

2022

FISCAL YEAR 2022 OPERATING BUDGET ADOPTED

JUNE 30, 2021



CENTRAL TEXAS REGIONAL
MOBILITY AUTHORITY

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Operating Budget Overview

This document contains revenue estimates and departmental spending plans for the fiscal year beginning July 1, 2021 and ending June 30, 2022. The estimated revenues of \$154.3 million includes Operating Revenue of \$150.6 million and Other Revenue of \$3.7 million. Total estimated operating expenses are \$195.7 million, inclusive of \$76.6 million of non-cash items such as amortization, depreciation, bond issuance expense, and accreted interest. After consideration of all other inflows and outflows, sufficient funds remain to meet the cash reserve requirements of the Board policy described in this section.

The CTRMA Strategic Plan. (see graphic below) serves as the guiding document in the operation of the CTRMA and was instrumental in the development of the FY 2022 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”.



Mobility Authority Strategic Plan PURPOSE, VALUES & GOALS



Operating Budget Overview

Overview. This budget is influenced by several factors including our Strategic Plan, projects under development, under construction and under operation: the existing and projected growth in the region, the regional economic conditions and projections; and our goal to maintain and improve customer service levels. In addition to the department level budget estimates, this document includes the Authority's Operating Capital Budget, System Operating Budget and Debt Service Schedule for FY 2022.

The major initiatives anticipated in this budget are to:

- Finalize the procurement for toll system integration services;
- Develop and implement opportunities for improving tag revenue collections;
- 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;
- Expedite migration to the data platform to minimize reliance on any one vendor for transaction and revenue integrity;
- Finalize the Asset Management System designed to project and plan for maintenance, repair, and replacement activities including data collection on operating facilities and the addition of the 290 Phase III and 183 South projects;
- Expand violation enforcement to mitigate revenue loss;
- Develop comprehensive plans for business continuity and disaster recovery.

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

Revenues

The revenue estimate for FY 2022 of \$154.3 million is an approximate 24% increase over the FY 2021 budget. The revenues were projected using the most recent System Transaction and Revenue (T&R) estimates, historic data, and recent transactions – primarily for new roadways brought on-line in FY 2021. The Authority believes these projections are reasonable. Included, are non-system revenues from MoPac Express of \$6.5 million, interest income, grant revenues, and miscellaneous revenue made up for the overhead remitted to CTRMA for the management and oversight of the Travis County road projects. (Note: the overall revenue estimate is not reflective of a possible FY 2022 Board approved toll rate increase.)

Expenses

Expense estimates for FY 2022 are \$195.7 million, representing a 49% increase over the FY 2021 budget. Because the Authority reports on an accrual basis, included in the expense estimate is \$76.6 million in non-cash expense items such as amortization, depreciation, bond issuance expense accruals, and accreted interest expense. The increase in amortization and depreciation reflect the addition of the 290E PH III direct connectors and the remainder of the 183S Toll project that are now in use and being depreciated. Interest expense (and interest income) have increased as a result of the adoption of GASB pronouncement 89 which requires display on the income statement.

Operating Budget Overview

Operating Capital Budget and Capital Improvement Program

The operating Capital Budget includes toll equipment and server enhancements as well as the migration efforts to the data platform, as mentioned earlier.

The Renewal and Replacement budget includes roadway repairs and toll equipment replacements for several roadways; replacement vehicles for the maintenance team, and aesthetic/landscaping and bollard replacement for MoPac North.

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

Future Projections, Cash Flow and Debt Service Coverage

Cash flow is closely monitored as new projects are studied and vetted prior to becoming active projects. While the projected expenses in the draft budget exceed estimated revenues, when non-cash expenses are removed and other funding sources are considered, the current projections result in a net cash inflow sufficient to meet the Board cash reserve policy. The cash flow projections are utilized to anticipate cash flow requirements as well as ensure that we remain in compliance with trust indentures, debt service coverage requirements and cash reserve policies. The FY 2022 adopted budget provides for debt service coverage levels sufficient to meet the requirements of the trust indentures of 1.25 for Debt Service Senior Lien Bonds and 1.20 for Debt Service Subordinate Lien Bonds.

Reserve Fund Policy

In 2010, the Board of the Mobility Authority approved the establishment of a reserve fund intended to ensure that the authority maintain adequate funds to satisfy its outstanding financial commitments and operational requirements in the event of unforeseen circumstances or events. The board recognizes that establishment and maintenance of sufficient reserve funds is of particular importance in light of the authority's dependence upon discretionary user fees as its primary revenue stream. The goal of the authority is to maintain twelve months of funds sufficient to pay, maintain, or satisfy all required debt service, debt service coverage, contractual financial commitments, and operational requirements (collectively, "Funding Requirements") as a reserve fund; provided, however, that the executive director shall have the authority to take action resulting in a reduction of the reserve fund to a minimum of nine months of funding sufficient to pay, maintain, or satisfy all Funding Requirements if he determines that such action is necessary, in the best interest of the authority, and will not adversely affect the authority's financial stability. The draft FY 2022 budget remains in compliance with the Board policy of maintaining unrestricted cash reserves to cover 12 months of cash expenses.

Consolidated Summary of Revenues and Expenses

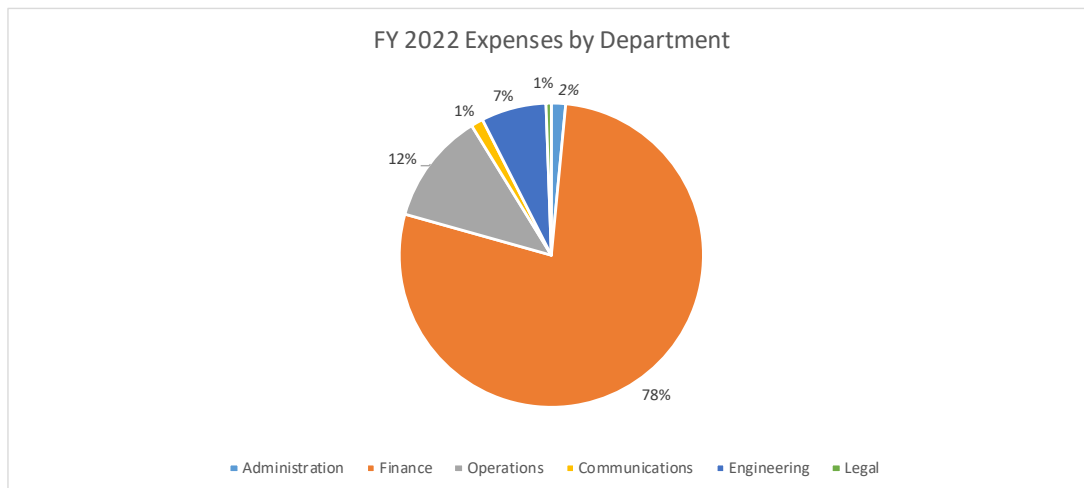
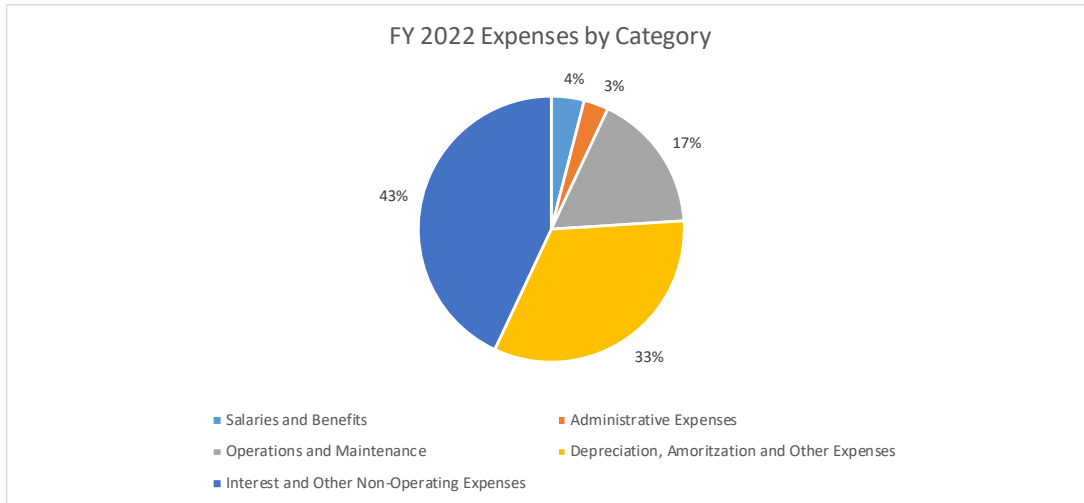
Central Texas Regional Mobility Authority FY 2021 Consolidated System Summary of Revenue, Expenses and Cash Flow

	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget
Revenues				
<i>Operating Revenue:</i>				
Tag Revenue	\$ 81,738,310	\$ 83,652,694	\$ 87,282,802	105,220,500
Video Tolls	21,098,390	22,916,773	23,301,118	31,433,500
Fee Revenue	5,477,573	10,357,332	8,342,080	13,921,000
Total Operating Revenue	<u>\$ 108,314,272</u>	<u>\$ 116,926,799</u>	<u>\$ 118,926,000</u>	<u>\$ 150,575,000</u>
<i>Other Revenue:</i>				
Interest Income	5,273,584	4,174,536	2,500,000	1,230,764
Grant Revenue	4,932,399	2,311,664	3,000,000	2,180,000
Miscellaneous Revenue	40,514	18,740	3,000	320,000
Total Other Revenue	<u>\$ 10,246,498</u>	<u>\$ 6,504,940</u>	<u>\$ 5,503,000</u>	<u>\$ 3,730,764</u>
Total Revenue	<u>\$ 118,560,770</u>	<u>\$ 123,431,739</u>	<u>\$ 124,429,000</u>	<u>\$ 154,305,764</u>
Expenses				
<i>Administrative, Operating and Financing</i>				
Salaries and Benefits	(5,424,714)	(5,538,669)	(6,572,687)	(7,166,434)
Administrative Expenses	(4,158,269)	(3,320,895)	(3,450,200)	(5,527,652)
Operations and Maintenance	(18,896,292)	(22,774,721)	(25,376,689)	(32,659,854)
Depreciation, Amortization and Other Expenses	(39,092,411)	(45,954,522)	(51,721,420)	(65,178,522)
Interest and Other Non-Operating Expenses	(37,206,070)	(39,950,504)	(44,206,626)	(85,124,490)
Total Expenses	<u>\$ (104,777,756)</u>	<u>\$ (117,539,311)</u>	<u>\$ (131,327,622)</u>	<u>\$ (195,656,952)</u>
<i>Plus: Non Cash Expenses</i>				
Amortization Expense	1,472,578	2,019,276	1,000,000	1,125,000
Depreciation Expense	29,278,266	39,013,996	46,128,420	56,185,096
Bond Issuance Expense	2,481,672	1,587,044	2,000,000	1,227,474
Amortization Expense - Refund Savings	1,043,810	1,049,967	1,050,000	2,715,425
Accreted Interest	6,014,377	6,469,876	15,929,298	15,343,314
Total Non Cash Expenses	<u>\$ 40,290,703</u>	<u>\$ 50,140,158</u>	<u>\$ 66,107,718</u>	<u>\$ 76,596,310</u>
<i>Net Operating Cash Inflows</i>				<u>\$ 35,245,122</u>
Cash Inflows(Outflows)				
Estimated MoPac General Fund Balance - June 30, 2021			9,136,838	
MoPac Operating Capital Budget			(1,900,000)	
Regional Infrastructure Fund Payment			(5,000,000)	
Estimated MoPac General Fund Balance - June 30, 2022				2,236,838
Operating Capital Budget				(10,177,500)
Debt Service - Principal Due				(25,367,132)
Capitalized Interest				29,228,561
Manor Financial Assistance Agreement				6,184,000
Subtotal				<u>2,104,767</u>
Net Cash Flow FY 2022				<u>\$ 37,349,889</u>
Estimated General Fund Balance - June 30, 2021				112,706,758
Estimated General Fund Balance - June 30, 2022				150,056,647
Board Operating Cash Reserve Policy FY 2022				(147,642,503)
Designated for Allocation to Future Debt Service/Reserve Policy				<u>\$ 2,414,144</u>

