renewal and Replacement);
- Pavement Overlay for 183A Frontage Roads (Renewal and Replacement);
- A 37 lane mile addition (183 South) to our system, resulting in a 15% increase in our roadway inventory (effecting roadway maintenance and toll processing).

Revenues

The revenue estimate for FY 2021 of \$124.4 million is an approximate 11% decrease over the FY 2020 budget. The revenues were projected using the most recent System Transaction and Revenue (T&R) estimates and the current year to date revenue for MoPac. The Authority believes these projections are reasonable. Also included are non-system revenues from MoPac Express of \$1.5 million, and reduced Interest Income. (Note: the overall revenue estimate is not reflective of a possible FY 2021 Board approved toll rate increase.)

Expenses

Expense estimates for FY 2021 are \$131.3 million, representing a 6% decrease over the FY 2020 budget. Because the Authority reports on an accrual basis, included in the expense estimate is \$66.1 million in non-cash expense items such as amortization, depreciation, bond issuance expense accruals, and accreted interest expense.

Operating Capital Budget and Capital Improvement Program

The operating Capital Budget includes roadway technology enhancements (cameras, communication systems, lightning protection, etc.) for MoPac North and 45SW Toll.

The Renewal and Replacement budget includes roadway repairs and toll system replacements for 290 Toll; pavement striping/markings, miscellaneous aesthetic/landscaping and signage work for MoPac North; and systemwide replacement of toll network related items.

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

Operating Budget Overview

Future Projections, Cash Flow and Debt Service Coverage

Cash flow is closely monitored as new projects are studied and vetted prior to becoming active projects. While the projected expenses in the adopted 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 \$29.5 million at the end of FY 2021 - after application of the CTRMA cash operating reserve policy. The cash flow projections are utilized to anticipate cash flow requirements as well as ensure that we remain in compliance with trust indentures, debt service coverage requirements and cash reserve policies. The FY 2021 adopted budget provides for debt service coverage levels sufficient to meet the requirements of the trust indentures of 1.25 for Debt Service Senior Lien Bonds and 1.20 for Debt Service Subordinate Lien Bonds.

Unrestricted Cash Reserves

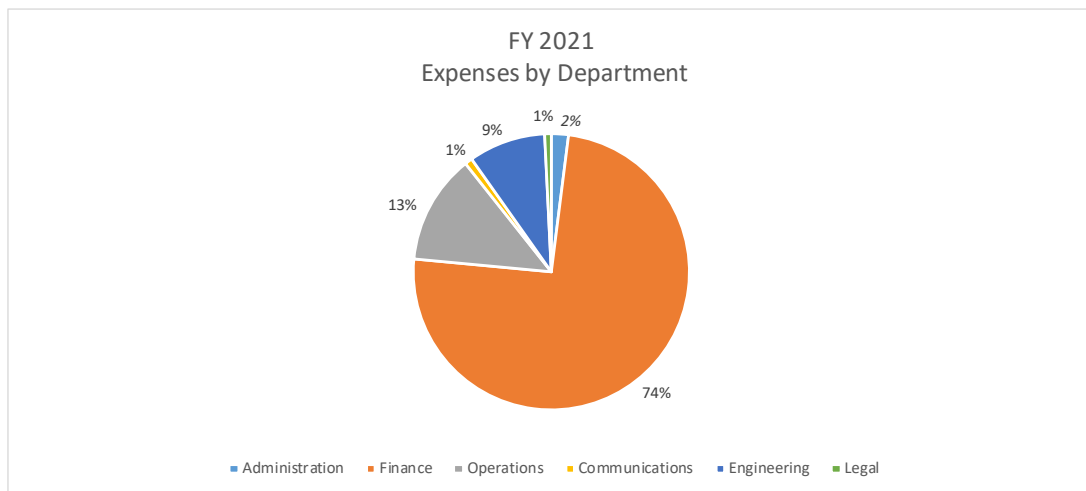
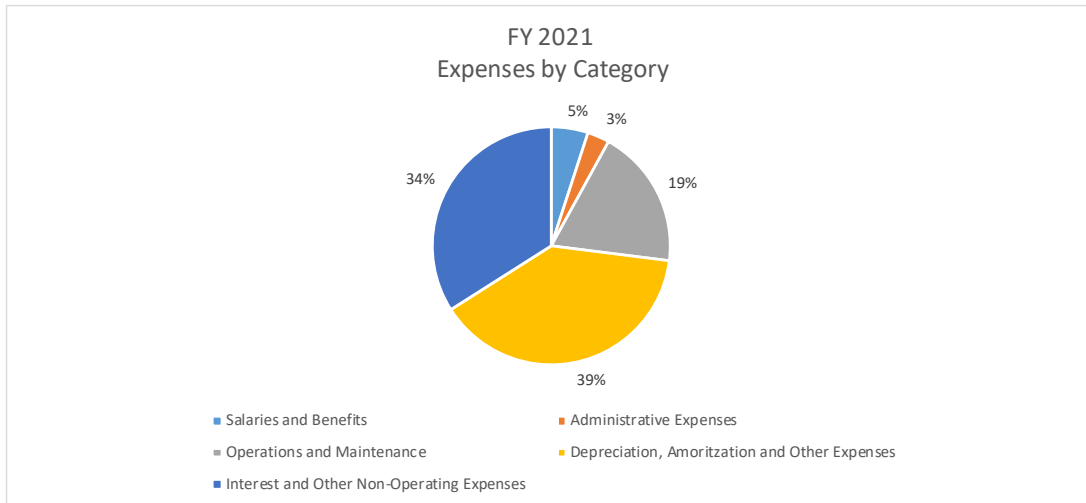
The Board of the Mobility Authority has a policy of maintaining unrestricted cash reserves to cover twelve months of cash expenses. It further allows the Executive Director, without Board approval, to lower the requirement to nine months should he deem it in the best interest of the CTRMA and will not adversely affect the financial stability of the organization. Lowering the unrestricted cash reserves below the nine-month level requires Board approval. As discussed in previous budget documents, when new projects come on line it may take the a few years to build up the reserves to cover a full year of maintenance and operations cash expenses. The adopted FY 2021 budget remains in compliance with the Board policy of maintaining unrestricted cash reserves to cover 12 months of cash expenses.

Consolidated Summary of Revenues and Expenses

	FY 2019 Adopted Budget	FY 2019 Actual Results	FY 2020 Adopted Budget	FY 2021 Adopted Budget
Revenues				
<i>Operating Revenue:</i>				
Tag Revenue	\$ 73,700,000	\$ 81,738,310	\$ 97,816,954	\$ 87,282,802
Video Tolls	17,587,500	21,098,390	24,963,459	23,301,118
Fee Revenue	6,762,500	5,477,573	7,589,784	8,342,080
Total Operating Revenue	\$ 98,050,000	\$ 108,314,272	\$ 130,370,198	\$ 118,926,000
<i>Other Revenue:</i>				
Interest Income	950,000	5,273,584	4,000,000	2,500,000
Grant Revenue	-	4,932,399	5,541,945	3,000,000
Miscellaneous Revenue	2,000	40,514	2,000	3,000
Total Other Revenue	\$ 952,000	\$ 10,246,498	\$ 9,543,945	\$ 5,503,000
Total Revenue	\$ 99,002,000	\$ 118,560,770	\$ 139,914,143	\$ 124,429,000
Expenses				
<i>Administrative, Operating and Financing</i>				
Salaries and Benefits	(5,607,917)	(5,424,714)	(6,108,109)	(6,572,687)
Administrative Expenses	(5,102,970)	(4,158,269)	(5,411,545)	(3,450,200)
Operations and Maintenance	(24,561,126)	(18,896,292)	(32,474,146)	(25,376,689)
Depreciation, Amortization and Other Expenses	(33,340,810)	(39,092,411)	(51,641,531)	(51,721,420)
Interest and Other Non-Operating Expenses	(42,060,066)	(37,206,070)	(44,391,254)	(44,206,626)
Total Expenses	\$ (110,672,889)	\$ (104,777,756)	\$ (140,026,585)	\$ (131,327,621)
<i>Plus: Non Cash Expenses</i>				
Amortization Expense	1,515,559	1,472,578	1,821,625	1,000,000
Depreciation Expense	26,491,846	29,278,266	43,694,905	46,128,420
Bond Issuance Expense	1,413,508	2,481,672	250,000	2,000,000
Amortization Expense - Refund Savings	1,027,860	1,043,810	1,050,000	1,050,000
Accreted Interest	4,334,637	4,841,109	4,334,637	15,929,298
Total Non Cash Expenses	\$ 34,783,410	\$ 39,117,435	\$ 51,151,167	\$ 66,107,718
<i>Net Operating Cash Inflows</i>				\$ 59,209,097
Cash Inflows(Outflows)				
Operating Capital Budget				(4,501,200)
Debt Service - Principal Due				(15,965,000)
CARTS				(300,000)
Regional Infrastructure Fund Payment- MoPac General Fund				(4,000,000)
Manor Financial Assistance Agreement				2,890,000
Subtotal				(21,876,200)
Net Cash Flow FY 2021				\$ 37,332,897
		Estimated General Fund Balance - June 30, 2020		79,230,443
		Estimated General Fund Balance - June 30, 2021		116,563,340
		Board Operating Cash Reserve Policy FY 2021		(87,096,103)
		Designated for Allocation to Future Debt Service/Reserve Policy		\$ 29,467,236

Consolidated Summary of Revenues and Expenses

	FY 2019 Adopted Budget	FY 2019 Actuals	FY 2020 Adopted Budget	FY 2021 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 5,607,917	\$ 5,424,714	\$ 6,108,109	\$ 6,572,687	7.61%
Administrative Expenses	5,102,970	4,158,269	5,411,545	3,450,200	-36.24%
Operations and Maintenance	24,561,126	18,896,292	32,474,146	25,376,689	-21.86%
Depreciation, Amortization and Other Expenses	33,340,810	39,092,411	51,641,531	51,721,420	0.15%
Interest and Other Non-Operating Expenses	42,060,066	37,206,070	44,391,254	44,206,626	-0.42%
Total Expenses	\$ 110,672,889	\$ 104,777,756	\$ 140,026,585	\$ 131,327,621	-6.21%



Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority FY 2021 Revenue and Expense by Line Item All Departments

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Revenue						
Operating Revenue						
Tag Revenue	73,700,000	81,738,310	97,816,954	73,521,650	87,282,802	-10.77%
Video Tolls	17,587,500	21,098,390	24,963,459	19,873,162	23,301,118	-6.66%
Fee Revenue	6,762,500	5,477,573	7,589,784	8,880,218	8,342,080	9.91%
Total Operating Revenue	98,050,000	108,314,272	130,370,198	102,275,030	118,926,000	-8.78%
Other Revenue						
Interest Income	950,000	5,273,584	4,000,000	5,160,884	2,500,000	-37.50%
Grant Revenue	-	4,932,399	5,541,945	1,586,852	3,000,000	0.00%
Miscellaneous	2,000	40,514	2,000	4,111	3,000	50.00%
Gain/Loss on Sale of Asset	-	4,348	-	11,117	-	0.00%
Total Other Revenue	952,000	10,250,845	9,543,945	6,762,965	5,503,000	-42.34%
Total Revenue	\$ 99,002,000	\$ 118,565,118	\$ 139,914,143	\$ 109,037,995	\$ 124,429,000	-11.07%
Expenses						
Salaries and Benefits						
Salaries & Wages						
Salary Expense-Regular	4,138,603	4,101,244	4,469,989	3,418,356	4,773,694	6.79%
Salary Reserve	80,000	-	80,000	-	80,000	0.00%
Total Salaries	4,218,603	4,101,244	4,549,989	3,418,356	4,853,694	6.67%
Benefits						
TCDRS	579,405	516,006	632,057	472,040	675,000	6.79%
FICA	190,792	179,004	204,345	151,450	221,877	8.58%
FICA MED	65,880	55,762	67,769	49,798	72,321	6.72%
Health Insurance Expense	391,184	391,225	510,761	354,079	513,812	0.60%
Life Insurance Expense	11,165	7,100	8,034	6,772	8,138	1.30%
Auto Allowance Expense	10,200	10,200	10,200	8,075	10,200	0.00%
Other Benefits	136,476	163,629	122,131	100,669	213,038	74.43%
Total Benefits	1,385,102	1,322,927	1,555,297	1,142,883	1,714,385	10.23%
Payroll Taxes						
Unemployment Taxes	4,212	543	2,823	4,506	4,608	63.23%
Total Payroll Taxes	4,212	543	2,823	4,506	4,608	63.23%
Total Salaries and Benefits	5,607,917	5,424,714	6,108,109	4,565,745	6,572,687	7.61%
Administrative						
Administrative and Office Expenses						
Accounting	10,000	8,411	10,000	6,925	8,000	-20.00%
Auditing	125,000	119,571	125,000	110,236	115,000	-8.00%
Human Resources	35,000	35,013	40,000	28,549	52,000	30.00%
IT Services	174,000	147,951	307,700	99,875	242,000	-21.35%
Internet	4,550	4,971	450	215	450	0.00%
Software Licenses	85,700	67,710	123,100	44,633	347,000	181.88%
Cell Phones	16,100	19,712	23,891	16,588	24,185	1.23%
Local Telephone Service	12,000	7,891	120,000	75,278	95,000	-20.83%
Overnight Delivery Services	500	99	550	53	350	-36.36%
Local Delivery Services	600	114	725	25	50	-93.10%
Copy Machine	24,000	16,002	14,735	12,720	15,264	3.59%
Repair & Maintenance-General	15,500	5,501	14,200	6,206	12,000	-15.49%
Meeting Facilities	-	-	5,000	-	5,000	0.00%
Community Meeting/ Events	15,000	-	7,000	-	-	-100.00%
Meeting Expense	16,000	10,304	14,750	13,097	14,750	0.00%
Public Notices	100	-	100	(9)	-	-100.00%
Toll Tag Expense	3,150	2,646	4,150	1,900	3,050	-26.51%
Parking / Local Ride Share	1,800	1,557	2,800	1,507	2,900	3.57%
Mileage Reimbursement	9,900	4,153	8,300	2,303	6,800	-18.07%
Insurance Expense	251,000	188,488	256,200	255,171	450,998	76.03%
Rent Expense	650,000	591,991	720,000	458,190	570,000	-20.83%
Building Parking	-	5,384	27,000	14,636	11,000	0.00%
Legal Services	396,500	397,428	500,000	213,803	591,000	18.20%
Total Administrative and Office Expenses	1,846,400	1,634,897	2,325,651	1,361,901	2,566,797	10.37%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority
FY 2021 Revenue and Expense by Line Item
All Departments