Consolidated Summary of Revenues and Expenses

Summary of Expenses:

	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Adopted Budget	FY 2022 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 5,424,714	\$ 5,538,669	\$ 6,572,686	\$ 7,166,434	9.03%
Administrative Expenses	4,158,269	3,320,895	3,450,200	5,527,652	60.21%
Operations and Maintenance	18,896,292	22,774,721	25,376,689	32,659,854	28.70%
Depreciation, Amortization and Other Expenses	39,092,411	45,954,522	54,021,420	65,178,522	20.65%
Interest and Other Non-Operating Expenses	37,206,070	39,950,504	44,206,626	85,124,490	92.56%
Total Expenses	\$ 104,777,756	\$ 117,539,311	\$ 133,627,621	\$ 195,656,952	46.42%



Consolidated Summary of Revenues and Expenses

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Revenue					
Operating Revenue					
Tag Revenue	81,738,310	83,652,694	87,282,802	105,220,500	20.55%
Video Tolls	21,098,390	22,916,773	23,301,118	31,433,500	34.90%
Fee Revenue	5,477,573	10,357,332	8,342,080	13,921,000	66.88%
Total Operating Revenue	108,314,272	116,926,799	118,926,000	150,575,000	26.61%
Other Revenue					
Interest Income	5,273,584	4,174,536	2,500,000	1,230,764	-50.77%
Grant Revenue	4,932,399	2,311,664	3,000,000	2,180,000	-27.33%
Miscellaneous	40,514	7,622	3,000	320,000	10566.67%
Gain/Loss on Sale of Asset	4,348	11,117	-	-	0.00%
Total Other Revenue	10,250,845	6,504,940	5,503,000	3,730,764	-32.20%
Total Revenue	\$ 118,565,118	\$ 123,431,739	\$ 124,429,000	\$ 154,305,764	124.01%
Expenses					
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	4,101,244	4,188,480	4,773,693	4,940,743	3.50%
Salary Reserve	-	-	80,000	80,000	0.00%
Total Salaries	4,101,244	4,188,480	4,853,693	5,020,743	3.44%
Benefits					
TCDRS	516,006	494,804	675,000	1,016,106	50.53%
FICA	179,004	198,043	221,877	238,665	7.57%
FICA MED	55,762	61,750	72,321	74,643	3.21%
Health Insurance Expense	391,225	436,492	513,811	584,978	13.85%
Life Insurance Expense	7,100	7,677	8,138	6,714	-17.49%
Auto Allowance Expense	10,200	10,200	10,200	10,200	0.00%
Other Benefits	163,629	136,650	213,037	209,200	-1.80%
Total Benefits	1,322,927	1,345,615	1,714,385	2,140,507	24.86%
Payroll Taxes					
Unemployment Taxes	543	4,574	4,608	5,184	12.50%
Total Payroll Taxes	543	4,574	4,608	5,184	12.50%
Total Salaries and Benefits	5,424,714	5,538,669	6,572,686	7,166,434	9.03%
Administrative					
Administrative and Office Expenses					
Accounting	8,411	8,348	8,000	9,000	12.50%
Auditing	119,571	127,661	115,000	144,550	25.70%
Human Resources	35,013	29,076	52,000	30,000	-42.31%
IT Services	147,951	195,609	242,000	285,000	17.77%
Internet	4,971	215	450	450	0.00%
Software Licenses	67,710	56,991	347,000	514,500	48.27%
Cell Phones	19,712	22,655	24,185	24,800	2.54%
Local Telephone Service	7,891	97,774	95,000	105,000	10.53%
Overnight Delivery Services	99	53	350	200	-42.86%
Local Delivery Services	114	25	50	50	0.00%
Copy Machine	16,002	15,264	15,264	16,000	4.82%
Repair & Maintenance-General	5,501	6,978	12,000	10,000	-16.67%
Meeting Facilities	-	-	5,000	-	-100.00%
Meeting Expense	10,304	14,874	14,750	13,250	-10.17%
Toll Tag Expense	2,646	2,350	3,050	3,000	-1.64%
Parking / Local Ride Share	1,557	1,513	2,900	2,750	-5.17%
Mileage Reimbursement	4,153	2,366	6,800	4,800	-29.41%
Insurance Expense	188,488	324,036	450,998	651,000	44.35%
Rent Expense	591,991	538,012	570,000	575,000	0.88%
Building Parking	5,384	15,446	11,000	11,000	0.00%
Legal Services	397,428	457,142	591,000	342,500	-42.05%
Total Administrative and Office Expenses	1,634,897	1,916,387	2,566,797	2,742,850	6.86%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority FY 2022 Revenue and Expense by Line Item All Departments

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Office Supplies					
Books & Publications	4,718	2,772	4,750	4,250	-10.53%
Office Supplies	11,100	6,673	9,500	11,000	15.79%
Misc Office Equipment	15,892	3,610	6,750	4,500	-33.33%
Computer Supplies	59,200	98,415	36,350	186,950	414.31%
Copy Supplies	1,557	1,573	1,500	1,500	0.00%
Other Reports-Printing	3,627	2,883	8,000	5,000	-37.50%
Office Supplies-Printed	3,163	399	3,100	5,000	61.29%
Postage Expense	382	396	1,150	650	-43.48%
Total Office Supplies	99,639	116,722	71,100	218,850	207.81%
Communications and Public Relations					
Graphic Design Services	69,631	-	20,000	75,000	275.00%
Website Maintenance	44,761	31,880	50,000	100,000	100.00%
Research Services	(56,385)	130,804	115,000	275,000	139.13%
Communications and Marketing	662,916	257,749	125,000	500,000	300.00%
Advertising Expense	989,133	438,394	150,000	800,000	433.33%
Direct Mail	31,663	-	5,000	85,000	1600.00%
Video Production	243,592	31,288	10,000	179,000	1690.00%
Photography	7,376	777	5,000	10,000	100.00%
Radio	83,713	3,480	-	75,000	0.00%
Other Public Relations	73,751	3,918	55,000	-	-100.00%
Promotional Items	6,470	8,875	-	10,000	0.00%
Annual Report printing	4,430	-	6,500	5,600	-13.85%
Direct Mail Printing	4,261	-	30,000	40,000	33.33%
Other Communication Expenses	10,761	35,253	33,000	15,000	-54.55%
Total Communications and Public Relations	2,176,073	942,418	604,500	2,169,600	258.91%
Employee Development					
Subscriptions	1,456	1,689	2,873	50,560	1659.83%
Agency Memberships	43,060	52,443	60,980	57,942	-4.98%
Continuing Education	385	1,409	9,200	11,000	19.57%
Professional Development	11,986	9,165	7,000	14,000	100.00%
Other Licenses	658	731	1,250	1,850	48.00%
Seminars and Conferences	27,225	21,781	38,500	45,500	18.18%
Travel	89,834	85,052	-	89,500	0.00%
Total Employee Development	174,604	172,269	119,803	270,352	125.66%
Financing and Banking Fees					
Trustee Fees	42,738	53,763	48,000	60,000	25.00%
Bank Fee Expense	2,423	1,477	2,000	2,000	0.00%
Continuing Disclosure	3,500	3,634	4,000	4,000	0.00%
Arbitrage Rebate Calculation	8,395	10,225	10,000	10,000	0.00%
Rating Agency Expense	16,000	104,000	24,000	50,000	108.33%
Total Financing and Banking Fees	73,056	173,099	88,000	126,000	43.18%
Total Administrative	4,158,269	3,320,895	3,450,200	5,527,652	60.21%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority FY 2022 Revenue and Expense by Line Item All Departments

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC-Trust Indenture Support					
GEC 1.1 Annual O&M Budget Development	16,312	19,827	24,887	64,265	158.23%
GEC 1.2 Annual Facility Inspections	147,377	287,131	325,242	457,564	40.68%
GEC-Financial Planning Support					
GEC 2.1 Program Funding Support	96,019	254,490	209,410	243,804	16.42%
GEC-Toll Ops Support					
GEC 3.1 Operations Center Support	32,792	161,883	50,000	128,800	157.60%
GEC 3.2 Toll Operations Support	235,623	864,320	750,000	1,185,355	58.05%
GEC-Roadway Ops Support					
GEC 4.1 Driveway and Utility Permitting	22,894	22,771	35,000	35,000	0.00%
GEC 4.2 Investigations and Optimization	-	10,889	-	-	0.00%
GEC 4.3 Maintenance Contract Support/Oversight	255,128	740,128	258,819	481,339	85.98%
GEC 4.4 Traffic Data Gathering and Analysis	432,467	304,303	339,150	620,000	82.81%
GEC 4.6 Best Business Practices/Policies Support	-	4,390	50,000	-	-100.00%
GEC 4.7 Warranty	-	-	-	50,000	0.00%
GEC-Technology Support					
GEC 5.1 Technology Development	456,443	843,406	716,525	1,412,000	97.06%
GEC 5.2 Technology Maintenance	194,020	1,306	24,936	26,856	7.70%
GEC-Public Information Support					
GEC 6.1 Outreach - Non Project	7,620	-	-	-	0.00%
GEC 6.2 Public Information - Non Project	2,680	311,072	100,000	-	-100.00%
GEC-General Support					
GEC 7.1 Program Management	248,832	55,399	95,381	172,416	80.77%
GEC 7.2 Technical Resource Support	29,199	26,331	53,000	89,390	68.66%
GEC 7.3 Study and Report Review	548,936	109,785	-	75,000	0.00%
GEC 7.4 Agency Coordination - Non Project	514,498	871,170	674,962	550,000	-18.51%
GEC 7.5 Other Initiatives - Non Project	564,238	511,278	334,742	586,623	75.25%
GEC 7.6 Other Initiatives - Project	11,878	120,269	-	-	0.00%
General System Consultant	408,830	1,237,298	1,082,515	1,653,940	52.79%
Traffic Modeling	199,782	-	50,000	67,000	34.00%
Traffic and Revenue Consultant	188,006	318,687	150,000	175,000	16.67%
Total Operations and Maintenance Consulting	4,613,575	7,076,132	5,324,569	8,074,352	51.64%
Road Operations and Maintenance					
Roadway Maintenance	3,257,787	3,794,604	3,963,810	4,487,800	13.22%
Landscape Maintenance	-	-	2,665,410	2,302,400	-13.62%
Signal & Illumination Maint	-	53,517	50,000	50,000	0.00%
Maintenance Supplies-Roadway	18,976	75,755	250,000	350,000	40.00%
Tools & Equipment Expense	498	885	1,500	25,000	1566.67%
Gasoline	14,550	12,226	30,500	30,000	-1.64%
Repair & Maintenance-Vehicles	4,570	7,577	11,000	10,000	-9.09%
Natural Gas	-	1,486	-	2,500	0.00%
Electricity - Roadways	158,642	186,998	250,000	250,000	0.00%
Total Road Operations and Maintenance	3,455,023	4,133,048	7,222,220	7,507,700	3.95%
Toll Processing and Collection Expense					
Image Processing	1,693,777	1,739,662	1,200,000	3,000,000	150.00%
Tag Collection Fees	5,674,517	5,541,239	5,000,000	6,041,000	20.82%
Court Enforcement Costs	7,875	-	90,000	75,000	-16.67%
DMV Lookup Fees	1,070	221	1,000	250	-75.00%
Total Toll Processing and Collections	7,377,238	7,281,122	6,291,000	9,116,250	44.91%

Consolidated Summary of Revenues and Expenses

Central Texas Regional Mobility Authority FY 2022 Revenue and Expense by Line Item All Departments

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Toll Operations Expense					
Generator Fuel	3,555	2,736	3,000	3,000	0.00%
Fire and Burglar Alarm	484	493	500	500	0.00%
Refuse	1,389	1,695	2,400	2,200	-8.33%
Telecommunications	70,588	-	-	-	0.00%
Water - Irrigation	4,213	4,312	7,500	7,500	0.00%
Electricity	1,058	492	500	500	0.00%
ETC spare parts expense	5,573	8,272	50,000	50,000	0.00%
Repair & Maintenance Toll Equip	-	48,308	-	75,000	0.00%
Law Enforcement	200,870	45,855	300,000	450,000	50.00%
ETC Maintenance Contract	2,170,881	3,100,824	4,191,000	5,390,000	28.61%
ETC Toll Management Center System Operation	-	11,433	534,000	642,852	20.38%
ETC Development	939,309	945,656	1,250,000	1,140,000	-8.80%
ETC Testing	52,536	114,343	200,000	200,000	0.00%
Total Toll Operations	3,450,456	4,284,419	6,538,900	7,961,552	21.76%
Total Operations and Maintenance	18,896,292	22,774,721	25,376,689	32,659,854	28.70%
Other Expenses					
Special Projects and Contingencies					
HERO	147,829	147,829	148,000	148,000	0.00%
Special Projects	79,722	153,760	-	150,000	0.00%
71 Express Net Revenue Payment	3,362,688	3,990,145	2,300,000	4,000,000	73.91%
Customer Relations	931,013	-	-	-	0.00%
Technology Initiatives	243,580	458,016	125,000	185,000	48.00%
Other Contractual Svcs	3,576,736	161,500	2,520,000	370,000	-85.32%
Contingency	-	10,000	750,000	300,000	-60.00%
Total Special Projects and Contingencies	8,341,568	4,921,251	5,843,000	5,153,000	-11.81%
Non Cash Expenses					
Amortization Expense	428,768	969,309	1,000,000	1,125,000	12.50%
Amort Expense - Refund Savings	1,043,810	1,049,967	1,050,000	2,715,425	158.61%
Dep Exp - Furniture & Fixtures	2,614	2,614	2,620	2,614	-0.24%
Dep Expense - Equipment	15,999	44,898	59,000	2,500	-95.76%
Dep Expense - Autos & Trucks	29,015	34,219	30,000	43,085	43.62%
Dep Expense - Building & Toll Fac	166,437	176,748	176,800	176,748	-0.03%
Dep Expense - Highways & Bridges	25,197,996	33,228,260	40,000,000	49,342,469	23.36%
Dep Expense - Toll Equipment	2,715,236	3,620,454	4,000,000	4,060,300	1.51%
Dep Expense - Signs	330,546	844,751	800,000	1,202,171	50.27%
Dep Expense - Land Improvements	811,190	958,678	985,000	1,163,209	18.09%
Depreciation Expense - Computers	9,234	103,374	75,000	192,000	156.00%
Undevelopable Projects	-	-	-	-	0.00%
Total Non Cash	30,750,844	41,033,271	48,178,420	60,025,522	24.59%
Total Other Expenses	39,092,411	45,954,522	54,021,420	65,178,522	20.65%
Non Operating Expenses					
Bond Issuance Expense	2,481,672	1,587,044	2,000,000	1,227,474	-38.63%
Loan Fee Expense	47,619	27,000	50,000	50,000	0.00%
Interest Expense	34,602,428	38,170,927	42,091,626	83,789,516	99.06%
Community Initiatives	74,351	165,533	65,000	57,500	-11.54%
Total Non Operating Expense	37,206,070	39,950,504	44,206,626	85,124,490	92.56%
Total Expenses	104,777,756	117,539,311	133,627,621	195,656,952	46.42%
Net Income	\$ 13,787,362	\$ 5,892,428	\$ (9,198,621)	\$ (41,351,187)	

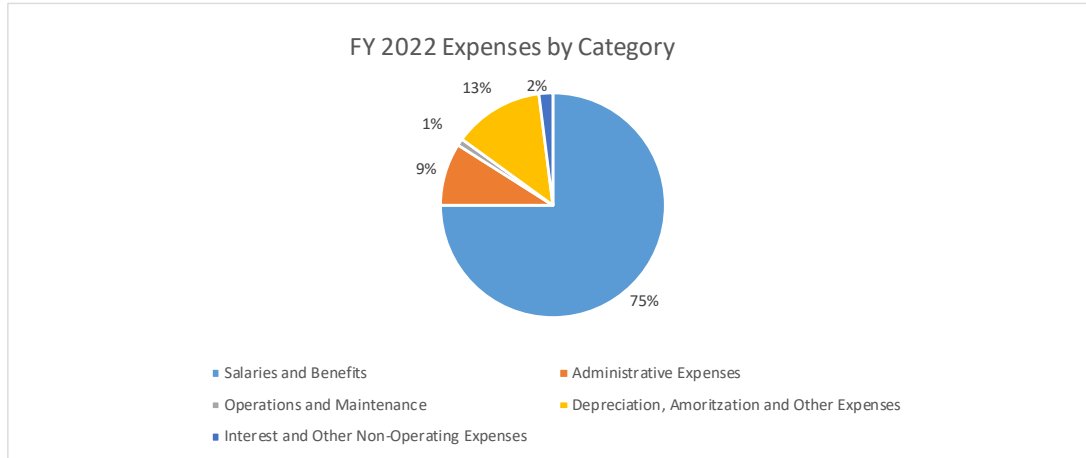
Administration

This mission of this department, under the direction of the new Executive Director, is being reimagined to best align with the future Strategic Plan of the Agency.

Administration

Summary of Expenses:

	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Adopted Budget	FY 2022 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 1,585,058	\$ 1,766,663	\$ 1,962,301	\$ 1,856,415	-5.40%
Administrative Expenses	136,277	257,859	247,000	347,200	40.57%
Operations and Maintenance	452,042	116,381	3,500	-	-100.00%
Depreciation, Amoritzation and Other Expenses	502,929	766,348	345,000	705,000	104.35%
Interest and Other Non-Operating Expenses	73,092	165,533	65,000	57,500	-11.54%
Total Expenses	\$ 2,749,398	\$ 3,072,785	\$ 2,622,801	\$ 2,966,115	13.09%



Administration

Central Texas Regional Mobility Authority
Operating Budget - FY 2022
Administration

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	1,240,620	1,339,561	1,447,469	1,329,088	-8.18%
Total Salaries	1,240,620	1,339,561	1,447,469	1,329,088	-8.18%
Benefits					
TCDRS	121,128	175,569	202,646	241,628	19.24%
FICA	38,179	50,006	55,807	52,440	-6.03%
FICA MED	15,373	19,348	23,056	21,710	-5.84%
Health Insurance Expense	75,415	116,435	124,572	124,861	0.23%
Life Insurance Expense	3,800	4,220	4,320	1,500	-65.28%
Auto Allowance Expense	10,200	10,200	10,200	10,200	0.00%
Other Benefits	79,100	51,262	93,368	73,836	-20.92%
Total Benefits	343,197	427,040	513,968	526,176	2.38%
Payroll Taxes					
Unemployment Taxes	1,242	63	864	1,152	33.33%
Total Payroll Taxes	1,242	63	864	1,152	33.33%
Total Salaries and Benefits	1,585,058	1,766,663	1,962,301	1,856,415	-5.40%
Administrative					
Administrative and Office Expenses					
Software Licenses	(169)	-	-	-	0.00%
Cell Phones	2,457	3,678	4,000	4,000	0.00%
Overnight Delivery Services	-	-	250	-	-100.00%
Repair & Maintenance-General	5,328	6,114	10,000	10,000	0.00%
Meeting Facilities	-	-	5,000	-	-100.00%
Meeting Expense	4,838	8,764	7,000	10,000	42.86%
Toll Tag Expense	10	-	50	-	-100.00%
Parking / Local Ride Share	671	418	900	900	0.00%
Mileage Reimbursement	1,179	674	1,500	1,500	0.00%
Insurance Expense	463	463	1,000	1,000	0.00%
Building Parking	24	-	-	-	0.00%
Total Administrative and Office Expenses	14,801	20,111	29,700	27,400	-7.74%
Office Supplies					
Books & Publications	680	-	1,000	1,000	0.00%
Office Supplies	6,060	3,640	4,000	4,000	0.00%
Misc Office Equipment	4,519	489	500	2,000	300.00%
Computer Supplies	3,286	642	-	1,000	0.00%
Copy Supplies	413	-	-	-	0.00%
Office Supplies-Printed	1,016	224	500	500	0.00%
Postage Expense	367	335	500	500	0.00%
Total Office Supplies	16,339	5,331	6,500	9,000	38.46%
Communications and Public Relations					
Website Maintenance	9,718	-	-	-	0.00%
Research Services	-	129,731	115,000	200,000	73.91%
Communications and Marketing	2,217	-	-	-	0.00%
Photography	1,695	-	-	-	0.00%
Other Public Relations	-	-	25,000	-	-100.00%
Total Communications and Public Relations	13,630	129,731	140,000	200,000	42.86%

Administration

Central Texas Regional Mobility Authority Operating Budget - FY 2022 Administration

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Employee Development					
Subscriptions	-	200	300	300	0.00%
Agency Memberships	38,309	47,736	50,000	50,000	0.00%
Continuing Education	-	-	5,000	5,000	0.00%
Professional Development	3,500	-	-	-	0.00%
Other Licenses	40	120	500	500	0.00%
Seminars and Conferences	11,101	11,123	15,000	15,000	0.00%
Travel	38,557	43,508	-	40,000	0.00%
Total Employee Development	91,507	102,687	70,800	110,800	56.50%
Total Administrative	136,277	257,859	247,000	347,200	40.57%
Operations and Maintenance					
Operations and Maintenance Consulting					
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	96,790	-	-	0.00%
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	-	15,882	-	-	0.00%
Total Operations and Maintenance Consulting	452,042	112,672	-	-	0.00%
Road Operations and Maintenance					
Gasoline	-	1,783	2,500	-	-100.00%
Repair & Maintenance-Vehicles	-	1,926	1,000	-	-100.00%
Total Road Operations and Maintenance	-	3,709	3,500	-	-100.00%
Total Operations and Maintenance	452,042	116,381	3,500	-	-100.00%
Other Expenses					
Special Projects and Contingencies					
Special Projects	45,302	146,831	-	150,000	0.00%
Technology Initiatives	243,580	458,016	125,000	185,000	48.00%
Other Contractual Svcs	214,048	161,500	220,000	370,000	68.18%
Total Special Projects and Contingencies	502,929	766,348	345,000	705,000	104.35%
Total Other Expenses	502,929	766,348	345,000	705,000	104.35%
Non Operating Expenses					
Community Initiatives	73,092	165,533	65,000	57,500	-11.54%
Total Non Operating Expense	73,092	165,533	65,000	57,500	-11.54%
Total Expenses	2,749,398	3,072,785	2,622,801	2,966,115	13.09%