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Office Supplies						
Books & Publications	5,700	4,718	5,000	1,653	4,750	-5.00%
Office Supplies	16,000	11,100	17,000	6,314	9,500	-44.12%
Misc Office Equipment	-	15,892	10,250	3,610	6,750	0.00%
Computer Supplies	152,550	59,200	169,400	81,086	36,350	-78.54%
Copy Supplies	3,000	1,557	3,000	1,201	1,500	-50.00%
Other Reports-Printing	8,000	3,627	8,000	-	8,000	0.00%
Office Supplies-Printed	2,600	3,163	5,250	3,181	3,100	-40.95%
Misc Materials & Supplies	750	-	750	-	-	-100.00%
Postage Expense	800	382	850	290	1,150	35.29%
Total Office Supplies	189,400	99,639	219,500	97,336	71,100	-67.61%
Communications and Public Relations						
Graphic Design Services	55,000	69,631	60,000	-	20,000	-66.67%
Website Maintenance	100,300	44,761	105,000	20,189	50,000	-52.38%
Research Services	450,000	(56,385)	770,000	53,687	115,000	-85.06%
Communications and Marketing	800,000	662,916	300,500	223,983	125,000	-58.40%
Advertising Expense	821,500	989,133	755,000	488,563	150,000	-80.13%
Direct Mail	15,800	31,663	10,000	-	5,000	-50.00%
Video Production	258,820	243,592	150,000	31,288	10,000	-93.33%
Photography	12,500	7,376	10,000	578	5,000	-50.00%
Radio	75,000	83,713	50,000	3,480	-	-100.00%
Other Public Relations	60,000	73,751	140,000	4,177	55,000	-60.71%
Promotional Items	20,000	6,470	20,000	6,907	-	-100.00%
Displays	5,000	-	-	-	-	0.00%
Annual Report printing	5,000	4,430	6,500	-	6,500	0.00%
Direct Mail Printing	5,000	4,261	30,000	-	30,000	0.00%
Other Communication Expenses	70,000	10,761	56,204	33,298	33,000	-41.29%
Total Communications and Public Relations	2,753,920	2,176,073	2,463,204	866,149	604,500	-75.46%
Employee Development						
Subscriptions	3,050	1,456	4,725	1,460	2,873	-39.20%
Agency Memberships	53,500	43,060	65,000	52,418	60,980	-6.18%
Continuing Education	15,500	385	11,000	1,409	9,200	-16.36%
Professional Development	19,000	11,986	31,500	9,165	7,000	-77.78%
Other Licenses	1,700	658	800	731	1,250	56.25%
Seminars and Conferences	41,000	27,225	45,855	24,361	38,500	-16.04%
Travel	70,000	89,834	130,810	86,514	-	-100.00%
Total Employee Development	203,750	174,604	289,690	176,059	119,803	-58.64%
Financing and Banking Fees						
Trustee Fees	45,000	42,738	52,000	53,763	48,000	-7.69%
Bank Fee Expense	6,500	2,423	6,500	1,280	2,000	-69.23%
Continuing Disclosure	15,000	3,500	15,000	3,634	4,000	-73.33%
Arbitrage Rebate Calculation	13,000	8,395	10,000	9,250	10,000	0.00%
Rating Agency Expense	30,000	16,000	30,000	104,000	24,000	-20.00%
Total Financing and Banking Fees	109,500	73,056	113,500	171,926	88,000	-22.47%
Total Administrative	5,102,970	4,158,269	5,411,545	2,673,371	3,450,200	-36.24%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority FY 2021 Revenue and Expense by Line Item All Departments

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Operations and Maintenance						
Operations and Maintenance Consulting						
General Engineering Consultant						
GEC-Trust Indenture Support						
GEC 1.1 Annual O&M Budget Development	29,000	16,312	16,000	1,856	24,887	55.54%
GEC 1.2 Annual Facility Inspections	140,000	147,377	278,000	242,332	325,242	16.99%
GEC-Financial Planning Support						
GEC 2.1 Program Funding Support	51,000	96,019	285,000	91,093	209,410	-26.52%
GEC-Toll Ops Support						
GEC 3.1 Operations Center Support	50,000	32,792	-	61,940	50,000	0.00%
GEC 3.2 Toll Operations Support	199,786	235,623	1,498,223	311,517	750,000	-49.94%
GEC-Roadway Ops Support						
GEC 4.1 Driveway and Utility Permitting	50,000	22,894	35,000	15,632	35,000	0.00%
GEC 4.2 Investigations and Optimization	-	-	-	10,889	-	0.00%
GEC 4.3 Maintenance Contract Support/Oversight	364,489	255,128	474,000	323,905	258,819	-45.40%
GEC 4.4 Traffic Data Gathering and Analysis	553,489	432,467	730,000	265,046	339,150	-53.54%
GEC 4.6 Best Business Practices/Policies Support	150,000	-	150,000	4,390	50,000	0.00%
GEC 4.7 Warranty	12,000	-	15,000	-	-	-100.00%
GEC-Technology Support						
GEC 5.1 Technology Development	627,428	456,443	1,000,000	606,577	716,525	-28.35%
GEC 5.2 Technology Maintenance	230,000	194,020	28,000	1,306	24,936	-10.94%
GEC-Public Information Support						
GEC 6.1 Outreach - Non Project	-	7,620	-	-	-	0.00%
GEC 6.2 Public Information - Non Project	120,000	2,680	325,000	196,294	100,000	-69.23%
GEC 6.3 CTRMA Meeting Support	-	-	-	-	-	0.00%
GEC-General Support						
GEC 7.1 Program Management	198,000	248,832	187,000	37,295	95,381	-48.99%
GEC 7.2 Technical Resource Support	75,568	29,199	284,000	14,419	53,000	-81.34%
GEC 7.3 Study and Report Review	40,000	548,936	250,000	89,136	-	-100.00%
GEC 7.4 Agency Coordination - Non Project	550,000	514,498	750,000	612,651	674,962	-10.01%
GEC 7.5 Other Initiatives - Non Project	580,000	564,238	750,000	325,480	334,742	-55.37%
GEC 7.6 Other Initiatives - Project	-	11,878	-	88,456	-	0.00%
General System Consultant	500,000	408,830	1,318,627	717,176	1,082,515	-17.91%
Traffic Modeling	590,000	199,782	150,000	-	50,000	-66.67%
Traffic and Revenue Consultant	150,000	188,006	300,000	148,299	150,000	-50.00%
Total Operations and Maintenance Consulting	5,260,760	4,613,575	8,823,850	4,165,688	5,324,569	-39.66%
Road Operations and Maintenance						
Roadway Maintenance	4,507,900	3,257,787	4,400,000	2,452,441	3,963,810	-9.91%
Landscape Maintenance	-	-	-	-	2,665,410	0.00%
Signal & Illumination Maint	-	-	-	51,641	50,000	0.00%
Maintenance Supplies-Roadway	117,800	18,976	237,000	16,735	250,000	5.49%
Tools & Equipment Expense	1,000	498	1,500	798	1,500	0.00%
Gasoline	18,700	14,550	21,600	10,814	30,500	41.20%
Repair & Maintenance-Vehicles	6,500	4,570	4,000	7,081	11,000	175.00%
Electricity - Roadways	200,000	158,642	250,000	151,500	250,000	0.00%
Total Road Operations and Maintenance	4,851,900	3,455,023	4,914,100	2,691,010	7,222,220	46.97%
Toll Processing and Collection Expense						
Image Processing	3,200,000	1,693,777	3,392,460	1,271,747	1,200,000	-64.63%
Tag Collection Fees	6,633,000	5,674,517	7,283,817	4,738,982	5,000,000	-31.35%
Court Enforcement Costs	49,080	7,875	50,001	-	90,000	80.00%
DMV Lookup Fees	500	1,070	999	421	1,000	0.10%
Total Toll Processing and Collections	9,882,580	7,377,238	10,727,277	6,011,150	6,291,000	-41.36%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority
FY 2021 Revenue and Expense by Line Item
All Departments

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Toll Operations Expense						
Generator Fuel	2,000	3,555	2,500	1,778	3,000	20.00%
Fire and Burglar Alarm	500	484	599	370	500	-16.53%
Refuse	1,500	1,389	1,500	1,469	2,400	60.00%
Telecommunications	120,000	70,588	-	-	-	0.00%
Water - Irrigation	10,000	4,213	10,000	3,640	7,500	-25.00%
Electricity	2,500	1,058	2,500	400	500	-80.00%
ETC spare parts expense	50,000	5,573	25,000	8,272	50,000	100.00%
Repair & Maintenance Toll Equip	5,000	-	150,000	-	-	-100.00%
Law Enforcement	290,000	200,870	274,998	23,955	300,000	9.09%
ETC Maintenance Contract	1,988,386	2,170,881	4,524,237	1,355,902	4,191,000	-7.37%
ETC Toll Management Center System Operation	360,000	-	402,587	-	534,000	32.64%
ETC Development	1,636,000	939,309	2,361,999	405,789	1,250,000	-47.08%
ETC Testing	100,000	52,536	252,999	109,443	200,000	-20.95%
Total Toll Operations	4,565,886	3,450,456	8,008,919	1,911,019	6,538,900	-18.35%
Total Operations and Maintenance	24,561,126	18,896,292	32,474,146	14,778,867	25,376,689	-21.86%
Other Expenses						
Special Projects and Contingencies						
HERO	148,000	147,829	150,000	110,872	148,000	-1.33%
Special Projects	500,000	79,722	400,001	23,891	-	-100.00%
71 Express Net Revenue Payment	3,635,405	3,362,688	4,500,000	3,364,737	2,300,000	-48.89%
Customer Relations	-	931,013	-	-	-	0.00%
Technology Initiatives	650,000	243,580	525,000	234,315	125,000	-76.19%
Other Contractual Svcs	150,000	3,576,736	150,000	122,000	220,000	46.67%
Contingency	250,000	-	400,000	10,000	750,000	87.50%
Total Special Projects and Contingencies	5,333,405	8,341,568	6,125,001	3,865,815	3,543,000	-42.16%
Non Cash Expenses						
Amortization Expense	487,699	428,768	771,625	799,046	1,000,000	29.60%
Amort Expense - Refund Savings	1,027,860	1,043,810	1,050,000	874,972	1,050,000	0.00%
Dep Exp - Furniture & Fixtures	3,014	2,614	2,620	2,178	2,620	0.00%
Dep Expense - Equipment	15,999	15,999	16,000	44,482	59,000	268.75%
Dep Expense - Autos & Trucks	37,437	29,015	40,500	27,023	30,000	-25.93%
Dep Expense - Building & Toll Fac	176,748	166,437	176,800	147,290	176,800	0.00%
Dep Expense - Highways & Bridges	22,541,478	25,197,996	38,568,000	27,430,871	40,000,000	3.71%
Dep Expense - Toll Equipment	2,485,026	2,715,236	3,670,250	3,010,815	4,000,000	8.98%
Dep Expense - Signs	326,893	330,546	326,200	675,322	800,000	145.25%
Dep Expense - Land Improvemts	884,934	811,190	884,935	811,189	985,000	11.31%
Depreciation Expense - Computers	20,317	9,234	9,600	70,676	75,000	681.25%
Total Non Cash	28,007,405	30,750,844	45,516,530	33,893,864	48,178,420	5.85%
Total Other Expenses	33,340,810	39,092,411	51,641,531	37,759,679	51,721,420	0.15%
Non Operating Expenses						
Bond Issuance Expense	1,413,508	2,481,672	250,000	1,319,260	2,000,000	700.00%
Loan Fee Expense	-	47,619	75,000	27,000	50,000	0.00%
Interest Expense	40,371,558	34,602,428	43,741,254	31,965,972	42,091,626	-3.77%
Community Initiatives	275,000	74,351	325,000	124,254	65,000	-80.00%
Total Non Operating Expense	42,060,066	37,206,070	44,391,254	33,436,485	44,206,626	-0.42%
Total Expenses	110,672,889	104,777,756	140,026,585	93,214,147	131,327,621	-6.21%
Net Income	\$ (11,670,889)	\$ 13,787,362	\$ (112,443)	\$ 15,823,847	\$ (6,898,621)	

Administration

The primary role of the Administration Department is to manage the agency, its Departments, programs, and projects in alignment with the Strategic Plan. The Agency's Mobility Innovation Program and general support for the Board of Directors is also included in this Department, as well as human resources support for Mobility Authority staff.