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

Goals and Initiatives:

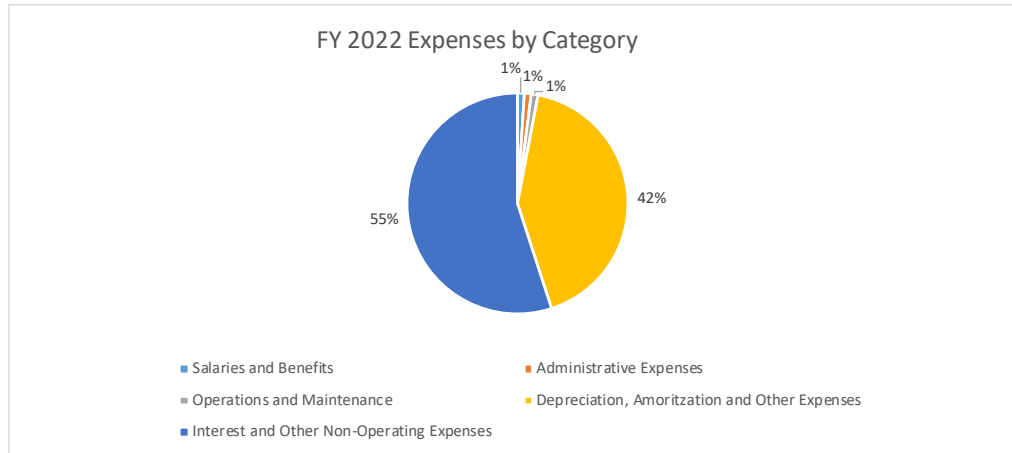
- Evaluate innovative funding mechanisms for sourcing the Authority's projects.
- Maintain and work to improve bond ratings and reporting transparency and compliance.
- Develop 5-year financial forecast.
- Review/recommend best practice reserve policies including an adequate unrestricted cash reserve.
- 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 Actuals	FY 2020 Actuals	FY 2021 Adopted Budget	FY 2022 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 637,278	\$ 757,606	\$ 966,781	\$ 1,029,773	6.52%
Administrative Expenses	1,127,372	1,259,218	1,331,955	1,591,550	19.49%
Operations and Maintenance	187,982	302,381	150,900	175,700	16.43%
Depreciation, Amoritzation and Other Expenses	34,113,532	45,033,416	51,228,420	64,325,522	25.57%
Interest and Other Non-Operating Expenses	37,131,719	39,784,971	44,141,626	85,066,990	92.71%
Total Expenses	\$ 73,197,882	\$ 87,137,592	\$ 97,819,682	\$ 152,189,534	55.58%



Finance

Central Texas Regional Mobility Authority Operating Budget - FY 2022 Finance

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	496,648	571,585	658,402	675,320	2.57%
Salary Reserve	-	-	80,000	80,000	0.00%
Total Salaries	496,648	571,585	738,402	755,320	2.29%
Benefits					
TCDRS	69,415	80,021	92,176	122,773	33.19%
FICA	20,104	24,177	28,235	29,713	5.23%
FICA MED	7,020	8,217	10,064	10,356	2.90%
Health Insurance Expense	30,503	32,069	53,011	67,241	26.84%
Life Insurance Expense	448	510	554	894	61.46%
Other Benefits	16,916	37,019	43,763	42,756	-2.30%
Total Benefits	144,406	182,015	227,803	273,733	20.16%
Payroll Taxes					
Unemployment Taxes	(3,776)	4,006	576	720	25.00%
Total Payroll Taxes	(3,776)	4,006	576	720	25.00%
Total Salaries and Benefits	637,278	757,606	966,781	1,029,773	6.52%
Administrative					
Administrative and Office Expenses					
Accounting	8,411	8,348	8,000	9,000	12.50%
Auditing	119,571	127,661	115,000	144,550	25.70%
Human Resources	35,013	29,076	52,000	30,000	-42.31%
Software Licenses	34,131	18,280	18,500	18,500	0.00%
Cell Phones	1,922	1,800	1,800	2,400	33.33%
Overnight Delivery Services	99	53	100	100	0.00%
Local Delivery Services	114	12	50	50	0.00%
Copy Machine	16,002	15,264	15,264	16,000	4.82%
Repair & Maintenance-General	173	-	-	-	0.00%
Meeting Expense	731	1,108	500	1,000	100.00%
Parking / Local Ride Share	136	239	300	300	0.00%
Mileage Reimbursement	78	116	100	100	0.00%
Insurance Expense	187,725	323,573	449,998	650,000	44.45%
Rent Expense	591,991	538,012	570,000	575,000	0.88%
Building Parking	2,536	6,967	1,000	1,000	0.00%
Legal Services	22,353	-	-	-	0.00%
Total Administrative and Office Expenses	1,020,985	1,070,511	1,232,612	1,448,000	17.47%
Office Supplies					
Office Supplies	2,161	2,115	2,000	2,500	25.00%
Misc Office Equipment	9,720	112	-	-	0.00%
Computer Supplies	284	88	100	200	100.00%
Copy Supplies	1,144	1,573	1,500	1,500	0.00%
Office Supplies-Printed	1,055	74	100	-	-100.00%
Postage Expense	16	29	50	50	0.00%
Total Office Supplies	14,379	3,991	3,750	4,250	13.33%
Communications and Public Relations					
Annual Report printing	-	-	-	600	0.00%
Total Communications and Public Relations	-	-	-	600	0.00%

Finance

Central Texas Regional Mobility Authority Operating Budget - FY 2022 Finance

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Employee Development					
Subscriptions	1,296	1,329	2,313	-	-100.00%
Agency Memberships	410	560	480	600	25.00%
Continuing Education	135	139	200	500	150.00%
Professional Development	315	1,460	1,500	1,000	-33.33%
Other Licenses	123	76	100	100	0.00%
Seminars and Conferences	1,890	2,013	3,000	3,000	0.00%
Travel	14,783	6,041	-	7,500	0.00%
Total Employee Development	18,952	11,618	7,593	12,700	67.26%
Financing and Banking Fees					
Trustee Fees	42,738	53,763	48,000	60,000	25.00%
Bank Fee Expense	2,423	1,477	2,000	2,000	0.00%
Continuing Disclosure	3,500	3,634	4,000	4,000	0.00%
Arbitrage Rebate Calculation	8,395	10,225	10,000	10,000	0.00%
Rating Agency Expense	16,000	104,000	24,000	50,000	108.33%
Total Financing and Banking Fees	73,056	173,099	88,000	126,000	43.18%
Total Administrative	1,127,372	1,259,218	1,331,955	1,591,550	19.49%
Operations and Maintenance					
Operations and Maintenance Consulting					
Traffic and Revenue Consultant	186,804	301,590	150,000	175,000	16.67%
Total Operations and Maintenance Consulting	186,804	301,590	150,000	175,000	16.67%
Toll Operations Expense					
Refuse	120	300	400	200	-50.00%
Electricity	1,058	492	500	500	0.00%
Total Toll Operations	1,178	792	900	700	-22.22%
Total Operations and Maintenance	187,982	302,381	150,900	175,700	16.43%
Other Expenses					
Special Projects and Contingencies					
71 Express Net Revenue Payment	3,362,688	3,990,145	2,300,000	4,000,000	73.91%
Contingency	-	10,000	750,000	300,000	-60.00%
Total Special Projects and Contingencies	3,362,688	4,000,145	3,050,000	4,300,000	40.98%
Non Cash Expenses					
Amortization Expense	428,768	969,309	1,000,000	1,125,000	12.50%
Amort Expense - Refund Savings	1,043,810	1,049,967	1,050,000	2,715,425	158.61%
Dep Exp - Furniture & Fixtures	2,614	2,614	2,620	2,614	-0.24%
Dep Expense - Equipment	15,999	44,898	59,000	2,500	-95.76%
Dep Expense - Autos & Trucks	29,015	34,219	30,000	43,085	43.62%
Dep Expense - Building & Toll Fac	166,437	176,748	176,800	176,748	-0.03%
Dep Expense - Highways & Bridges	25,197,996	33,228,260	40,000,000	49,342,469	23.36%
Dep Expense - Toll Equipment	2,715,236	3,620,454	4,000,000	4,060,300	1.51%
Dep Expense - Signs	330,546	844,751	800,000	1,202,171	50.27%
Dep Expense - Land Improvements	811,190	958,678	985,000	1,163,209	18.09%
Depreciation Expense - Computers	9,234	103,374	75,000	192,000	156.00%
Total Non Cash	30,750,844	41,033,271	48,178,420	60,025,522	24.59%
Total Other Expenses	34,113,532	45,033,416	51,228,420	64,325,522	25.57%
Non Operating Expenses					
Bond Issuance Expense	2,481,672	1,587,044	2,000,000	1,227,474	-38.63%
Loan Fee Expense	47,619	27,000	50,000	50,000	0.00%
Interest Expense	34,602,428	38,170,927	42,091,626	83,789,516	99.06%
Total Non Operating Expense	37,131,719	39,784,971	44,141,626	85,066,990	92.71%
Total Expenses	73,197,882	87,137,592	97,819,682	152,189,534	55.58%

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 Operations Department's core services are described below:

- Information Technology: Ensure the integrity of the Mobility Authority's network, computers, storage 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.

The overarching theme of the Operations Department's FY 2022 budget is setting a solid foundation for the Mobility Authority's future. Work efforts this fiscal year will center around procuring and implementing key services; investing in programs / initiatives aimed at converting customers to pre-paid methods; mitigating revenue loss; and supporting regional and national interoperability efforts.

Operations

Goals and Initiatives:

- Key Solicitations: Procure key systems and 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. An outcome of this initiative will be the consolidation of 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

- 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

- Violation Enforcement. Develop an enforcement program that encourages prompt payment and ensures fairness for all customers. In doing so, we will mitigate revenue leakage and protect our stakeholder's investment.

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

- 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

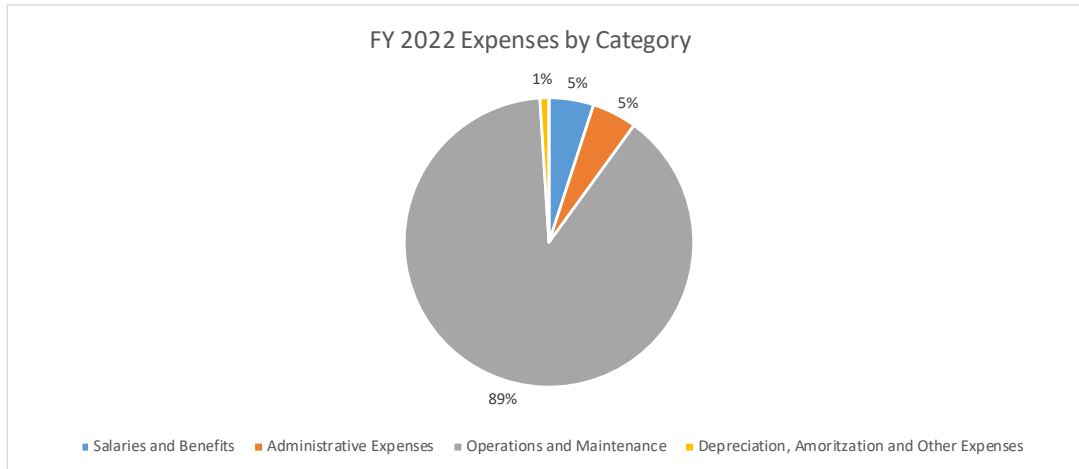
- Toll Interoperability. Continue work to provide a seamless toll experience using one transponder when traveling on toll roads throughout United States. These efforts will increase the number of electronic toll tags accepted on CTRMA facilities, increasing the potential for out of state revenue collections.

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

Summary of Expenses:

	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Adopted Budget	FY 2022 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 960,173	\$ 809,617	\$ 1,030,309	\$ 1,111,719	7.90%
Administrative Expenses	317,356	516,232	844,100	1,336,600	58.35%
Operations and Maintenance	15,289,873	13,879,403	14,833,515	20,619,197	39.00%
Depreciation, Amoritzation and Other Expenses	1,113,262	154,758	148,000	148,000	0.00%
Interest and Other Non-Operating Expenses	-	-	-	-	0.00%
Total Expenses	\$ 17,680,664	\$ 15,360,010	\$ 16,855,924	\$ 23,215,516	37.73%



Operations

Central Texas Regional Mobility Authority Operating Budget - FY 2022 Operations

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	701,174	584,173	742,271	773,485	4.21%
Total Salaries	701,174	584,173	742,271	773,485	4.21%
Benefits					
TCDRS	94,909	81,784	103,918	140,620	35.32%
FICA	38,787	31,860	40,325	43,382	7.58%
FICA MED	9,710	8,313	10,763	11,216	4.21%
Health Insurance Expense	103,752	95,391	118,293	120,495	1.86%
Life Insurance Expense	1,024	815	1,027	1,080	5.16%
Other Benefits	9,683	7,092	12,704	20,434	60.84%
Total Benefits	257,865	225,254	287,030	337,226	17.49%
Payroll Taxes					
Unemployment Taxes	1,134	189	1,008	1,008	0.00%
Total Payroll Taxes	1,134	189	1,008	1,008	0.00%
Total Salaries and Benefits	960,173	809,617	1,030,309	1,111,719	7.90%
Administrative					
Administrative and Office Expenses					
IT Services	141,411	188,819	235,000	275,000	17.02%
Internet	4,736	-	-	-	0.00%
Software Licenses	32,998	37,211	327,000	494,500	51.22%
Cell Phones	6,801	6,241	5,000	4,200	-16.00%
Local Telephone Service	7,891	97,774	95,000	105,000	10.53%
Overnight Delivery Services	-	-	-	100	0.00%
Repair & Maintenance-General	-	864	2,000	-	-100.00%
Meeting Expense	1,000	3,678	5,000	-	-100.00%
Toll Tag Expense	2,636	-	-	-	0.00%
Parking / Local Ride Share	143	96	200	-	-100.00%
Mileage Reimbursement	2,436	1,426	3,000	1,000	-66.67%
Insurance Expense	300	-	-	-	0.00%
Legal Services	401	-	-	-	0.00%
Total Administrative and Office Expenses	200,754	336,109	672,200	879,800	30.88%
Office Supplies					
Office Supplies	573	308	1,000	2,000	100.00%
Misc Office Equipment	303	120	3,000	-	-100.00%
Computer Supplies	55,323	97,685	36,000	185,300	414.72%
Office Supplies-Printed	-	101	-	2,000	0.00%
Postage Expense	-	25	500	-	-100.00%
Total Office Supplies	56,199	98,239	40,500	189,300	367.41%
Communications and Public Relations					
Graphic Design Services	11,007	-	-	-	0.00%
Website Maintenance	35,044	31,880	50,000	100,000	100.00%
Research Services	(56,385)	1,073	-	-	0.00%
Advertising Expense	380	-	-	-	0.00%
Direct Mail	31,663	-	5,000	32,500	550.00%
Video Production	8,820	8,895	10,000	49,500	395.00%
Photography	-	-	5,000	-	-100.00%
Direct Mail Printing	4,261	-	30,000	-	-100.00%
Other Communication Expenses	558	18,564	18,000	-	-100.00%
Total Communications and Public Relations	35,347	60,412	118,000	182,000	54.24%

Operations

**Central Texas Regional Mobility Authority
Operating Budget - FY 2022
Operations**

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Employee Development					
Subscriptions	-	-	-	50,000	0.00%
Agency Memberships	2,681	95	3,000	1,000	-66.67%
Professional Development	4,726	7,580	-	7,500	0.00%
Other Licenses	-	93	400	-	-100.00%
Seminars and Conferences	5,395	1,820	10,000	12,000	20.00%
Travel	12,254	11,885	-	15,000	0.00%
Total Employee Development	25,056	21,473	13,400	85,500	538.06%
Total Administrative	317,356	516,232	844,100	1,336,600	58.35%
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC-Toll Ops Support					
GEC 3.1 Operations Center Support	32,792	161,883	50,000	128,800	157.60%
GEC 3.2 Toll Operations Support	235,623	864,320	750,000	1,185,355	58.05%
GEC-Roadway Ops Support					
GEC 4.3 Maintenance Contract Support/Oversight	251,923	-	-	-	0.00%
GEC 4.4 Traffic Data Gathering and Analysis	11,517	-	-	-	0.00%
GEC 4.6 Best Business Practices/Policies Support	-	4,390	50,000	-	-100.00%
GEC-Technology Support					
GEC 5.1 Technology Development	-	-	-	412,000	0.00%
GEC-General Support					
GEC 7.1 Program Management	3,940	-	-	-	0.00%
GEC 7.2 Technical Resource Support	10,177	12,117	35,000	50,000	42.86%
GEC 7.3 Study and Report Review	40,481	-	-	75,000	0.00%
GEC 7.5 Other Initiatives - Non Project	2,775	53,779	50,000	50,000	0.00%
General System Consultant	408,830	1,237,298	1,082,515	1,653,940	52.79%
Traffic Modeling	18,161	-	-	-	0.00%
Traffic and Revenue Consultant	1,202	1,216	-	-	0.00%
Total Operations and Maintenance Consulting	1,017,421	2,335,002	2,017,515	3,555,095	76.21%
Road Operations and Maintenance					
Roadway Maintenance	3,257,787	-	-	-	0.00%
Maintenance Supplies-Roadway	17,476	-	-	-	0.00%
Tools & Equipment Expense	498	-	-	-	0.00%
Gasoline	8,682	-	-	-	0.00%
Repair & Maintenance-Vehicles	2,965	-	-	-	0.00%
Electricity - Roadways	158,642	21	-	-	0.00%
Total Road Operations and Maintenance	3,446,050	21	-	-	0.00%
Toll Processing and Collection Expense					
Image Processing	1,693,777	1,739,662	1,200,000	3,000,000	150.00%
Tag Collection Fees	5,674,517	5,541,239	5,000,000	6,041,000	20.82%
Court Enforcement Costs	7,875	-	90,000	75,000	-16.67%
DMV Lookup Fees	1,070	221	1,000	250	-75.00%
Total Toll Processing and Collections	7,377,238	7,281,122	6,291,000	9,116,250	44.91%
Toll Operations Expense					
Generator Fuel	3,555	-	-	-	0.00%
Fire and Burglar Alarm	370	-	-	-	0.00%
Refuse	1,269	-	-	-	0.00%
Telecommunications	70,588	-	-	-	0.00%
Water - Irrigation	4,213	-	-	-	0.00%
ETC spare parts expense	5,573	8,272	50,000	50,000	0.00%
Repair & Maintenance Toll Equip	-	48,308	-	75,000	0.00%
Law Enforcement	200,870	45,855	300,000	450,000	50.00%
ETC Maintenance Contract	2,170,881	3,100,824	4,191,000	5,390,000	28.61%
ETC Toll Management Center System Operation	-	-	534,000	642,852	20.38%
ETC Development	939,309	945,656	1,250,000	1,140,000	-8.80%
ETC Testing	52,536	114,343	200,000	200,000	0.00%
Total Toll Operations	3,449,164	4,263,258	6,525,000	7,947,852	21.81%
Total Operations and Maintenance	15,289,873	13,879,403	14,833,515	20,619,197	39.00%

Operations

**Central Texas Regional Mobility Authority
Operating Budget - FY 2022
Operations**

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Other Expenses					
Special Projects and Contingencies					
HERO	147,829	147,829	148,000	148,000	0.00%
Special Projects	34,420	6,929	-	-	0.00%
Customer Relations	931,013	-	-	-	0.00%
Total Special Projects and Contingencies	1,113,262	154,758	148,000	148,000	0.00%
Total Other Expenses	1,113,262	154,758	148,000	148,000	0.00%
Total Expenses	17,680,664	15,360,010	16,855,924	23,215,516	37.73%

Communications

The primary role of the Communications Department is the development and facilitation of programs that advance the mission of the agency through strategic interaction with customers, stakeholders, state legislators and the media. These efforts are classified into three general areas of specialization that include public/government relations and communication, community engagement and outreach, and marketing.

- Public/Government Relations and Communications. The business function of public relations and communications involves the strategic communications process that builds mutually beneficial relationships between the Mobility Authority and its constituents. Constituents include customers, local businesses, strategic partners, governmental organizations, community and civic groups, citizens as well as the 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. The communication function also handles customer and stakeholder inquiries and assists with dispute resolution related to agency operations.
- Community Development and Outreach. The Mobility Authority provides public outreach direction and support on all Mobility Authority projects under development and in operation, represents the agency's interests in these projects and maintains working relationships with all stakeholders including government entities, neighborhoods, community organizations and the general public. Another major communication function is the coordination and promotion of events such as groundbreaking, ribbon cuttings, and stakeholder presentations.
- 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, the MoPac Express Lane, 45SW Toll, and 183 Toll, as well as its programs. Major activities include educating the public on the enhanced Pay By Mail program, the Habitual Violator program, innovation messaging as well as the benefits and cost savings of electronic tags.

Communications

Goals and Initiatives:

- Develop and implement a comprehensive campaign to increase awareness of electronic tag and payment options on Mobility Authority facilities.

Strategic Goal: Commitment to our Customers and Investors

- Develop and implement a comprehensive campaign to educate drivers about the Habitual Violators Program and increased enforcement efforts on Mobility Authority facilities.

Strategic Goal: Commitment to our Customers and Investors

- Coordinate communications and comprehensive, effective public outreach for the development phase for Barton Skyway Ramp Relief project and MoPac South.

Strategic Goal: Deliver Responsible Mobilty Solutions that Respect the Customers We Serve

- Implement community outreach program for construction projects such as the 183A Phase III and the 183 North Mobility Project. The outreach program includes activities designed to establish positive relationships with community leaders, drivers and nearby stakeholders/residents. The outreach strategy will result in faster, more robust responses to community/business/key stakeholder requests/inquiries and ensure that the public is kept informed. A community focused event to celebrate the completion of the 183 South Project is also expected to be planed and implemented.

Strategic Goal: Invest in Efforts that Extend Beyond Roadways

- Remain a valuable resource on regional mobility issues and a steadfast advocate for short- and long-term transportation solutions. The communication strategy will provide a mechanism for keeping Central Texans informed of the latest in transportation technology and solutions that will help relieve congestion and improve quality of life.