The addition of the 183 South and 290/130 Flyovers projects will increase the size (15% increase in lane miles) and complexity of the Mobility Authority's roadway toll and technology systems. It is imperative that the toll and roadway technology systems have the capacity to effectively support both our existing and future facilities. Significant effort will be focused on the modernization of the toll and roadway technology systems and to deploy innovative mobility technologies. This is all part of an ongoing effort to maximize the safety and efficiency of our roadways using technology, to find new ways to communicate with our customers, and to provide timely and relevant information needed for customers to make effective travel decisions.

Goals and Initiatives:

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

Strategic Goals: Employ a Collaborative Approach to Implementing Mobility Solutions, Deliver Responsible Mobility Solutions That Respect the Communities We Serve, Invest in Efforts that Extend Beyond Roadways, Deliver Responsible Mobility Solutions That Respect the Communities We Serve

- Develop and encourage Transportation Demand Management (TDM) initiatives.

Strategic Goals: Deliver Multi-Faceted Mobility Solutions, Invest in Efforts that Extend Beyond Roadways

- Evaluate and deploy the next generation of innovative technologies and mode choice (i.e. connected/automated vehicle systems, etc.) to maximize the safety and efficiency of Mobility Authority roadways.

Strategic Goals: Deliver Multi-Faceted Mobility Solutions, Explore and Invest in Transformative Technology and Adopt Industry Best Practices

- Plan and develop regional park and ride facilities and shared use paths proximate to and in connection with Mobility Authority roadway facilities.

Administration

Strategic Goals: Deliver Multi-Faceted Mobility Solutions, Employ a Collaborative Approach to Implementing Mobility Solutions, Invest in Efforts that Extend Beyond Roadways

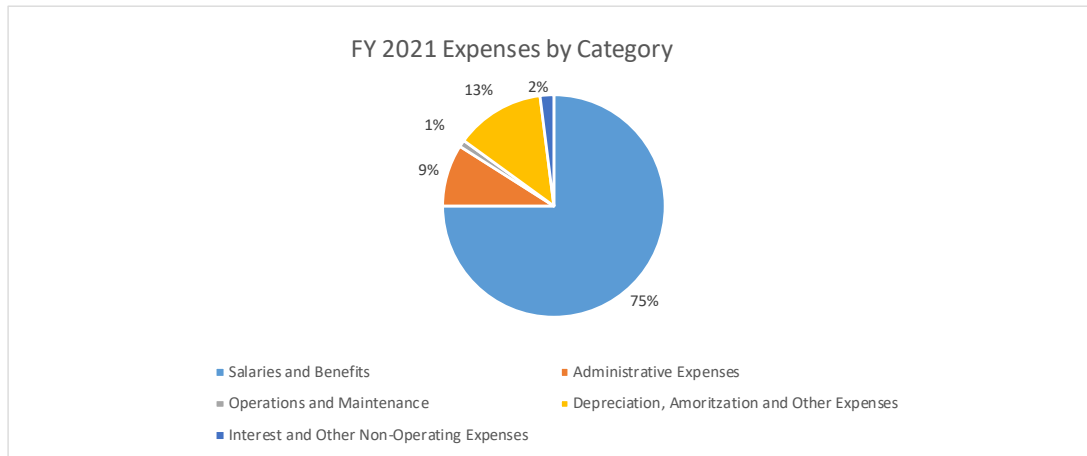
- Conduct surveys and conduct research to evaluate customer interactions and behavior to enhance the customer's experience.

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

Administration

Summary of Expenses:

	FY 2019 Adopted Budget	FY 2019 Actuals	FY 2020 Adopted Budget	FY 2021 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 1,423,097	\$ 1,585,058	\$ 1,860,852	\$ 1,962,301	5.45%
Administrative Expenses	476,850	136,277	868,150	247,000	-71.55%
Operations and Maintenance	-	452,042	250,000	3,500	0.00%
Depreciation, Amortization and Other Expenses	1,150,000	502,929	1,025,000	345,000	-66.34%
Interest and Other Non-Operating Expenses	275,000	73,092	325,000	65,000	-80.00%
Total Expenses	\$ 3,324,947	\$ 2,749,398	\$ 4,329,002	\$ 2,622,801	-39.41%



Administration

Central Texas Regional Mobility Authority
Operating Budget - FY 2021
Administration

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Salaries and Benefits						
Salaries & Wages						
Salary Expense-Regular	1,015,682	1,240,620	1,364,418	1,095,752	1,447,469	6.09%
Total Salaries	1,015,682	1,240,620	1,364,418	1,095,752	1,447,469	6.09%
Benefits						
TCDRS	142,196	121,128	191,018	141,139	202,646	6.09%
FICA	39,401	38,179	49,395	39,287	55,807	12.98%
FICA MED	18,627	15,373	21,908	15,809	23,056	5.24%
Health Insurance Expense	80,980	75,415	123,716	96,646	124,572	0.69%
Life Insurance Expense	5,707	3,800	4,104	4,006	4,320	5.26%
Auto Allowance Expense	10,200	10,200	10,200	8,075	10,200	0.00%
Other Benefits	109,332	79,100	95,494	29,263	93,368	-2.23%
Total Benefits	406,443	343,197	495,835	334,225	513,968	3.66%
Payroll Taxes						
Unemployment Taxes	972	1,242	599	63	864	44.24%
Total Payroll Taxes	972	1,242	599	63	864	44.24%
Total Salaries and Benefits	1,423,097	1,585,058	1,860,852	1,430,039	1,962,301	5.45%
Administrative						
Administrative and Office Expenses						
IT Services	8,000	-	-	-	-	0.00%
Software Licenses	-	(169)	1,500	-	-	-100.00%
Cell Phones	3,300	2,457	4,050	2,756	4,000	-1.23%
Overnight Delivery Services	250	-	250	-	250	0.00%
Repair & Maintenance-General	9,500	5,328	11,000	5,342	10,000	-9.09%
Meeting Facilities	-	-	5,000	-	5,000	0.00%
Community Meeting/ Events	5,000	-	-	-	-	0.00%
Meeting Expense	7,500	4,838	7,500	8,163	7,000	-6.67%
Toll Tag Expense	50	10	50	-	50	0.00%
Parking / Local Ride Share	600	671	900	418	900	0.00%
Mileage Reimbursement	1,500	1,179	1,500	674	1,500	0.00%
Insurance Expense	1,000	463	1,000	463	1,000	0.00%
Building Parking	-	24	-	-	-	0.00%
Legal Services	500	-	-	-	-	0.00%
Total Administrative and Office Expenses	37,200	14,801	32,750	17,817	29,700	-9.31%
Office Supplies						
Books & Publications	500	680	1,000	-	1,000	0.00%
Office Supplies	7,500	6,060	8,500	2,735	4,000	-52.94%
Misc Office Equipment	-	4,519	500	489	500	0.00%
Computer Supplies	500	3,286	-	642	-	0.00%
Copy Supplies	-	413	-	-	-	0.00%
Office Supplies-Printed	1,500	1,016	2,500	224	500	-80.00%
Postage Expense	500	367	500	224	500	0.00%
Total Office Supplies	10,500	16,339	13,000	4,314	6,500	-50.00%
Communications and Public Relations						
Website Maintenance	-	9,718	15,000	-	-	-100.00%
Research Services	350,000	-	670,000	52,614	115,000	-82.84%
Communications and Marketing	-	2,217	-	-	-	0.00%
Photography	1,500	1,695	-	-	-	0.00%
Other Public Relations	-	-	-	-	25,000	0.00%
Total Communications and Public Relations	351,500	13,630	685,000	52,614	140,000	-79.56%

Administration

**Central Texas Regional Mobility Authority
Operating Budget - FY 2021
Administration**

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Employee Development						
Subscriptions	150	-	300	125	300	0.00%
Agency Memberships	45,000	38,309	50,000	47,711	50,000	0.00%
Continuing Education	5,000	-	5,000	-	5,000	0.00%
Professional Development	-	3,500	7,000	-	-	-100.00%
Other Licenses	-	40	100	120	500	400.00%
Seminars and Conferences	7,500	11,101	15,000	11,123	15,000	0.00%
Travel	20,000	38,557	60,000	43,508	-	-100.00%
Total Employee Development	77,650	91,507	137,400	102,587	70,800	-48.47%
Total Administrative	476,850	136,277	868,150	177,332	247,000	-71.55%
Operations and Maintenance						
Operations and Maintenance Consulting						
General Engineering Consultant						
GEC-Roadway Ops Support						
GEC 4.4 Traffic Data Gathering and Analysis	-	30,666	-	-	-	0.00%
GEC-General Support						
GEC 7.1 Program Management	-	5,371	-	-	-	0.00%
GEC 7.3 Study and Report Review	-	393,579	250,000	89,136	-	-100.00%
GEC 7.4 Agency Coordination - Non Project	-	1,620	-	-	-	0.00%
GEC 7.5 Other Initiatives - Non Project	-	12,076	-	-	-	0.00%
Traffic Modeling	-	8,730	-	-	-	0.00%
Traffic and Revenue Consultant	-	-	-	4,958	-	0.00%
Total Operations and Maintenance Consulting	-	452,042	250,000	94,094	-	-100.00%
Road Operations and Maintenance						
Gasoline	-	-	-	1,716	2,500	0.00%
Repair & Maintenance-Vehicles	-	-	-	1,926	1,000	0.00%
Total Road Operations and Maintenance	-	-	-	3,642	3,500	0.00%
Total Operations and Maintenance	-	452,042	250,000	97,736	3,500	-98.60%
Other Expenses						
Special Projects and Contingencies						
Special Projects	350,000	45,302	350,000	16,962	-	-100.00%
Technology Initiatives	650,000	243,580	525,000	234,315	125,000	-76.19%
Other Contractual Svcs	150,000	214,048	150,000	122,000	220,000	46.67%
Total Special Projects and Contingencies	1,150,000	502,929	1,025,000	373,277	345,000	-66.34%
Total Other Expenses	1,150,000	502,929	1,025,000	373,277	345,000	-66.34%
Non Operating Expenses						
Community Initiatives	275,000	73,092	325,000	124,254	65,000	-80.00%
Total Non Operating Expense	275,000	73,092	325,000	124,254	65,000	-80.00%
Total Expenses	3,324,947	2,749,398	4,329,002	2,202,639	2,622,801	-39.41%

Finance

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

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

Goals and Initiatives:

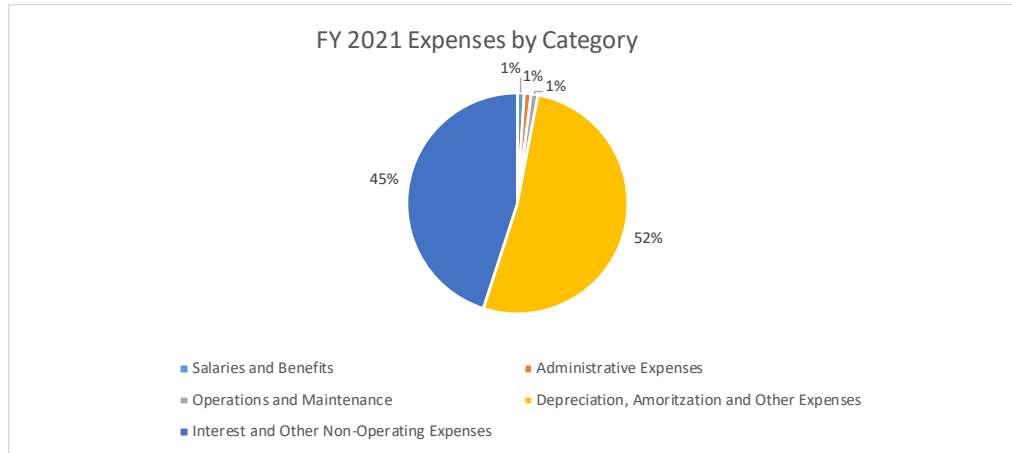
- Evaluate innovative funding mechanisms for sourcing the Authority's projects.
- Maintain and work to improve bond ratings and reporting transparency and compliance.
- Develop 5-year financial forecast.
- Review/recommend best practice reserve policies including an adequate unrestricted cash reserve.
- Review financial website and look for ways to improve access to information for customers and investors.
- Maintain Debt Service Coverage requirements.