Strategic Goal: Explore and Invest in Transformative Technology and Adopt Industry Best Practices

Communications

- Continue to implement programs designed to maintain positive relationship with community leaders, drivers, businesses and neighbors regarding construction activities and active congestion management.

Strategic Goal: Deliver Responsible Mobility Solutions that Respect the Communities We Serve

- Identify opportunities to enhance awareness of the Mobility Authority and our commitment to customer service, safety and congestion management on existing roadways (signage, television and radio messaging, customer appreciation activities, etc.).

Strategic Goal: Invest in Efforts that Extend Beyond Roadways

- Develop, produce and distribute all Agency reports and materials, including the Annual Report, Monthly Board Meeting Updates to the Commissioners Courts, quarterly Governor's Reports, the annual project report to the Texas Transportation Commission, economic development reports and the Strategic Plan.

Strategic Goal: Employ a Collaborative Approach to Implementing Mobility Solutions

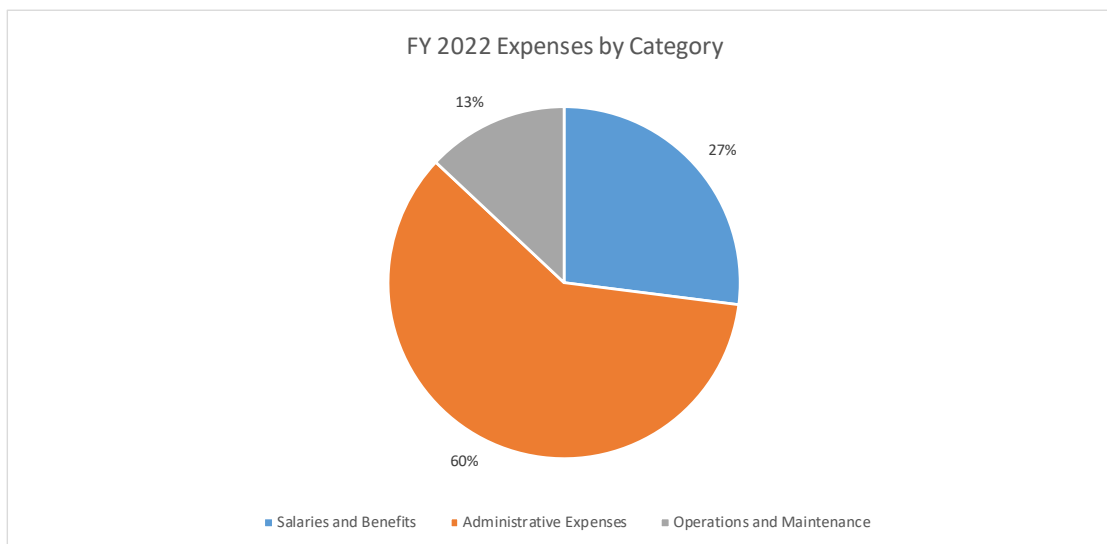
- Continue multi-media (television, videos, podcasts, radio, print, outdoor, editorial, social media) quality of life campaign to position the Mobility Authority as thought leaders in innovative transportation solutions, help educate the Central Texas community of who the Mobility Authority is and how we plan to help relieve congestion in the region and improve overall quality of life for Central Texans.

Strategic Goal: Deliver Multi-Faceted Mobility Solutions

Communications

Summary of Expenses:

	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Adopted Budget	FY 2022 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 769,380	\$ 614,183	\$ 691,218	\$ 709,721	2.68%
Administrative Expenses	2,162,198	780,154	369,210	1,823,752	393.96%
Operations and Maintenance	4,110	311,072	100,000	-	-100.00%
Depreciation, Amoritzation and Other Expenses	-	-	-	-	0.00%
Interest and Other Non-Operating Expenses	-	-	-	-	0.00%
Total Expenses	2,935,687	1,705,408	1,160,428	2,533,473	118.32%



Communications

Central Texas Regional Mobility Authority
Operating Budget - FY 2022
Communications

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	565,186	457,940	507,217	499,610	-1.50%
Total Salaries	565,186	457,940	507,217	499,610	-1.50%
Benefits					
TCDRS	77,604	64,111	71,010	90,829	27.91%
FICA	28,213	23,503	26,231	28,220	7.58%
FICA MED	7,945	6,590	7,355	7,244	-1.50%
Health Insurance Expense	80,685	61,358	73,929	78,115	5.66%
Life Insurance Expense	623	537	597	792	32.73%
Other Benefits	8,475	38	4,304	4,334	0.71%
Total Benefits	203,546	156,138	183,425	209,534	14.23%
Payroll Taxes					
Unemployment Taxes	648	105	576	576	0.00%
Total Payroll Taxes	648	105	576	576	0.00%
Total Salaries and Benefits	769,380	614,183	691,218	709,721	2.68%
Administrative					
Administrative and Office Expenses					
Internet	106	128	150	150	0.00%
Cell Phones	2,703	1,650	2,400	2,400	0.00%
Meeting Expense	2,257	612	2,000	2,000	0.00%
Parking / Local Ride Share	417	635	1,000	1,000	0.00%
Mileage Reimbursement	55	62	500	500	0.00%
Total Administrative and Office Expenses	5,538	3,086	6,050	6,050	0.00%
Office Supplies					
Office Supplies	2,050	276	1,000	1,000	0.00%
Computer Supplies	83	-	-	200	0.00%
Other Reports-Printing	3,627	2,883	8,000	5,000	-37.50%
Office Supplies-Printed	1,076	-	2,500	2,500	0.00%
Total Office Supplies	6,835	3,159	11,500	8,700	-24.35%
Communications and Public Relations					
Graphic Design Services	58,624	-	20,000	75,000	275.00%
Research Services	-	-	-	75,000	0.00%
Communications and Marketing	660,699	257,749	125,000	500,000	300.00%
Advertising Expense	988,753	438,394	150,000	800,000	433.33%
Direct Mail	-	-	-	52,500	0.00%
Video Production	234,772	22,393	-	129,500	0.00%
Photography	5,680	777	-	10,000	0.00%
Radio	83,713	3,480	-	75,000	0.00%
Other Public Relations	73,751	3,918	30,000	-	-100.00%
Promotional Items	6,470	8,875	-	10,000	0.00%
Annual Report printing	4,430	-	6,500	5,000	-23.08%
Direct Mail Printing	-	-	-	40,000	0.00%
Other Communication Expenses	10,203	16,689	15,000	15,000	0.00%
Total Communications and Public Relations	2,127,096	752,275	346,500	1,787,000	415.73%

Communications

Central Texas Regional Mobility Authority
Operating Budget - FY 2022
Communications

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Employee Development					
Subscriptions	160	160	160	160	0.00%
Agency Memberships	175	2,842	3,500	2,842	-18.80%
Professional Development	3,195	-	-	-	0.00%
Seminars and Conferences	5,434	5,594	1,500	5,500	266.67%
Travel	13,764	13,038	-	13,500	0.00%
Total Employee Development	22,729	21,634	5,160	22,002	326.40%
Total Administrative	2,162,198	780,154	369,210	1,823,752	393.96%
Operations and Maintenance					
Operations and Maintenance Consulting					
GEC-Public Information Support					
GEC 6.2 Public Information - Non Project	-	311,072	100,000	-	-100.00%
Total Operations and Maintenance Consulting	-	311,072	100,000	-	-100.00%
Road Operations and Maintenance					
Maintenance Supplies-Roadway	1,500	-	-	-	0.00%
Gasoline	2,274	-	-	-	0.00%
Repair & Maintenance-Vehicles	336	-	-	-	0.00%
Total Road Operations and Maintenance	4,110	-	-	-	0.00%
Total Operations and Maintenance	4,110	311,072	100,000	-	-100.00%
Total Expenses	2,935,687	1,705,408	1,160,428	2,533,473	118.32%

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 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 Mobility 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 recusals, conflicts disclosures and Ethics Commission filings.
- 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:

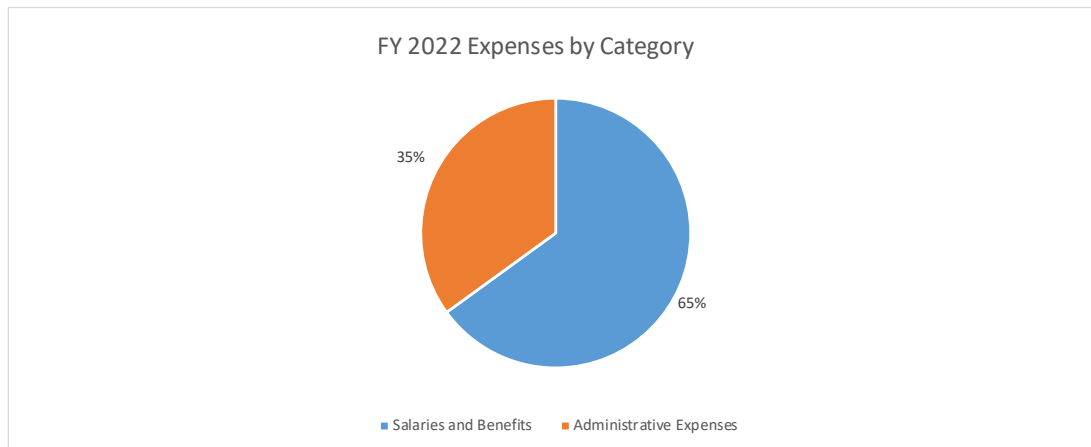
- Support the Executive Director, intergovernmental relations team, and Mobility Authority staff in identifying legislative priorities, preparing educational materials, and responding to questions and issues raised by elected officials that could affect the Mobility Authority.
- Assist with implementing new policies and procedures resulting from laws passed during the 87th Texas Legislature.
- Provide legal oversight and advice for development of 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 Mobility Authority's 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 Actuals	FY 2020 Actuals	FY 2021 Adopted Budget	FY 2022 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 423,514	\$ 390,428	\$ 402,345	\$ 719,864	78.92%
Administrative Expenses	395,560	477,800	618,050	382,450	-38.12%
Operations and Maintenance	-	-	-	-	0.00%
Depreciation, Amortization and Other Expenses	-	-	-	-	0.00%
Interest and Other Non-Operating Expenses	1,259	-	-	-	0.00%
Total Expenses	\$ 820,333	\$ 868,228	\$ 1,020,395	\$ 1,102,314	8.03%



Legal Services

Central Texas Regional Mobility Authority
FY 2022 Revenue and Expense by Line Item
Legal

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	328,353	311,539	318,321	539,547	69.50%
Total Salaries	328,353	311,539	318,321	539,547	69.50%
Benefits					
TCDRS	41,877	43,615	44,565	98,090	120.11%
FICA	11,471	12,092	11,993	22,177	84.93%
FICA MED	4,304	4,508	5,133	7,823	52.41%
Health Insurance Expense	17,376	17,893	19,629	43,827	123.27%
Life Insurance Expense	298	310	299	960	221.35%
Other Benefits	19,511	452	2,118	7,008	230.97%
Total Benefits	94,836	78,871	83,736	179,886	114.82%
Payroll Taxes					
Unemployment Taxes	324	18	288	432	50.00%
Total Payroll Taxes	324	18	288	432	50.00%
Total Salaries and Benefits	423,514	390,428	402,345	719,864	78.92%
Administrative					
Administrative and Office Expenses					
IT Services	6,540	6,790	7,000	10,000	42.86%
Internet	130	87	300	300	0.00%
Software Licenses	750	1,500	1,500	1,500	0.00%
Cell Phones	1,250	1,200	1,200	1,800	50.00%
Meeting Expense	-	681	-	-	0.00%
Parking / Local Ride Share	8	-	-	50	0.00%
Mileage Reimbursement	22	65	200	200	0.00%
Legal - Board Meeting	23,077	41,720	20,000	30,000	50.00%
Legal - Engineering	2,652	-	-	2,500	0.00%
Legal - Financing	-	32,517	30,000	5,000	-83.33%
Legal - Human Resources	33,720	73,017	30,000	25,000	-16.67%
Legal - Litigation	-	-	40,000	40,000	0.00%
Legal - Open Meetings/Public Info Act	526	47,567	25,000	30,000	20.00%
Legal - Operations	71,470	55,033	80,000	15,000	-81.25%
Legal - Procurements and Contracts	9,826	159,377	165,000	25,000	-84.85%
Legal - Legislative Matters	186,644	6,254	175,000	100,000	-42.86%
Legal - Administration	32,590	41,656	15,000	15,000	0.00%
Legal - Toll Enforcement	13,925	-	10,000	15,000	50.00%
Legal - Intellectual Property	246	-	1,000	10,000	900.00%
Legal - Technology Initiatives	-	-	-	20,000	0.00%
Legal - General Legal Matters	-	-	-	10,000	0.00%
Legal Services	374,674	457,142	591,000	342,500	-42.05%
Total Administrative and Office Expenses	383,374	467,465	601,200	356,350	-40.73%
Office Supplies					
Books & Publications	4,038	2,772	3,500	3,000	-14.29%
Office Supplies	198	121	1,000	1,000	0.00%
Misc Office Equipment	-	484	1,250	500	-60.00%
Postage Expense	-	7	100	100	0.00%
Total Office Supplies	4,236	3,384	5,850	4,600	-21.37%

Legal Services

Central Texas Regional Mobility Authority
FY 2022 Revenue and Expense by Line Item
Legal

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Employee Development					
Agency Memberships	375	-	1,500	1,000	-33.33%
Continuing Education	250	250	2,500	4,000	60.00%
Professional Development	-	-	3,000	3,000	0.00%
Other Licenses	375	-	-	1,000	0.00%
Seminars and Conferences	1,275	-	4,000	5,000	25.00%
Travel	5,675	6,701	-	7,500	0.00%
Total Employee Development	7,950	6,951	11,000	21,500	95.45%
Total Administrative	395,560	477,800	618,050	382,450	-38.12%
Total Expenses	820,333	868,228	1,020,395	1,102,314	8.03%

Engineering

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

Capital Improvement Projects

In 2021, a significant shift in project focus for the Engineering Department and the Authority with the substantial completion of the 290 East Phase III and 183 South projects, and the kick off of the construction of the 183A Phase 3 design-bid-build and 183 North design-build projects. Both of these will be heavy efforts for the next three to five years, but initial construction efforts will be ramping up significantly in FY 2022. In addition, the partnership with Travis County to develop projects for the Travis County 2017 Bond program continues with one Travis County project in construction, Elroy Road, and the remaining seven projects in various design stages closing in on design completion and entering ROW acquisition and utility relocation. In addition to the design and construction projects, maintenance projects continue to provide improvements and rehabilitation to our facilities, including replacing all the aged large signs in the 183A Phase I corridor, beginning procurement for replacement of the 183A Phase II signs, frontage road overlays on 183A and 290, and landscaping improvements. Recovery from the snow and subfreezing events of early 2021 continue with replacement of damaged facilities and landscaping.

- 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.
- 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 after a pause during CY 2021 due to impacts due to COVID.
 - Travis County Roadway Safety Projects: In design phase, provide turnkey project management, design, construction, and construction management services for Travis County.

Engineering

Ongoing Operational Efforts

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

Goals and Initiatives:

- Asset Management Program (AMP). Finalizing the Asset Management System Implementation to project and plan for maintenance, renewal and replacement activities, including year three of data collection on operating facilities; including the new 290 Phase III and 183 South projects. This Asset Management implementation will incorporate additional data collection, data analysis, and planning for future projects and is expected to continue through FY 2022. The AMP will help provide the Mobility Authority increased ability to plan and implement corridor activities that will help provide higher quality facilities for our users, and help improve our forecasting for routine maintenance and repairs.

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. Continued to work with our regional partners such as the City of Austin, CapMetro, Travis and Williamson Counties and CARTS to develop or assist in the development of multimodal options for the regional community.

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

Engineering

- 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 standard 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. Developing internal project manuals and guidelines to provide framework for improved project development, implementation and stewardship of our assets.

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

- 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. Working with the Communications Department to add 183 South trail system to the app. Development of 183A Phase 3 and 183 North will also incorporate improved landscaping and aesthetics.

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 and Phase II; make safety enhancements along 183A, Mopac Express Lanes, SH 45 SW and other operating facilities. Performing mill and overlay to sections of our 183A and 290E corridors to rejuvenate pavement structures and improve ride quality and longevity.

Engineering

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 Investors; 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. Developing improved dashboards and reporting to provide greater ability to recognize areas for safety improvements.

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

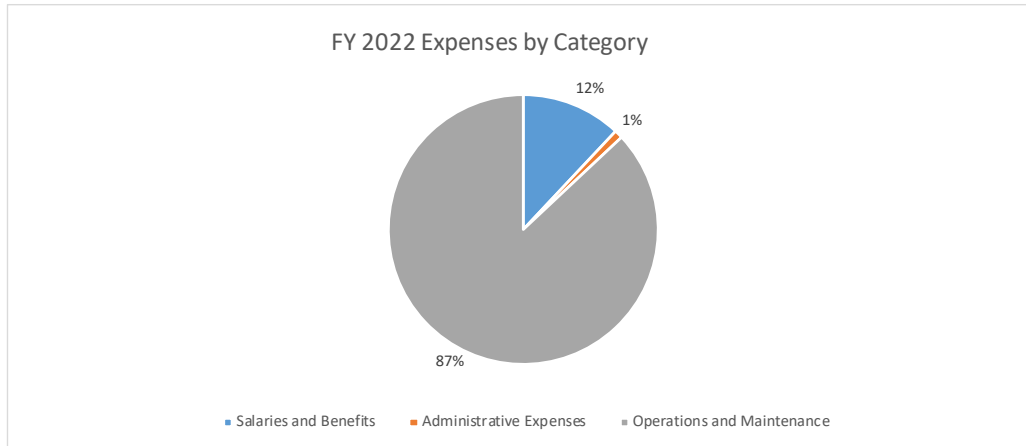
- Leverage Technology. Continue deployment and upkeep of travel time monitoring devices (Bluetoad) on Mobility Authority existing and future corridors to aid planning and to identify trouble spots. Utilizing VUEworks, in combination with PowerBI and Sharepoint, to develop improved asset tracking and reporting, along with improving accessibility to data. This data, combined with maintenance work, will provide opportunities for improvement to our corridor's maintenance and quality.

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 Actuals	FY 2020 Actuals	FY 2021 Adopted Budget	FY 2022 Adopted Budget	Increase (Decrease)
Salaries and Benefits	\$ 1,049,312	\$ 1,291,920	\$ 1,513,049	\$ 1,621,064	7.14%
Administrative Expenses	19,506	29,631	39,885	46,100	15.58%
Operations and Maintenance	2,962,285	8,165,483	10,288,774	11,864,957	15.32%
Depreciation, Amortization and Other Expenses	-	-	-	-	0.00%
Interest and Other Non-Operating Expenses	-	-	-	-	0.00%
Total Expenses	\$ 4,031,103	\$ 9,487,035	\$ 11,841,708	\$ 13,532,121	14.28%



Engineering

Central Texas Regional Mobility Authority
Operating Budget - FY 2022
Engineering

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Salaries and Benefits					
Salaries & Wages					
Salary Expense-Regular	769,262	921,778	1,100,014	1,123,695	2.15%
Total Salaries	769,262	921,778	1,100,014	1,123,695	2.15%
Benefits					
TCDRS	111,073	143,354	154,002	204,288	32.65%
FICA	42,250	56,405	59,287	62,733	5.81%
FICA MED	11,410	14,773	15,950	16,294	2.15%
Health Insurance Expense	83,495	113,345	124,378	150,439	20.95%
Life Insurance Expense	906	1,285	1,342	1,488	10.91%
Other Benefits	29,944	40,787	56,781	60,833	7.14%
Total Benefits	279,078	369,949	411,739	496,074	20.48%
Payroll Taxes					
Unemployment Taxes	972	193	1,296	1,296	0.00%
Total Payroll Taxes	972	193	1,296	1,296	0.00%
Total Salaries and Benefits	1,049,312	1,291,920	1,513,049	1,621,064	7.14%
Administrative					
Administrative and Office Expenses					
Cell Phones	4,578	8,086	9,785	10,000	2.20%
Local Delivery Services	-	12	-	-	0.00%
Meeting Expense	1,478	31	250	250	0.00%
Toll Tag Expense	-	2,350	3,000	3,000	0.00%
Parking / Local Ride Share	183	124	500	500	0.00%
Mileage Reimbursement	382	24	1,500	1,500	0.00%
Building Parking	2,824	8,479	10,000	10,000	0.00%
Total Administrative and Office Expenses	9,446	19,106	25,035	25,250	0.86%
Office Supplies					
Books & Publications	-	-	250	250	0.00%
Office Supplies	59	213	500	500	0.00%
Misc Office Equipment	1,350	2,405	2,000	2,000	0.00%
Computer Supplies	224	-	250	250	0.00%
Office Supplies-Printed	17	-	-	-	0.00%
Total Office Supplies	1,650	2,618	3,000	3,000	0.00%
Employee Development					
Subscriptions	-	-	100	100	0.00%
Agency Memberships	1,110	1,210	2,500	2,500	0.00%
Continuing Education	-	1,020	1,500	1,500	0.00%
Professional Development	250	125	2,500	2,500	0.00%
Other Licenses	120	442	250	250	0.00%
Seminars and Conferences	2,129	1,231	5,000	5,000	0.00%
Travel	4,801	3,879	-	6,000	0.00%
Total Employee Development	8,410	7,907	11,850	17,850	50.63%
Total Administrative	19,506	29,631	39,885	46,100	15.58%