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

Finance

Summary of Expenses:

	FY 2019 Adopted Budget	FY 2019 Actuals	FY 2020 Adopted Budget	FY 2021 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 722,222	\$ 637,278	\$ 865,829	\$ 966,781	11.66%
Administrative Expenses	1,273,650	1,127,372	1,351,985	1,331,955	-1.48%
Operations and Maintenance	153,000	187,982	303,000	150,900	-50.20%
Depreciation, Amoritzation and Other Expenses	31,892,810	34,113,532	50,416,530	51,228,420	1.61%
Interest and Other Non-Operating Expenses	41,785,066	37,131,719	44,066,254	44,141,626	0.17%
Total Expenses	\$ 75,826,748	\$ 73,197,882	\$ 97,003,598	\$ 97,819,682	0.84%



Finance

Central Texas Regional Mobility Authority
Operating Budget - FY 2021
Finance

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Salaries and Benefits						
Salaries & Wages						
Salary Expense-Regular	506,793	496,648	604,531	465,210	658,402	8.91%
Salary Reserve	80,000	-	80,000	-	80,000	0.00%
Total Salaries	586,793	496,648	684,531	465,210	738,402	7.87%
Benefits						
TCDRS	70,951	69,415	90,893	64,863	92,176	1.41%
FICA	19,642	20,104	25,966	17,610	28,235	8.74%
FICA MED	8,327	7,020	9,216	6,658	10,064	9.20%
Health Insurance Expense	30,376	30,503	49,776	26,658	53,011	6.50%
Life Insurance Expense	939	448	580	422	554	-4.56%
Other Benefits	4,708	16,916	4,525	32,337	43,763	867.14%
Total Benefits	134,943	144,406	180,956	148,547	227,803	25.89%
Payroll Taxes						
Unemployment Taxes	486	(3,776)	342	4,006	576	68.42%
Total Payroll Taxes	486	(3,776)	342	4,006	576	68.42%
Total Salaries and Benefits	722,222	637,278	865,829	617,763	966,781	11.66%
Administrative						
Administrative and Office Expenses						
Accounting	10,000	8,411	10,000	6,925	8,000	-20.00%
Auditing	125,000	119,571	125,000	110,236	115,000	-8.00%
Human Resources	35,000	35,013	40,000	28,549	52,000	30.00%
Software Licenses	35,000	34,131	20,000	10,780	18,500	-7.50%
Cell Phones	2,000	1,922	2,400	1,500	1,800	-25.00%
Overnight Delivery Services	100	99	100	53	100	0.00%
Local Delivery Services	-	114	125	12	50	-60.00%
Copy Machine	24,000	16,002	14,735	12,720	15,264	3.59%
Repair & Maintenance-General	-	173	200	-	-	-100.00%
Meeting Expense	500	731	750	550	500	-33.33%
Parking / Local Ride Share	300	136	300	239	300	0.00%
Mileage Reimbursement	200	78	100	116	100	0.00%
Insurance Expense	250,000	187,725	255,200	254,708	449,998	76.33%
Rent Expense	650,000	591,991	720,000	458,190	570,000	-20.83%
Building Parking	-	2,536	12,000	6,420	1,000	-91.67%
Legal Services	-	22,353	-	-	-	0.00%
Total Administrative and Office Expenses	1,132,100	1,020,985	1,200,910	890,999	1,232,612	2.64%
Office Supplies						
Books & Publications	200	-	-	-	-	0.00%
Office Supplies	2,500	2,161	2,500	2,689	2,000	-20.00%
Misc Office Equipment	-	9,720	1,500	112	-	-100.00%
Computer Supplies	-	284	300	88	100	-66.67%
Copy Supplies	3,000	1,144	3,000	1,201	1,500	-50.00%
Office Supplies-Printed	500	1,055	2,000	74	100	-95.00%
Postage Expense	50	16	50	34	50	0.00%
Total Office Supplies	6,250	14,379	9,350	4,198	3,750	-59.89%
Employee Development						
Subscriptions	600	1,296	2,525	1,175	2,313	-8.40%
Agency Memberships	1,500	410	1,000	560	480	-52.00%
Continuing Education	2,500	135	1,000	139	200	-80.00%
Professional Development	1,000	315	1,000	1,460	1,500	50.00%
Other Licenses	200	123	200	76	100	-50.00%
Seminars and Conferences	5,000	1,890	5,000	3,083	3,000	-40.00%
Travel	15,000	14,783	17,500	6,041	-	-100.00%
Total Employee Development	25,800	18,952	28,225	12,534	7,593	-73.10%

Finance

Central Texas Regional Mobility Authority
Operating Budget - FY 2021
Finance

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Financing and Banking Fees						
Trustee Fees	45,000	42,738	52,000	53,763	48,000	-7.69%
Bank Fee Expense	6,500	2,423	6,500	1,280	2,000	-69.23%
Continuing Disclosure	15,000	3,500	15,000	3,634	4,000	-73.33%
Arbitrage Rebate Calculation	13,000	8,395	10,000	9,250	10,000	0.00%
Rating Agency Expense	30,000	16,000	30,000	104,000	24,000	-20.00%
Total Financing and Banking Fees	109,500	73,056	113,500	171,926	88,000	-22.47%
Total Administrative	1,273,650	1,127,372	1,351,985	1,079,658	1,331,955	-1.48%
Operations and Maintenance						
Operations and Maintenance Consulting						
GEC-General Support						
Traffic and Revenue Consultant	150,000	186,804	300,000	143,341	150,000	-50.00%
Total Operations and Maintenance Consulting	150,000	186,804	300,000	143,341	150,000	-50.00%
Toll Operations Expense						
Refuse	500	120	500	300	400	-20.00%
Electricity	2,500	1,058	2,500	400	500	-80.00%
Total Toll Operations	3,000	1,178	3,000	700	900	-70.00%
Total Operations and Maintenance	153,000	187,982	303,000	144,041	150,900	-50.20%
Other Expenses						
Special Projects and Contingencies						
71 Express Net Revenue Payment	3,635,405	3,362,688	4,500,000	3,364,737	2,300,000	-48.89%
Contingency	250,000	-	400,000	10,000	750,000	87.50%
Total Special Projects and Contingencies	3,885,405	3,362,688	4,900,000	3,374,737	3,050,000	-37.76%
Non Cash Expenses						
Amortization Expense	487,699	428,768	771,625	799,046	1,000,000	29.60%
Amort Expense - Refund Savings	1,027,860	1,043,810	1,050,000	874,972	1,050,000	0.00%
Dep Exp - Furniture & Fixtures	3,014	2,614	2,620	2,178	2,620	0.00%
Dep Expense - Equipment	15,999	15,999	16,000	44,482	59,000	268.75%
Dep Expense - Autos & Trucks	37,437	29,015	40,500	27,023	30,000	-25.93%
Dep Expense - Buidlng & Toll Fac	176,748	166,437	176,800	147,290	176,800	0.00%
Dep Expense - Highways & Bridges	22,541,478	25,197,996	38,568,000	27,430,871	40,000,000	3.71%
Dep Expense - Toll Equipment	2,485,026	2,715,236	3,670,250	3,010,815	4,000,000	8.98%
Dep Expense - Signs	326,893	330,546	326,200	675,322	800,000	145.25%
Dep Expense - Land Improvements	884,934	811,190	884,935	811,189	985,000	11.31%
Depreciation Expense - Computers	20,317	9,234	9,600	70,676	75,000	681.25%
Total Non Cash	28,007,405	30,750,844	45,516,530	33,893,864	48,178,420	5.85%
Total Other Expenses	31,892,810	34,113,532	50,416,530	37,268,601	51,228,420	1.61%
Non Operating Expenses						
Bond Issuance Expense	1,413,508	2,481,672	250,000	1,319,260	2,000,000	700.00%
Loan Fee Expense	-	47,619	75,000	27,000	50,000	-33.33%
Interest Expense	40,371,558	34,602,428	43,741,254	31,965,972	42,091,626	-3.77%
Total Non Operating Expense	41,785,066	37,131,719	44,066,254	33,312,232	44,141,626	0.17%
Total Expenses	75,826,748	73,197,882	97,003,598	72,422,294	97,819,682	0.84%

Operations

The Operations Department supports the Mobility Authority's regional mobility, economic vitality, sustainability and innovation strategic goals. The Operations Department is responsible for all aspects of revenue collection; customer service; toll system maintenance; traffic and incident management; and information technology.

The CTRMA roadway toll system has increased significantly in size and complexity with the addition of the 45 SW and 183 toll facilities. FY 2021 will be critically important to setting a solid foundation for the Mobility Authority's future. Significant work effort this fiscal year will center around procuring toll system integration services and developing the systems necessary to support the agency's growing needs.

The Operations Department's core services are described below:

- 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.
- Toll Collection & Violation Enforcement: Oversee the daily operation of collecting toll revenue and ensuring a quality experience for the Mobility Authority's customers. Monitor transaction reconciliation revenue metrics. Manage the Pay By Mail processing, customer support and violation processing. Oversee the Mobility Authority's violation enforcement program and relationships with the various justice courts.
- Toll Systems: Monitor the electronic toll collection systems operations, system performance and transaction reconciliation. Oversee system maintenance to ensure accuracy and dependability. Manage new toll collection system installation.
- 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.

Operations

Goals and Initiatives:

- Revenue Collection. Explore opportunities for improving tag revenue collections and mitigating Pay By Mail leakage by focusing on collecting revenue within the first 60 days of billing.

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

- Customer Service. Develop a customer service program that focuses on the entire customer experience and ensures that every interaction meets expectations. By doing so we will achieve higher customer satisfaction rates, heighten brand awareness and increase revenues.

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

- Mobility Technology. Install key intelligent transportation system (ITS) assets to assist customers in making informed decisions and inform future planning efforts.

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

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

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

Operations

- Roadway User Information and Technology Plan: Continue development of a roadway technology map in coordination with regional partners to improve reliability and safety for customers. The goal is to enhance and increase the accessibility of driver information using intelligent transportation and connected vehicle systems, development of a regional traffic management system, queue and incident detection, and wrong way driving detection.

Strategic Goals: Explore Transformative Technology and Adopt Industry Best Practices, Deliver Multi-Faceted Mobility Solutions

- Key Solicitations: Procure key services that support modernization of the Authority's toll and intelligent traffic systems. This initiative will align agreements with industry best practices in terms of performance and metrics.

Strategic Goal: Explore Transformative Technology and Adopt Industry Best Practices

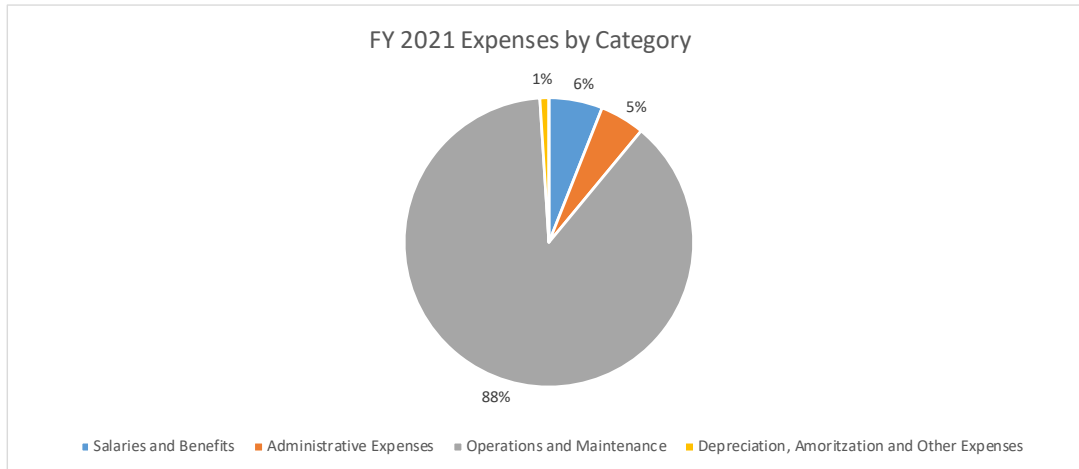
- Data. Consolidate data sources into one sharable platform to support internal staff, consultants, researches and external third parties.

Strategic Goal: Explore Transformative Technology and Adopt Industry Best Practices

Operations

Summary of Expenses:

	FY 2019 Adopted Budget	FY 2019 Actuals	FY 2020 Adopted Budget	FY 2021 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 945,955	\$ 960,173	\$ 945,869	\$ 1,030,309	8.93%
Administrative Expenses	584,420	317,356	1,065,821	844,100	-20.80%
Operations and Maintenance	20,571,498	15,289,873	22,161,546	14,833,515	-33.07%
Depreciation, Amoritzation and Other Expenses	298,000	1,113,262	200,001	148,000	-26.00%
Interest and Other Non-Operating Expenses	-	-	-	-	0.00%
Total Expenses	\$ 22,399,873	\$ 17,680,664	\$ 24,373,237	\$ 16,855,924	-30.84%



Operations

Central Texas Regional Mobility Authority
Operating Budget - FY 2021
Operations

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Salaries and Benefits						
Salaries & Wages						
Salary Expense-Regular	697,178	701,174	669,478	465,402	742,271	10.87%
Total Salaries	697,178	701,174	669,478	465,402	742,271	10.87%
Benefits						
TCDRS	97,605	94,909	93,727	65,156	103,918	10.87%
FICA	37,888	38,787	36,003	24,667	40,325	12.01%
FICA MED	10,109	9,710	9,707	6,631	10,763	10.88%
Health Insurance Expense	94,017	103,752	128,868	76,452	118,293	-8.21%
Life Insurance Expense	903	1,024	991	642	1,027	3.63%
Other Benefits	7,769	9,683	6,496	5,963	12,704	95.57%
Total Benefits	248,291	257,865	275,792	179,511	287,030	4.07%
Payroll Taxes						
Unemployment Taxes	486	1,134	599	121	1,008	68.28%
Total Payroll Taxes	486	1,134	599	121	1,008	68.28%
Total Salaries and Benefits	945,955	960,173	945,869	645,034	1,030,309	8.93%
Administrative						
Administrative and Office Expenses						
IT Services	166,000	141,411	300,700	94,425	235,000	-21.85%
Internet	4,250	4,736	-	-	-	0.00%
Software Licenses	50,000	32,998	100,000	32,852	327,000	227.00%
Cell Phones	3,000	6,801	4,056	4,725	5,000	23.27%
Local Telephone Service	12,000	7,891	120,000	75,278	95,000	-20.83%
Overnight Delivery Services	50	-	100	-	-	-100.00%
Repair & Maintenance-General	6,000	-	3,000	864	2,000	-33.33%
CommunityMeeting/ Events	10,000	-	5,000	-	-	-100.00%
Meeting Expense	3,500	1,000	2,000	3,741	5,000	150.00%
Toll Tag Expense	3,000	2,636	1,000	-	-	-100.00%
Parking / Local Ride Share	50	143	500	96	200	-60.00%
Mileage Reimbursement	4,000	2,436	3,000	1,389	3,000	0.00%
Legal Services	-	401	-	-	-	0.00%
Total Administrative and Office Expenses	261,850	200,754	539,356	213,369	672,200	24.63%
Office Supplies						
Books & Publications	-	-	250	-	-	-100.00%
Office Supplies	1,800	573	1,000	308	1,000	0.00%
Misc Office Equipment	-	303	5,000	120	3,000	-40.00%
Computer Supplies	151,800	55,323	168,500	80,356	36,000	-78.64%
Misc Materials & Supplies	500	-	500	-	-	-100.00%
Postage Expense	50	-	100	25	500	400.00%
Total Office Supplies	154,150	56,199	175,350	80,809	40,500	-76.90%
Communications and Public Relations						
Graphic Design Services	20,000	11,007	15,000	-	-	-100.00%
Website Maintenance	100,000	35,044	90,000	20,189	50,000	-44.44%
Research Services	-	(56,385)	100,000	1,073	-	-100.00%
Communications and Marketing	-	-	500	-	-	-100.00%
Advertising Expense	-	380	5,000	-	-	-100.00%
Direct Mail	15,000	31,663	10,000	-	5,000	-50.00%
Video Production	8,820	8,820	-	8,895	10,000	0.00%
Photography	-	-	-	-	5,000	0.00%
Other Public Relations	-	-	25,000	-	-	-100.00%
Direct Mail Printing	-	4,261	30,000	-	30,000	0.00%
Other Communication Expenses	-	558	18,000	18,470	18,000	0.00%
Total Communications and Public Relations	143,820	35,347	293,500	48,627	118,000	-59.80%

Operations

**Central Texas Regional Mobility Authority
Operating Budget - FY 2021
Operations**

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Employee Development						
Subscriptions	100	-	200	-	-	-100.00%
Agency Memberships	3,500	2,681	9,000	95	3,000	-66.67%
Continuing Education	1,000	-	2,500	-	-	-100.00%
Professional Development	6,000	4,726	12,000	7,580	-	-100.00%
Other Licenses	-	-	250	93	400	60.00%
Seminars and Conferences	6,000	5,395	9,355	3,330	10,000	6.89%
Travel	8,000	12,254	24,310	11,885	-	-100.00%
Total Employee Development	24,600	25,056	57,615	22,983	13,400	-76.74%
Total Administrative	584,420	317,356	1,065,821	365,788	844,100	-20.80%
Operations and Maintenance						
Operations and Maintenance Consulting						
GEC-Toll Ops Support						
GEC 3.1 Operations Center Support	50,000	32,792	-	61,940	50,000	0.00%
GEC 3.2 Toll Operations Support	199,786	235,623	1,498,223	311,517	750,000	-49.94%
GEC-Roadway Ops Support						
GEC 4.3 Maintenance Contract Support/Oversight	314,489	251,923	-	-	-	0.00%
GEC 4.4 Traffic Data Gathering and Analysis	23,489	11,517	-	-	-	0.00%
GEC 4.6 Best Business Practices/Policies Support	150,000	-	150,000	4,390	50,000	-66.67%
GEC-General Support						
GEC 7.1 Program Management	-	3,940	-	-	-	0.00%
GEC 7.2 Technical Resource Support	35,568	10,177	250,000	9,351	35,000	-86.00%
GEC 7.3 Study and Report Review	-	40,481	-	-	-	0.00%
GEC 7.5 Other Initiatives - Non Project	10,000	2,775	225,000	20,281	50,000	-77.78%
General System Consultant	500,000	408,830	1,318,627	717,176	1,082,515	-17.91%
Traffic Modeling	-	18,161	-	-	-	0.00%
Traffic and Revenue Consultant	-	1,202	-	-	-	0.00%
Total Operations and Maintenance Consulting	1,283,332	1,017,421	3,441,850	1,124,654	2,017,515	-41.38%
Road Operations and Maintenance						
Roadway Maintenance	4,507,900	3,257,787	-	-	-	0.00%
Maintenance Supplies-Roadway	117,800	17,476	-	-	-	0.00%
Tools & Equipment Expense	1,000	498	-	-	-	0.00%
Gasoline	13,000	8,682	-	-	-	0.00%
Repair & Maintenance-Vehicles	3,000	2,965	-	-	-	0.00%
Electricity - Roadways	200,000	158,642	-	-	-	0.00%
Total Road Operations and Maintenance	4,842,700	3,446,050	-	-	-	0.00%
Toll Processing and Collection Expense						
Image Processing	3,200,000	1,693,777	3,392,460	1,271,747	1,200,000	-64.63%
Tag Collection Fees	6,633,000	5,674,517	7,283,817	4,738,982	5,000,000	-31.35%
Court Enforcement Costs	49,080	7,875	50,001	-	90,000	80.00%
DMV Lookup Fees	500	1,070	999	421	1,000	0.10%
Total Toll Processing and Collections	9,882,580	7,377,238	10,727,277	6,011,150	6,291,000	-41.36%
Toll Operations Expense						
Generator Fuel	2,000	3,555	-	-	-	0.00%
Fire and Burglar Alarm	500	370	599	-	-	-100.00%
Refuse	1,000	1,269	-	-	-	0.00%
Telecommunications	120,000	70,588	-	-	-	0.00%
Water - Irrigation	10,000	4,213	-	-	-	0.00%
ETC spare parts expense	50,000	5,573	25,000	8,272	50,000	100.00%
Repair & Maintenance Toll Equip	5,000	-	150,000	-	-	-100.00%
Law Enforcement	290,000	200,870	274,998	23,955	300,000	9.09%
ETC Maintenance Contract	1,988,386	2,170,881	4,524,237	1,355,902	4,191,000	-7.37%
ETC Toll Management Center System Operation	360,000	-	402,587	-	534,000	32.64%
ETC Development	1,636,000	939,309	2,361,999	405,789	1,250,000	-47.08%
ETC Testing	100,000	52,536	252,999	109,443	200,000	-20.95%
Total Toll Operations	4,562,886	3,449,164	7,992,419	1,903,361	6,525,000	-18.36%
Total Operations and Maintenance	20,571,498	15,289,873	22,161,546	9,039,165	14,833,515	-33.07%

Operations

Central Texas Regional Mobility Authority
Operating Budget - FY 2021
Operations

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Other Expenses						
Special Projects and Contingencies						
HERO	148,000	147,829	150,000	110,872	148,000	-1.33%
Special Projects	150,000	34,420	50,001	6,929	-	-100.00%
Customer Relations	-	931,013	-	-	-	0.00%
Total Special Projects and Contingencies	298,000	1,113,262	200,001	117,801	148,000	-26.00%
Total Other Expenses	298,000	1,113,262	200,001	117,801	148,000	-26.00%
Total Expenses	22,399,873	17,680,664	24,373,237	10,167,788	16,855,924	-30.84%

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, public officials, 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, MoPac Express Lane, 45SW and 183 South. Activities include the education of the public on the enhanced 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.

Communications

Goals and Initiatives:

- Coordinate communications and comprehensive, effective public outreach for the development phase for 183A Phase III, 183 North and potentially MoPac South.

Strategic Initiatives: Employ a Collaborative Approach to Implementing Mobility Solutions, Explore and Invest in Transformative Technology and Adopt Industry Best Practices, Deliver Responsible Mobility Solutions that Respect the Communities We Serve

- 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: Employ a Collaborative Approach to Implementing Mobility Solutions, Explore and Invest in Transformative Technology and Adopt Industry Best Practices, Invest in Efforts that Extend Beyond Roadways

- Continue to implement programs designed to maintain positive relationship with community leaders, drivers, and neighbors regarding construction activities for the 183 South, 290/130 and eventually 183A Phase III Projects. Implement community and elected official updates on the success and overall performance of the MoPac North Express Lane.

Strategic Initiatives: Employ a Collaborative Approach to Implementing Mobility Solutions, Explore and Invest in Transformative Technology and Adopt Industry Best Practices, Deliver Responsible Mobility Solutions That Respect the Communities We Serve, Deliver on Commitments to our Customers and our Investors

- Continue community outreach program for construction projects such as the 183 South and 290/130 projects. 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.
- We will also plan and implement a community focused event to celebrate the completion of the 183 South Project.

Communications

Strategic Initiatives: Employ a Collaborative Approach to Implementing Mobility Solutions, Explore and Invest in Transformative Technology and Adopt Industry Best Practices, Deliver Responsible Mobility Solutions that Respect the Communities We Serve, Deliver on Commitments to our Customers and our Investors

- Identify opportunities to enhance awareness of the Mobility Authority and our commitment to safety on existing roadways such as 45SW Wrong Way Driving, etc. (signage, television and radio messaging, customer appreciation activities, etc.).

Strategic Initiatives: Employ a Collaborative Approach to Implementing Mobility Solutions, Explore and Invest in Transformative Technology and Adopt Industry Best Practices, Deliver Multi-Faceted Mobility Solutions, Invest in Efforts that Extend Beyond Roadways

- Develop and distribute Board Meeting Updates to the Commissioners Courts, providing a thorough recap of all items covered at every Mobility Authority Board Meeting.
- Continue regular meetings with legislators as well as county and city elected officials to serve as a resource on mobility issues in the region. These regular meetings help educate and inform elected officials issues revolving around transportation and how all of the entities collaborate to provide improved mobility.
- Continue to provide comprehensive overview on the Mobility Authority, its current projects and future initiatives, as well as a comprehensive FAQ resource.

Strategic Initiatives: Explore and Invest in Transformative Technology and Adopt Industry Best Practices, Deliver Responsible Mobility Solutions that Respect the Communities We Serve, Deliver on Commitments to our Customers and our Investors

- Continue multi-media (videos, podcasts, radio, Statesman, Community Impact, outdoor, 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, provide options to all citizens and improve overall quality of life for Central Texans.
- Support agency initiatives regarding economic recovery.

Communications

Strategic Initiatives: Employ a Collaborative Approach to Implementing Mobility Solutions, Explore and Invest in Transformative Technology and Adopt Industry Best Practices, Deliver Multi-Faceted Mobility Solutions, Invest in Efforts that Extend Beyond Roadways, Deliver Responsible Mobility Solutions that Respect the Communities We Serve, Deliver on Commitments to our Customers and our Investors

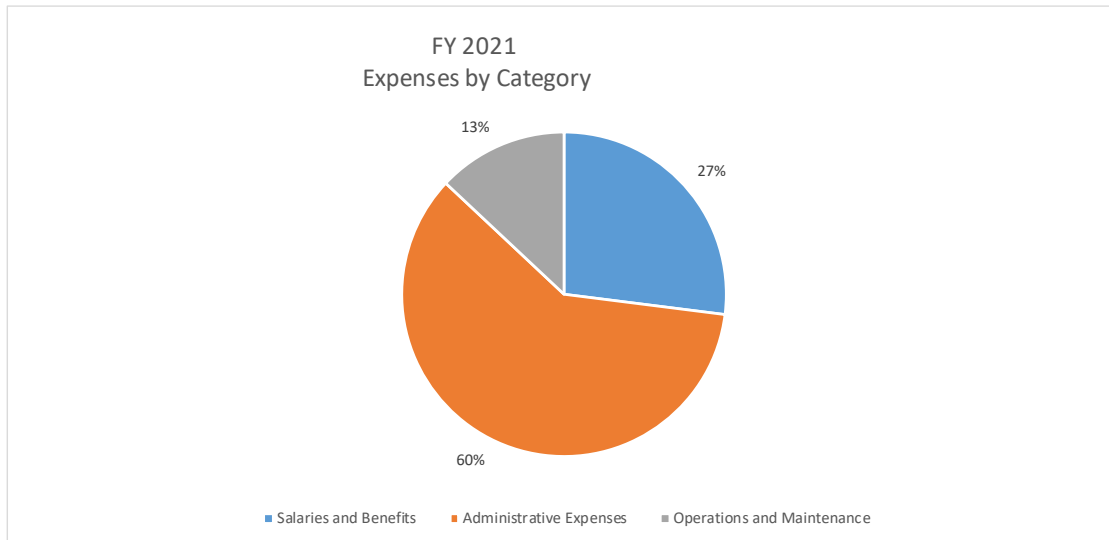
- Continue and expand the thought leadership effort that provides numerous media and speaking opportunities, both for executive staff and Board members that help highlight CTRMA as a transportation/mobility thought leader.
- Monitor and develop tools to increase electronic tag penetration and prepaid toll accounts on facilities.
- Monitor and develop tools to educate citizens about the Qualified Veterans Discount and Habitual Violator Program on facilities.