Engineering

Central Texas Regional Mobility Authority
Operating Budget - FY 2022
Engineering

Account Name	FY 2019 Actual Results	FY 2020 Actual Results	FY 2021 Adopted Budget	FY 2022 Adopted Budget	% Change From Prior Year
Operations and Maintenance					
Operations and Maintenance Consulting					
General Engineering Consultant					
GEC-Trust Indenture Support					
GEC 1.1 Annual O&M Budget Development	16,312	19,827	24,887	64,265	158.23%
GEC 1.2 Annual Facility Inspections	147,377	287,131	325,242	457,564	40.68%
GEC-Financial Planning Support					
GEC 2.1 Program Funding Support	96,019	254,490	209,410	243,804	16.42%
GEC-Roadway Ops Support					
GEC 4.1 Driveway and Utility Permitting	22,894	22,771	35,000	35,000	0.00%
GEC 4.2 Investigations and Optimization	-	10,889	-	-	0.00%
GEC 4.3 Maintenance Contract Support/Oversight	3,205	740,128	258,819	481,339	85.98%
GEC 4.4 Traffic Data Gathering and Analysis	390,283	304,303	339,150	620,000	82.81%
GEC 4.7 Warranty	-	-	-	50,000	0.00%
GEC-Technology Support					
GEC 5.1 Technology Development	456,443	843,406	716,525	1,000,000	39.56%
GEC 5.2 Technology Maintenance	194,020	1,306	24,936	26,856	7.70%
GEC-Public Information Support					
GEC 6.1 Outreach - Non Project	7,620	-	-	-	0.00%
GEC 6.2 Public Information - Non Project	2,680	-	-	-	0.00%
GEC-General Support					
GEC 7.1 Program Management	239,521	55,399	95,381	172,416	80.77%
GEC 7.2 Technical Resource Support	19,022	14,214	18,000	39,390	118.83%
GEC 7.3 Study and Report Review	114,876	12,995	-	-	0.00%
GEC 7.4 Agency Coordination - Non Project	512,878	871,170	674,962	550,000	-18.51%
GEC 7.5 Other Initiatives - Non Project	549,387	457,499	284,742	536,623	88.46%
GEC 7.6 Other Initiatives - Project	11,878	120,269	-	-	0.00%
Traffic Modeling	172,892	-	50,000	67,000	34.00%
Total Operations and Maintenance Consulting	2,957,308	4,015,796	3,057,054	4,344,257	42.11%
Road Operations and Maintenance					
Roadway Maintenance	-	3,794,604	3,963,810	4,487,800	13.22%
Landscape Maintenance	-	-	2,665,410	2,302,400	-13.62%
Signal & Illumination Maint	-	53,517	50,000	50,000	0.00%
Maintenance Supplies-Roadway	-	75,755	250,000	350,000	40.00%
Tools & Equipment Expense	-	885	1,500	25,000	1566.67%
Gasoline	3,594	10,443	28,000	30,000	7.14%
Repair & Maintenance-Vehicles	1,269	5,651	10,000	10,000	0.00%
Natural Gas	-	1,486	-	2,500	0.00%
Electricity - Roadways	-	186,977	250,000	250,000	0.00%
Total Road Operations and Maintenance	4,863	4,129,317	7,218,720	7,507,700	4.00%
Toll Operations Expense					
Generator Fuel	-	2,736	3,000	3,000	0.00%
Fire and Burglar Alarm	114	493	500	500	0.00%
Refuse	-	1,395	2,000	2,000	0.00%
Water - Irrigation	-	4,312	7,500	7,500	0.00%
ETC Toll Management Center System Operation	-	11,433	-	-	0.00%
Total Toll Operations	114	20,370	13,000	13,000	0.00%
Total Operations and Maintenance	2,962,285	8,165,483	10,288,774	11,864,957	15.32%
Total Expenses	4,031,103	9,487,035	11,841,708	13,532,121	14.28%

Consolidated Staffing Schedule

		Positions			
		FY 2019 Adopted	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted
Authorized Personnel:					
Administration:	Executive Director	1	1	1	1
	Deputy Executive Director	2	2	2	2
	Executive Assistant / Office Manager	1	1	1	1
	Mobility Innovation Manager	1	1	1	1
	Director Community Relations	1	1	1	0
	Community Relations Manager	0	0	0	1
	Human Resources Manager	0	0	1	1
	Receptionist	1	1	1	1
	Intern	1	1	1	0
Financial Services:	CFO	1	1	1	1
	Controller	1	1	1	1
	Budget Manager	0	1	1	1
	Accounts Payable Specialist	0	0	0	1
	Fiscal Analyst	1	1	1	0
Operations:	Director of Operations	1	1	1	1
	Assistant Director IT and Toll Systems	1	1	1	1
	Toll Systems & IT Manager	0	0	1	1
	Toll Operations Manager	1	1	1	1
	Traffic and Incident Management Manager	1	1	1	1
	Data Scientist	0	1	0	0
	Lead Toll Specialist	0	0	1	1
	Administrative Assistant III/Toll Specialist	1	2	1	1
Communications:	Director of Communications	1	1	1	1
	Assistant Director of Communications	0	0	0	1
	Community Relations Manager	1	1	1	0
	Communications Manager	0	0	0	1
	Public Involvement Manager	0	1	1	0
	Communications Specialist	1	1	1	1
Legal:	Legal Counsel	1	1	1	2
	Legal Assistant/Records Manager	1	1	1	1
	TBD	2	0	0	0
Engineering	Director of Engineering	1	1	1	1
	Assistant Director of Engineering - Project Development	1	1	1	1
	Assistant Director of Engineering - Construction Mgmt.	1	0	0	1
	Senior Engineer	0	0	1	1
	Senior Project Manager	3	3	2	1
	Roadway/Facilities Maintenance Manager	1	1	1	1
	Senior Roadway/Facilities Maintenance Specialist	0	0	1	1
	Roadway/Facilities Maintenance Specialist	1	2	1	1
	Senior Administrative Assistant	1	1	1	1
Total Positions	32	34	35	35	

Capital Budget

Capital Budget

Lonestar Server, Database Hardware/Wiring	200,000
Kapsch Migration to Data Platform	1,500,000
ITS / Roadway Technology Installation, Related Software and Support	100,000
TIM Center Server Room Expansion Oversight and Construction	450,000
183A Toll - Roadway Technology Installation and Support	500,000
	<u>2,750,000</u>

Renewal and Replacement

General Fund

Maintainance Crew Trucks (2)	100,000
Metal Beam Guard Fence and Cable Barrier 183A I and II	2,026,000
ITS Retrofit	500,000
290 Toll - Toll System Implementation & Replacement	1,250,000
183A Toll - Toll System Zone Controllers and Video Audit System	300,000
290 Toll - Toll System Closed-Circuit TV and UPS Upgrade	210,000
71 Express - Toll System UPS Upgrade	40,000
71 Express - Large Guide Signs	639,500
Speed Limit Signs 183A I (Leander)	15,000
183A I and II Shared Use Path Signage and Striping	276,000
183A II Large Sign Replacemnt	1,144,000
290E Frontage Mill & Overlay	527,000
290E Slabjacking	400,000
	<u>7,427,500</u>

MoPac General

Bollard Replacement	1,000,000
MoPac Aesthetics	900,000
	<u>12,077,500</u>

System Operating Budget

FY 2022 BUDGET

Total Revenues (excluding MoPac) **\$ 145,520,764**

System Operating Costs

Toll Operations	\$ 21,644,930	
Finance Department	2,165,699	
Legal	424,946	
Communications	1,248,360	
Engineering	4,116,759	
Administration	742,566	
Total System Operating Costs	\$ 30,343,260	

Available Net Revenue per Indenture 115,177,504

		Coverage
Debt Service Senior Lien Bonds	47,192,365	2.44
Debt Service Subordinate Lien Bonds	17,605,371	1.78
Maintenance	6,056,203	
Available Net Revenue per Indenture after Maintenance	109,121,301	
Debt Service Senior Lien Bonds	47,192,365	2.31
Debt Service Subordinate Lien Bonds	17,605,371	1.68

Debt Service Schedule

	Cash Interest	Principal	Debt Service Reserve	Accreted Interest	Capitalized Interest	Other Funding Sources
2010 Senior Lien Revenue Bonds 2039						
7/1/2021				\$ 2,976,016.00		
1/1/2022				\$ 3,089,177.00		
2011 Senior CABS 3289						
7/1/2021				\$ 565,543.00		
1/1/2022		\$ 885,000.00		\$ 583,336.00	\$ 789,205.44	
2013A Senior Revenue Bonds Refunded October v2013 4322						
7/1/2021	\$ 177,000.00					
1/1/2022	\$ 177,000.00	\$ 3,605,000.00				
2013 Subordinated Revenue Bonds Refunded October 2020 4368						
7/1/2021	\$ 133,000.00					
1/1/2022	\$ 133,000.00	\$ 2,595,000.00				
2015A Senior Revenue Bonds 5205						
7/1/2021	\$ 7,469,750.00				\$ 2,800,653.00	
1/1/2022	\$ 7,469,750.00					
2016 Senior Refunding Revenue Bonds 6179						
7/1/2021	\$ 8,479,143.75					493,500
1/1/2022	\$ 8,479,143.75	\$ 10,605,000.00				5,690,500
2016 Subordinate Refunding Revenue Bonds 6357						
7/1/2021	\$ 1,654,381.25					
1/1/2022	\$ 1,654,381.25	\$ 450,000.00				
2021A TIFIA 183S/290E Direct Connects						
7/1/2021			\$ 3,528,694.65	\$ 2,272,353.00		
1/1/2022			\$ 3,110,554.11	\$ 5,856,889.00		
MoPAC Regions Loan						
Annual	\$ 850,000.00					
2018 Senior Revenue Bonds 7943						
1/1/2022	\$ 1,108,625.00				\$ 1,108,625.00	
2018 Subordinate BANs Revenue Bonds 7940						
7/1/2021	\$ 920,400.00	\$ 3,664,754.52				
1/1/2022	\$ 460,200.00	\$ 1,832,377.26				
2020A Senior Revenue Bonds 14464						
7/1/2021	\$ 1,256,625.00					
1/1/2021	\$ 1,256,625.00					
2020B Senior Revenue Refunding Bonds 17465						
7/1/2021	\$ 1,361,025.00					
1/1/2022	\$ 1,361,025.00	\$ 605,000.00				
2020C Senior Refunding Revenue Bonds 17469						
7/1/2021	\$ 1,889,568.08					
1/1/2022	\$ 1,889,568.08					
2020D Subordinated Refunding Revenue Bonds 17483						
7/1/2021	\$ 1,491,438.50					
1/1/2022	\$ 1,491,438.58	\$ 1,125,000.00				
2020E Subordinated Revenue Bonds						
7/1/2021	\$ 3,718,700.00				3,718,700.00	
1/1/2022	\$ 3,718,700.00				3,718,700.00	
2020F Subordinated Revenue BANs 18673						
7/1/2021	\$ 2,771,875.00					
1/1/2022	\$ 2,771,875.00					
2020G Subordinated Refunding Revenue Bonds 18676						
7/1/2021	\$ 1,276,300.00					
1/1/2022	\$ 1,276,300.00					
2020G Subordinated Debt Service Reserve Funds 18677						
7/1/2021			\$ 575,181.30			
1/1/2022			\$ 575,181.30			
2021B Senior Lien Bonds						
7/1/2021	\$ 2,509,729.44				2,509,729.44	
1/1/2022	\$ 5,866,900.00				5,866,900.00	
2021C Senior Lien Bonds						
7/1/2021	\$ 2,611,422.92				2,611,422.92	
1/1/2022	\$ 6,104,625.00				6,104,625.00	
	\$ 83,789,515.60	\$ 25,367,131.78	\$ 7,789,611.36	\$ 15,343,314.00	\$ 29,228,560.80	6,184,000

Capital Improvement Projects

**Capital Improvement Projects
as of July 1, 2021**

Project Name	Estimated Total Project Cost	State/Federal Funding	General Fund	Funding Source
Mopac Express Lanes Project - South	823,000,000	16,500,000		Proposition 12 Funding, Revenue Bonds, TIFIA Loan
183A PH III	277,300,000			Revenue Bonds and TIFIA Loan
US 183 N Express Lanes	612,000,000	7,200,000		Category 7 Funding, Revenue Bonds, TIFIA Loan
290E PH IV Feasibility Study (feasibility)		-	1,000,000	General Fund
290E PH IV Study (environmental)			7,500,000	General Fund
Barton Skyway Ramp Relief		-	10,000,000	TBD

Funding Sources Descriptions:

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



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