Strategic Initiatives: Employ a Collaborative Approach to Implementing Mobility Solutions, Explore and Invest in Transformative Technology and Adopt Industry Best Practices, Deliver Multi-Faceted Mobility Solutions, Invest in Efforts that Extend Beyond Roadways, Deliver Responsible Mobility Solutions that Respect the Communities We Serve, Deliver on Commitments to our Customers and our Investors

Communications

Summary of Expenses:

	FY 2019 Adopted Budget	FY 2019 Actuals	FY 2020 Adopted Budget	FY 2021 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 765,061	\$ 769,380	\$ 674,960	\$ 691,218	2.41%
Administrative Expenses	2,294,600	2,162,198	1,529,554	369,210	-75.86%
Operations and Maintenance	4,700	4,110	325,000	100,000	0.00%
Depreciation, Amortization and Other Expenses	-	-	-	-	0.00%
Interest and Other Non-Operating Expenses	-	-	-	-	0.00%
Total Expenses	\$ 3,064,361	\$ 2,935,687	\$ 2,529,514	\$ 1,160,428	-54.12%



Communications

**Central Texas Regional Mobility Authority
Operating Budget - FY 2021
Communications**

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Salaries and Benefits						
Salaries & Wages						
Salary Expense-Regular	570,647	565,186	493,426	363,469	507,217	2.79%
Total Salaries	570,647	565,186	493,426	363,469	507,217	2.79%
Benefits						
TCDRS	79,891	77,604	69,080	50,885	71,010	2.79%
FICA	27,982	28,213	25,107	17,692	26,231	4.48%
FICA MED	8,274	7,945	7,155	5,231	7,355	2.79%
Health Insurance Expense	72,037	80,685	75,137	49,683	73,929	-1.61%
Life Insurance Expense	967	623	599	423	597	-0.38%
Other Benefits	4,615	8,475	4,114	217	4,304	4.61%
Total Benefits	193,766	203,546	181,192	124,131	183,425	1.23%
Payroll Taxes						
Unemployment Taxes	648	648	342	105	576	68.42%
Total Payroll Taxes	648	648	342	105	576	68.42%
Total Salaries and Benefits	765,061	769,380	674,960	487,705	691,218	2.41%
Administrative						
Administrative and Office Expenses						
Internet	-	106	150	128	150	0.00%
Software Licenses	-	-	100	-	-	-100.00%
Cell Phones	2,400	2,703	2,400	900	2,400	0.00%
Local Delivery Services	500	-	500	-	-	-100.00%
Community Meeting/ Events	-	-	2,000	-	-	-100.00%
Meeting Expense	2,000	2,257	3,000	612	2,000	-33.33%
Parking / Local Ride Share	500	417	500	629	1,000	100.00%
Mileage Reimbursement	1,000	55	500	62	500	0.00%
Total Administrative and Office Expenses	6,400	5,538	9,150	2,330	6,050	-33.88%
Office Supplies						
Office Supplies	1,200	2,050	3,000	264	1,000	-66.67%
Computer Supplies	-	83	100	-	-	-100.00%
Other Reports-Printing	8,000	3,627	8,000	-	8,000	0.00%
Office Supplies-Printed	100	1,076	500	2,883	2,500	400.00%
Postage Expense	100	-	100	-	-	-100.00%
Total Office Supplies	9,400	6,835	11,700	3,147	11,500	-1.71%
Communications and Public Relations						
Graphic Design Services	35,000	58,624	45,000	-	20,000	-55.56%
Website Maintenance	300	-	-	-	-	0.00%
Research Services	100,000	-	-	-	-	0.00%
Communications and Marketing	800,000	660,699	300,000	223,983	125,000	-58.33%
Advertising Expense	820,000	988,753	750,000	488,563	150,000	-80.00%
Direct Mail	800	-	-	-	-	0.00%
Video Production	250,000	234,772	150,000	22,393	-	-100.00%
Photography	10,000	5,680	10,000	578	-	-100.00%
Radio	75,000	83,713	50,000	3,480	-	-100.00%
Other Public Relations	60,000	73,751	115,000	4,177	30,000	-73.91%
Promotional Items	20,000	6,470	20,000	6,907	-	-100.00%
Displays	5,000	-	-	-	-	0.00%
Annual Report printing	5,000	4,430	6,500	-	6,500	0.00%
Direct Mail Printing	5,000	-	-	-	-	0.00%
Other Communication Expenses	70,000	10,203	38,204	14,828	15,000	-60.74%
Total Communications and Public Relations	2,256,100	2,127,096	1,484,704	764,908	346,500	-76.66%

Communications

Central Texas Regional Mobility Authority
Operating Budget - FY 2021
Communications

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Employee Development						
Subscriptions	700	160	-	160	160	0.00%
Agency Memberships	1,000	175	1,000	2,842	3,500	250.00%
Professional Development	4,000	3,195	5,000	-	-	-100.00%
Seminars and Conferences	7,500	5,434	7,500	5,594	1,500	-80.00%
Travel	9,500	13,764	10,500	14,953	-	-100.00%
Total Employee Development	22,700	22,729	24,000	23,549	5,160	-78.50%
Total Administrative	2,294,600	2,162,198	1,529,554	793,934	369,210	-75.86%
Operations and Maintenance						
Operations and Maintenance Consulting						
GEC-Public Information Support						
GEC 6.2 Public Information - Non Project	-	-	325,000	196,294	100,000	-69.23%
Total Operations and Maintenance Consulting	-	-	325,000	196,294	100,000	-69.23%
Road Operations and Maintenance						
Maintenance Supplies-Roadway	-	1,500	-	-	-	0.00%
Gasoline	2,700	2,274	-	-	-	0.00%
Repair & Maintenance-Vehicles	2,000	336	-	-	-	0.00%
Total Road Operations and Maintenance	4,700	4,110	-	-	-	0.00%
Total Operations and Maintenance	4,700	4,110	325,000	196,294	100,000	-69.23%
Total Expenses	3,064,361	2,935,687	2,529,514	1,477,933	1,160,428	-54.12%

Legal Services

The Legal Department exists to provide trusted legal advice and counsel to support and advance the mission of the Mobility Authority and provide support to Mobility Authority Staff to achieve the goals set forth in the 2018 Strategic Plan. 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 Legal 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 Legal 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 Board Resolutions at the direction of the Executive Director.
- Draft, review, and provide advice as requested regarding 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.
- Manage Mobility Authority responses to records requests 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

Goals and Initiatives:

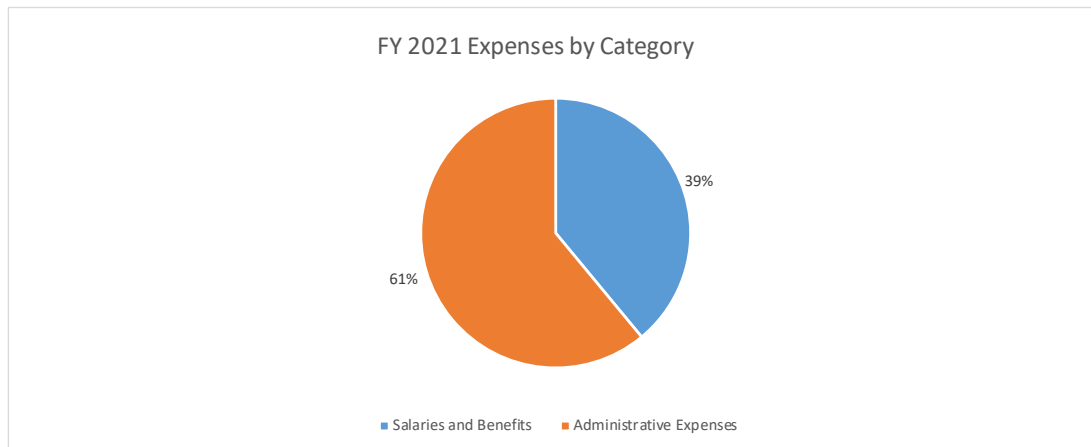
- Support the Executive Director, intergovernmental relations team, and Mobility Authority staff in identifying legislative priorities, preparing educational materials, and responding to questions and issues raised by elected officials that could affect the Mobility Authority.
- Assist with implementing new policies and procedures resulting from laws passed during the 86th Texas Legislature.
- Provide legal oversight and advice for development of the Mobility Authority projects and manage any related litigation.
- Assist with the administration of Mobility Authority projects including negotiations with third parties, claims resolution and various real estate issues.
- Provide legal support and strategic advice regarding right-of-way acquisition for Mobility Authority projects.
- Provide support and focused strategies to improve toll collections by implementing creative enforcement strategies and methods authorized by state law, including the new Mobility Authority's new habitual violator program.
- Work with staff to ensure compliance with Mobility Authority procurement and record retention policies.
- Facilitate responses to Open Records Requests and oversee compliance with the Texas Public Information Act.
- Continue to manage and provide legal support for Mobility Authority governance, projects, and operations.

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

Legal Services

Summary of Expenses:

	FY 2019 Adopted Budget	FY 2019 Actuals	FY 2020 Adopted Budget	FY 2021 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 674,498	\$ 423,514	\$ 390,445	\$ 402,345	3.05%
Administrative Expenses	443,700	395,560	537,550	618,050	14.98%
Operations and Maintenance	-	-	-	-	0.00%
Depreciation, Amortization and Other Expenses	-	-	-	-	0.00%
Interest and Other Non-Operating Expenses	-	1,259	-	-	0.00%
Total Expenses	\$ 1,118,198	\$ 820,333	\$ 927,995	\$ 1,020,395	9.96%



Legal Services

Central Texas Regional Mobility Authority
FY 2021 Revenue and Expense by Line Item
Legal

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Salaries and Benefits						
Salaries & Wages						
Salary Expense-Regular	525,415	328,353	309,692	252,369	318,321	2.79%
Total Salaries	525,415	328,353	309,692	252,369	318,321	2.79%
Benefits						
TCDRS	73,558	41,877	43,357	35,332	44,565	2.79%
FICA	24,138	11,471	11,497	8,427	11,993	4.31%
FICA MED	8,611	4,304	4,871	3,651	5,133	5.38%
Health Insurance Expense	37,246	17,376	18,446	14,765	19,629	6.41%
Life Insurance Expense	1,283	298	309	252	299	-3.32%
Other Benefits	3,599	19,511	2,102	540	2,118	0.74%
Total Benefits	148,435	94,836	80,582	62,967	83,736	3.91%
Payroll Taxes						
Unemployment Taxes	648	324	171	18	288	68.42%
Total Payroll Taxes	648	324	171	18	288	68.42%
Total Salaries and Benefits	674,498	423,514	390,445	315,354	402,345	3.05%
Administrative						
Administrative and Office Expenses						
IT Services	-	6,540	7,000	5,450	7,000	0.00%
Internet	300	130	300	87	300	0.00%
Software Licenses	700	750	1,500	1,000	1,500	0.00%
Cell Phones	2,400	1,250	1,200	900	1,200	0.00%
Overnight Delivery Services	100	-	100	-	-	-100.00%
Local Delivery Services	100	-	100	-	-	-100.00%
Meeting Expense	2,000	-	1,000	-	-	-100.00%
Public Notices	100	-	100	(9)	-	-100.00%
Toll Tag Expense	100	-	100	-	-	-100.00%
Parking / Local Ride Share	100	8	100	-	-	-100.00%
Mileage Reimbursement	200	22	200	39	200	0.00%
Legal						
Legal - Board Meeting	8,000	23,077	20,000	20,053	20,000	0.00%
Legal - Engineering	5,000	2,652	25,000	-	-	-100.00%
Legal - Financing	-	-	5,000	29,330	30,000	500.00%
Legal - Human Resources	30,000	33,720	30,000	23,608	30,000	0.00%
Legal - Litigation	20,000	-	40,000	-	40,000	0.00%
Legal - Open Meetings/Public Info Act	20,000	526	32,000	41,174	25,000	-21.88%
Legal - Operations	15,000	71,470	80,000	54,016	80,000	0.00%
Legal - Procurements and Contracts	100,000	9,826	130,000	30,246	165,000	26.92%
Legal - Legislative Matters	175,000	186,644	100,000	321	175,000	75.00%
Legal - Administration	20,000	32,590	20,000	15,055	15,000	-25.00%
Legal - Toll Enforcement	3,000	13,925	13,000	-	10,000	-23.08%
Legal - Intellectual Property	-	246	5,000	-	1,000	-80.00%
Legal Services	396,000	374,674	500,000	213,803	591,000	18.20%
Total Administrative and Office Expenses	402,100	383,374	511,700	221,271	601,200	17.49%
Office Supplies						
Books & Publications	5,000	4,038	3,500	1,653	3,500	0.00%
Office Supplies	1,000	198	1,000	105	1,000	0.00%
Misc Office Equipment	-	-	1,250	484	1,250	0.00%
Postage Expense	100	-	100	7	100	0.00%
Total Office Supplies	6,100	4,236	5,850	2,250	5,850	0.00%
Communications and Public Relations						
Photography	1,000	-	-	-	-	0.00%
Total Communications and Public Relations	1,000	-	-	-	-	0.00%

Legal Services

**Central Texas Regional Mobility Authority
FY 2021 Revenue and Expense by Line Item
Legal**

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Employee Development						
Subscriptions	1,500	-	1,500	-	-	-100.00%
Agency Memberships	2,000	375	1,500	-	1,500	0.00%
Continuing Education	7,000	250	2,500	250	2,500	0.00%
Professional Development	3,000	-	1,500	-	3,000	100.00%
Other Licenses	1,000	375	-	-	-	0.00%
Seminars and Conferences	10,000	1,275	3,000	-	4,000	33.33%
Travel	10,000	5,675	10,000	6,249	-	-100.00%
Total Employee Development	34,500	7,950	20,000	6,499	11,000	-45.00%
Total Administrative	443,700	395,560	537,550	230,019	618,050	14.98%
Non Operating Expenses						
Community Initiatives	-	1,259	-	-	-	0.00%
Total Non Operating Expense	-	1,259	-	-	-	0.00%
Total Expenses	1,118,198	820,333	927,995	545,373	1,020,395	9.96%

Engineering

The role of the Engineering Department is to develop and implement major capital improvement projects (from initial concept through final construction acceptance), to operate and maintain, repair and replace, and preserve roadways and facilities.

Significant work will continue on projects currently under construction (the 183 South and 290 East Phase III projects). Due to uncertainties related to COVID-19, there is a potential delay in new large-scale projects entering construction. However, in the case that projects continue to progress, workload will increase significantly with the 183 North Mobility Project completing the procurement phase and entering the design development phase and 183A Phase III completing final design and entering the construction phase. The Mobility Authority will also continue to provide expanded services to Travis County to develop eight of their bond projects from design through construction. Currently, one Travis County project is in construction, Elroy Road, with four projects in various design stages, and three finalizing design procurement. In addition to the design and construction projects, the Department has proceeded with maintenance projects to continue improvements and rehabilitation to our facilities, including replacing all the aged large signs in the 183A Phase I corridor.

The major functional areas of the Engineering Department are:

- Project Inception and Feasibility: Coordinate with other transportation providers in the region [Texas Department of Transportation (TxDOT), Capital Area Metropolitan Planning Organization (CAMPO), City of Austin, Travis County, and Williamson County] to assure that all mobility needs are included in the region's Long Range Transportation Plan. Provide feasibility analysis for selected projects to evaluate implementation priority.
- Project Development and Implementation: Develop and implement priority projects based upon preliminary designs, appropriate level of environmental study, and input from regional transportation partners. Evaluate and determine the appropriate project delivery method based on complexity, stakeholders, and financial considerations. Manage the construction of all agency projects through project final acceptance.
- Roadway and Facility Maintenance: Inspect and manage routine roadway and facility maintenance, including all aspects of the roadway within the limits of the right-of-way, excluding the toll collection and toll systems infrastructure (which is maintained by the Operations Department). Develop, design, and manage repair and replacement projects. Roadway maintenance includes assuming responsibility for vegetative maintenance such as mowing, snow and ice operations, incident response, removal of debris and remedial repairs, as needed.

Engineering

The Mobility Authority takes the lead on managing the Performance Based Maintenance Contract (PBMC) with TxDOT reimbursing the agency for its portion of the maintenance responsibilities for shared facilities.

- Projects Under or Entering Construction
 - 183 South Project: The interim milestone, Phase I, opened to traffic in summer of 2019. Phase 2 construction continues and is anticipated to fully open to traffic in early 2021.
 - 290 East Phase III Project: Under construction, with limited Notice to Proceed (NTP) issued in November 2018, and full NTP issued March 4, 2019. Anticipated to be complete late 2021. The South to West Direct Connector was opened early with incentives in 2019.
 - 183 North Mobility Project (Loop 1 to SH 45 / RM 620): The Request for Qualifications (RFQ) for Design-Build Services was issued on March 15, 2019, with statements of qualifications submitted May 24, 2019. Shortlist of three proposers followed, along with the issuance of the Request for Detailed Proposals (RFDP). After extending the submission date by 90 days, detailed proposals are due August 18, 2020.
 - 183A Toll Phase III Project: The 100% plans for the design have continued with expected approval in Summer 2020, followed by advertising for construction in Fall 2020.
 - Travis County – Elroy Road: Project entered construction in late 2019 with partial NTP; full NTP expected in June 2020

- Projects Under Development (Feasibility, Environmental, or Design Phase)
 - MoPac South Environmental Study: Environmental study phase, with efforts toward receiving an environmental decision anticipated to continue.
 - Travis County Roadway Safety Projects: In design phase, provide turnkey project management, design, construction, and construction management services for Travis County.
 - Barton Skyway Ramp Relief: Continuing coordination of environmental document, where possible, and finishing coordination with TxDOT on AFA and TIP entry.
 - 290 Phase IV: Development of feasibility study for the corridor from Manor to Elgin began late 2019 and continues; includes coordination with TxDOT on as-built information and adjacent projects.

Engineering

Goals and Initiatives:

- Asset Management Program: Finalizing the initial three-year Asset Management System Implementation (Phase 1) to project and plan for maintenance, repair and replacement activities, including year three of data collection on operating facilities; including the new 290 Phase III and 183 South projects. Phase 2 of Asset Management implementation will incorporate additional data collection, data analysis, and planning for future projects.

Strategic Goal: Explore Transformative Technology and Adopt Industry Best Practices, Deliver on Commitments to our Customers and our Investors

- Enhancing Assets: Work with regional partners to evaluate potential operational, safety, capacity and access improvements.

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

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

Strategic Goals: Explore and Invest in Transformative Technology and Adopt Industry Best Practices, Deliver on Commitments to our Customers and our Investors

- Continuous Improvement/Lessons Learned/Partnerships: Pursue continuous improvement by applying lessons learned and fostering community partnerships. Improve project development processes by updating our recently completed project development manual, creating a Mobility Authority specific standardizing drawing and bid sets, and enhancing general best practices. Identify, review, and implement lessons learned to upgrade and enhance contract terms and oversight of contractors. Lead quarterly Association of General Contractor (AGC) Task Force meetings and continue efforts to enhance the relationship with the contracting community.

Strategic Goal: Employ a Collaborative Approach to Implementing Mobility Solutions, Invest in Efforts that Extend Beyond Roadways

Engineering

- Landscaping Enhancements: Implement landscaping enhancements to open roads, including 290E Toll and the MoPac Express Lane. Partnered with the Communications Department to implement an app for our 45SW Toll Trail helping the community learn about the Edwards Aquifer and environmental stewardship and included trail signage to facilitate app usage.

Strategic Goal: Deliver Multi-Faceted Mobility Solutions, Deliver on Commitments to our Customers and our Investors

- Maintain Existing Open Roads: Implement ride quality improvements to 290E Toll; replace large guide signs on 183A Phase I; make safety enhancements along 183A, Mopac Express Lanes, SH 45 SW and other operating facilities.

Strategic Goal: Deliver Multi-Faceted Mobility Solutions, Deliver on Commitments to our Customers and our Investors

- Operational Improvements: Conduct traffic modeling efforts on corridors open to traffic to identify operational improvement opportunities and plan for future projects. We continue to review our corridors to look for opportunities to improve traffic operations and safety for our customers, and coordinate with regional partners to deliver these projects.

Strategic Goal: Deliver on Commitments to our Customers and our Investor, Deliver Multi-Faceted Mobility Solutions

- Safety Data Evaluations: Hold quarterly safety workshops to evaluate safety data and develop remedial approaches. Coordinate with regional agencies to discuss the results that may affect both parties, and work towards solutions.

Strategic Goal: Deliver on Commitments to our Customers and our Investors, Deliver Multi-Faceted Mobility Solutions

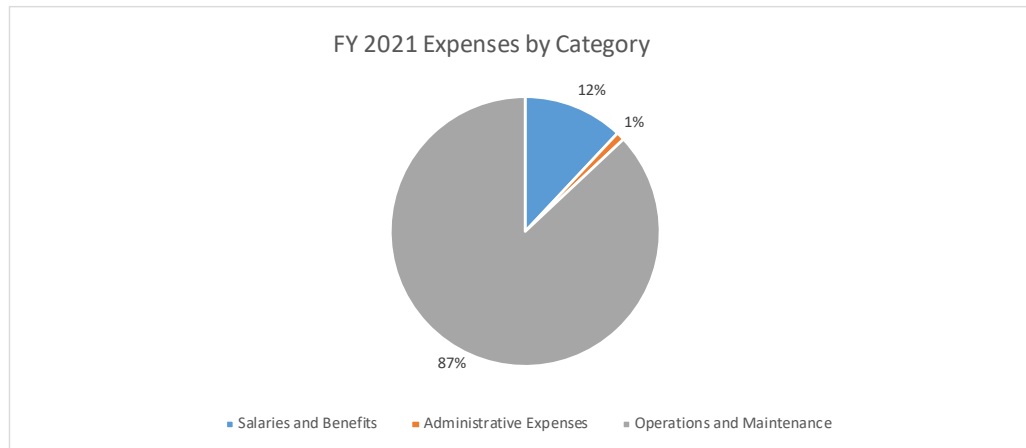
- Leverage Technology: Continue deployment and upkeep of travel time monitoring devices (Bluetoad) on Mobility Authority existing and future corridors to aid planning and identify trouble spots.

Strategic Goal: Deliver Multi-Faceted Mobility Solutions, Deliver Responsible Mobility Solutions that Respect the Communities we Serve, Explore and Invest in Transformative Technology and Adopt Industry Best Practices

Engineering

Summary of Expenses:

	FY 2019 Adopted Budget	FY 2019 Actuals	FY 2020 Adopted Budget	FY 2021 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 1,077,084	\$ 1,049,312	\$ 1,370,154	\$ 1,513,049	10.43%
Administrative Expenses	29,750	19,506	58,485	39,885	-31.80%
Operations and Maintenance	3,831,928	2,962,285	9,434,600	10,288,774	9.05%
Depreciation, Amortization and Other Expenses	-	-	-	-	0.00%
Interest and Other Non-Operating Expenses	-	-	-	-	0.00%
Total Expenses	\$ 4,938,762	\$ 4,031,103	\$ 10,863,239	\$ 11,841,708	9.01%



Engineering

Central Texas Regional Mobility Authority
Operating Budget - FY 2021
Engineering

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Salaries and Benefits						
Salaries & Wages						
Salary Expense-Regular	822,888	769,262	1,028,444	776,155	1,100,014	6.96%
Total Salaries	822,888	769,262	1,028,444	776,155	1,100,014	6.96%
Benefits						
TCDRS	115,204	111,073	143,982	114,666	154,002	6.96%
FICA	41,741	42,250	56,377	43,767	59,287	5.16%
FICA MED	11,932	11,410	14,912	11,817	15,950	6.96%
Health Insurance Expense	76,528	83,495	114,818	89,876	124,378	8.33%
Life Insurance Expense	1,366	906	1,451	1,027	1,342	-7.51%
Other Benefits	6,453	29,944	9,400	32,349	56,781	504.03%
Total Benefits	253,224	279,078	340,940	293,503	411,739	20.77%
Payroll Taxes						
Unemployment Taxes	972	972	770	193	1,296	68.31%
Total Payroll Taxes	972	972	770	193	1,296	68.31%
Total Salaries and Benefits	1,077,084	1,049,312	1,370,154	1,069,851	1,513,049	10.43%
Administrative						
Administrative and Office Expenses						
Cell Phones	3,000	4,578	9,785	5,806	9,785	0.00%
Local Delivery Services	-	-	-	12	-	0.00%
Meeting Expense	500	1,478	500	31	250	-50.00%
Toll Tag Expense	-	-	3,000	1,900	3,000	0.00%
Parking / Local Ride Share	250	183	500	124	500	0.00%
Mileage Reimbursement	3,000	382	3,000	24	1,500	-50.00%
Building Parking	-	2,824	15,000	8,216	10,000	-33.33%
Total Administrative and Office Expenses	6,750	9,446	31,785	16,114	25,035	-21.24%
Office Supplies						
Books & Publications	-	-	250	-	250	0.00%
Office Supplies	2,000	59	1,000	213	500	-50.00%
Misc Office Equipment	-	1,350	2,000	2,405	2,000	0.00%
Computer Supplies	250	224	500	-	250	-50.00%
Office Supplies-Printed	500	17	250	-	-	-100.00%
Misc Materials & Supplies	250	-	250	-	-	-100.00%
Total Office Supplies	3,000	1,650	4,250	2,618	3,000	-29.41%
Communications and Public Relations						
Advertising Expense	1,500	-	-	-	-	0.00%
Total Communications and Public Relations	1,500	-	-	-	-	0.00%
Employee Development						
Subscriptions	-	-	200	-	100	-50.00%
Agency Memberships	500	1,110	2,500	1,210	2,500	0.00%
Continuing Education	-	-	-	1,020	1,500	0.00%
Professional Development	5,000	250	5,000	125	2,500	-50.00%
Other Licenses	500	120	250	442	250	0.00%
Seminars and Conferences	5,000	2,129	6,000	1,231	5,000	-16.67%
Travel	7,500	4,801	8,500	3,879	-	-100.00%
Total Employee Development	18,500	8,410	22,450	7,907	11,850	-47.22%
Total Administrative	29,750	19,506	58,485	26,639	39,885	-31.80%

Engineering

Central Texas Regional Mobility Authority
Operating Budget - FY 2021
Engineering

Account Name	Budget Amount FY 2019	Actual Amount FY 2019	Budget Amount FY 2020	FY 2020 Actual as of 4/30/2020	Adopted Budget FY 2021	% Change From Prior Year
Operations and Maintenance						
Operations and Maintenance Consulting						
General Engineering Consultant						
GEC-Trust Indenture Support						
GEC 1.1 Annual O&M Budget Development	29,000	16,312	16,000	1,856	24,887	55.54%
GEC 1.2 Annual Facility Inspections	140,000	147,377	278,000	242,332	325,242	16.99%
GEC-Financial Planning Support						
GEC 2.1 Program Funding Support	51,000	96,019	285,000	91,093	209,410	-26.52%
GEC-Roadway Ops Support						
GEC 4.1 Driveway and Utility Permitting	50,000	22,894	35,000	15,632	35,000	0.00%
GEC 4.2 Investigations and Optimization	-	-	-	10,889	-	0.00%
GEC 4.3 Maintenance Contract Support/Oversight	50,000	3,205	474,000	323,905	258,819	-45.40%
GEC 4.4 Traffic Data Gathering and Analysis	530,000	390,283	730,000	265,046	339,150	-53.54%
GEC 4.7 Warranty	12,000	-	15,000	-	-	-100.00%
GEC-Technology Support						
GEC 5.1 Technology Development	627,428	456,443	1,000,000	606,577	716,525	-28.35%
GEC 5.2 Technology Maintenance	230,000	194,020	28,000	1,306	24,936	-10.94%
GEC-Public Information Support						
GEC 6.1 Outreach - Non Project	-	7,620	-	-	-	0.00%
GEC 6.2 Public Information - Non Project	120,000	2,680	-	-	-	0.00%
GEC-General Support						
GEC 7.1 Program Management	198,000	239,521	187,000	37,295	95,381	-48.99%
GEC 7.2 Technical Resource Support	40,000	19,022	34,000	5,068	18,000	-47.06%
GEC 7.3 Study and Report Review	40,000	114,876	-	-	-	0.00%
GEC 7.4 Agency Coordination - Non Project	550,000	512,878	750,000	612,651	674,962	0.00%
GEC 7.5 Other Initiatives - Non Project	570,000	549,387	525,000	305,199	284,742	-45.76%
GEC 7.6 Other Initiatives - Project	-	11,878	-	88,456	-	0.00%
Traffic Modeling	590,000	172,892	150,000	-	50,000	-66.67%
Total Operations and Maintenance Consulting	3,827,428	2,957,308	4,507,000	2,607,304	3,057,054	-32.17%
Road Operations and Maintenance						
Roadway Maintenance	-	-	4,400,000	2,452,441	3,963,810	-9.91%
Landscape Maintenance	-	-	-	-	2,665,410	0.00%
Signal & Illumination Maint	-	-	-	51,641	50,000	0.00%
Maintenance Supplies-Roadway	-	-	237,000	16,735	250,000	5.49%
Tools & Equipment Expense	-	-	1,500	798	1,500	0.00%
Gasoline	3,000	3,594	21,600	9,098	28,000	29.63%
Repair & Maintenance-Vehicles	1,500	1,269	4,000	5,154	10,000	150.00%
Electricity - Roadways	-	-	250,000	151,500	250,000	0.00%
Total Road Operations and Maintenance	4,500	4,863	4,914,100	2,687,368	7,218,720	46.90%
Toll Operations Expense						
Generator Fuel	-	-	2,500	1,778	3,000	20.00%
Fire and Burglar Alarm	-	114	-	370	500	0.00%
Refuse	-	-	1,000	1,169	2,000	100.00%
Water - Irrigation	-	-	10,000	3,640	7,500	-25.00%
Total Toll Operations		114	13,500	6,958	13,000	-3.70%
Total Operations and Maintenance	3,831,928	2,962,285	9,434,600	5,301,630	10,288,774	9.05%
Total Expenses	4,938,762	4,031,103	10,863,239	6,398,119	11,841,708	9.01%

Consolidated Staffing Schedule

Consolidated Staffing Schedule

Authorized Personnel:		Positions		
		FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted
Administration:	Executive Director	1	1	1
	Deputy Executive Director	2	2	2
	Executive Assistant / Office Manager	1	1	1
	Mobility Innovation Manager	1	1	1
	Director Community Relations	1	1	1
	Human Resources Manager	0	0	1
	Receptionist	1	1	1
	Intern*	1	1	1
Financial Services:	CFO	1	1	1
	Controller	1	1	1
	Budget Manager	0	1	1
	Fiscal Analyst *	1	1	1
Operations:	Director of Operations	1	1	1
	Assistant Director IT and Toll Systems	1	1	1
	Toll Systems & IT Manager*	0	0	1
	Toll Operations Manager	1	1	1
	Traffic and Incident Management Manager	1	1	1
	Data Scientist*	0	1	0
	Lead Toll Specialist	0	0	1
	Administrative Assistant III/Toll Specialist	1	2	1
Communications:	Director of External Affairs	1	1	1
	Community Relations Manager	1	1	1
	Communications Specialist	1	1	1
	Public Involvement Manager	0	1	1
Legal:	Legal Counsel	1	1	1
	Legal Assistant/Records Manager	1	1	1
	TBD*	2	0	0
Engineering	Director of Engineering	1	1	1
	Assistant Director of Engineering - Project Development	1	1	1
	Assistant Director of Engineering - Construction Mgmt.	1	0	0
	Senior Engineer	0	0	1
	Senior Project Manager	3	3	2
	Roadway/Facilities Maintenance Manager	1	1	1
	Senior Roadway/Facilities Maintenance Specialist	0	0	1
	Roadway/Facilities Maintenance Specialist	1	2	1
	Senior Administrative Assistant	1	1	1
Total Positions	32	34	35	

* Unfilled

Capital Budget

Capital Budget

MoPac Express - Roadway Technology Phase 1 Installation and Support	325,200
45SW Toll / 290 Toll- Roadway Technology Phase 1 Installation and Support	250,000
	<u>575,200</u>

Renewal and Replacement

290 Toll - Toll System Violation Enforcement Cameras, Video Audit System	1,050,000
Systemwide - Toll System Network Switches, UPS, and Other	642,000
FY19-1 Rehab project - MoPac Sign Addition	380,000
FY19-1 Rehab project - 45 Toll Signs	15,000
MoPac North - Misc pavement markings/signage	157,000
MoPac North - Misc aesthetic/landscaping	877,000
290E Frontage Mill & Overlay	405,000
290E EB Toll Mainlanes - Approach slab repair	400,000
	<u>3,926,000</u>

System Operating Budget

FY 2021 Budget

Total Revenues **\$ 119,929,000**

System Operating Costs

Toll Operations	\$ 16,855,924	
Finance Department	1,880,161	
Legal	397,338	
Communications	518,859	
Engineering	3,199,072	
Administration	784,920	
Total System Operating Costs	\$ 23,636,275	

Available Net Revenue per Indenture 96,292,725

		Coverage
Debt Service Senior Lien Bonds	42,819,085	2.25
Debt Service Subordinate Lien Bonds	15,620,275	1.65

Maintenance 7,231,720

Available Net Revenue per Indenture after Maintenance 89,061,005

Debt Service Senior Lien Bonds	42,819,085	2.08
Debt Service Subordinate Lien Bonds	15,620,275	1.52

Debt Service Schedule

	Cash Interest	Principal	Debt Service Reserve	Accreted Interest	Capitalized Interest	Other Funding Sources	Capitalized on Balance Sheet	Interest on Income Statement	Debt Service Net Cash Payments	Non System Payments
2010 Senior Lien Revenue Bonds										
7/1/2020				\$ 2,762,137.10				\$ 2,762,137.10		
1/1/2021				\$ 2,866,842.80				\$ 2,866,842.80		
2011 CABS										
7/1/2020				\$ 531,665.65				\$ 531,665.65		
1/1/2021				\$ 548,386.50				\$ 548,386.50		
2013A Senior Revenue Bonds										
7/1/2020	\$ 3,329,875.00							\$ 3,329,875.00	\$ 3,329,875.00	
1/1/2021	\$ 3,329,875.00	\$ 3,760,000.00						\$ 3,329,875.00	\$ 7,089,875.00	
2013 Subordinated Revenue Bonds										
7/1/2020	\$ 2,398,625.00							\$ 2,398,625.00	\$ 2,398,625.00	
1/1/2021	\$ 2,398,625.00	\$ 2,470,000.00						\$ 2,398,625.00	\$ 4,868,625.00	
2015A Senior Revenue Bonds										
7/1/2020					\$ 7,469,750.00		\$ 7,469,750.00			
1/1/2021	\$ 2,800,653.44			\$ 4,669,096.56			\$ 7,469,750.00		\$ 2,800,653.44	
2015B Senior Revenue Bonds										
7/1/2020	\$ 1,719,625.00						\$ 1,719,625.00		\$ 1,719,625.00	
1/1/2021	\$ 1,719,625.00	\$ 810,000.00					\$ 1,719,625.00		\$ 2,529,625.00	
2016 Senior Revenue Bonds										
7/1/2020	\$ 8,691,393.75					1,445,000		\$ 8,691,393.75	\$ 7,246,393.75	
1/1/2021	\$ 8,691,393.75	\$ 8,490,000.00				1,445,000		\$ 8,691,393.75	\$ 15,736,393.75	
2016 Subordinate Revenue Bonds										
7/1/2020	\$ 1,663,081.25							\$ 1,663,081.25	\$ 1,663,081.25	
1/1/2021	\$ 1,663,081.25	\$ 435,000.00						\$ 1,663,081.25	\$ 2,098,081.25	
TXDOT 183S State Highway Fund										
7/1/2020	\$ 687,383.71						\$ 687,383.71		\$ 687,383.71	
1/1/2021	\$ 687,383.71						\$ 687,383.71		\$ 687,383.71	
TXDOT 183S State Infrastructure Bank										
7/1/2020	\$ 687,383.71						\$ 687,383.71		\$ 687,383.71	
1/1/2021	\$ 687,383.71						\$ 687,383.71		\$ 687,383.71	
TIFIA 183S										
7/1/2020			\$ 4,611,746.00				\$ 4,611,746.00			
1/1/2021			\$ 4,286,670.00	\$ 4,606,992.00			\$ 4,606,992.00		\$ 4,286,670.00	
MoPAC Regions Loan										
Annual	\$ 850,000.00									\$ 850,000.00
2018 Senior Revenue Bonds										
7/1/2020	\$ 1,108,625.00				\$ 1,108,625.00		\$ 1,108,625.00			
1/1/2021	\$ 1,108,625.00				\$ 1,108,625.00		\$ 1,108,625.00			
2018 Subordinate Revenue Bonds										
7/1/2020	\$ 920,400.00						\$ 920,400.00		\$ 920,400.00	
1/1/2021	\$ 920,400.00						\$ 920,400.00		\$ 920,400.00	
2019 Subordinate TIFIA Bond										
7/1/2019			\$ 753.09				\$ 753.09			
1/1/2020			\$ 774.69				\$ 774.69			
2020A Senior Revenue Bonds										
7/1/2020	\$ 1,110,018.75							\$ 1,110,018.75	\$ 1,110,018.75	
1/1/2021	\$ 1,256,625.00							\$ 1,256,625.00	\$ 1,256,625.00	
	\$ 48,430,082.02	\$ 15,965,000.00	\$ 4,286,670.00				\$ 34,406,600.61	\$ 41,241,625.80	\$ 62,724,502.02	\$ 850,000.00

Capital Improvement Projects

Capital Improvement Projects as of July 1, 2020

Project Name	Estimated Total Project Cost	State/Federal Funding	General Fund	Funding Source
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
183A PH III	277,300,000			Proposed Revenue Bonds and TIFIA Loan
US 183 N Express Lanes (to environmental clearance)	580,000,000	7,200,000		Category 7 Funding
290E/130 Direct Connectors (to completion)	127,000,000	87,940,000		TXDOT, TIFIA Loan
290E PH IV Feasibility Study		-	1,000,000	General Fund
Barton Skyway Ramp Relief		-	10,000,000	Mopac General Fund

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)



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